



EMALAHLENI
LOCAL MUNICIPALITY

DRAFT

IDP

2021/22

VISION

"TO BE A CENTRE OF EXCELLENCE AND INNOVATION"

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PERSPECTIVE FROM THE EXECUTIVE MAYOR



The 2021/2022 IDP is being presented under unprecedented difficult period post 1994 Constitutional democratic dispensation. There is no doubt that the Corona Virus Pandemic has adversely affected the National Development Plan and municipal IDP targets are no exception.

However, as a municipality through our Local Covid-19

Command Council, we have joined the global and national race to slow down and eventually halt the spread of Covid-19, a pandemic that has claimed thousands of lives. Equally, we wish to salute! The Local Joint Operation's Committee constituted by various sector departments, health workers and workers in general who continue to provide essential services as true warriors with a singular determination to save lives.

Importantly we wish to profoundly thank the majority of our residents who responded well and continue to remain discipline by adhering to basic preventative non-pharmaceutical measures reaffirming our maximum unity of purpose, with requisite patience and sacrifice together we shall be victorious over Corona Virus Novel, we are certain, this deadly virus shall pass and our people will be able to resume their normal lives in the not too distant future.

As part of the response strategy to the afore mentioned Covid-19 challenges, we were left with no option but to embark on the budget reprioritization process firmly expressed in our 2021 annual strategic planning resolutions.

Accordingly, it is with great sense of appreciation to highlight and acknowledge the effort taken by the municipality, through Inter Governmental Relations (IGR) and its social partners for ensuring that the current IDP and budget is focused and driven by community needs guided by consultations and community participation throughout the past year.

The IDP, in its strategic thrust, gives the expression to the constitutional mandate and related legislative prescripts, National Development Plan and the electoral mandate.

The 2020/2021 IDP review continues to carry the aspirations of our communities as a culmination of a protracted process of mandatory consultations through ward meetings, Mayoral Imbizo and through the recent print and electronic IDP and budget consultation..

On this note, and as firmly expressed in chapter 4 of the Municipal Systems Act 32 of 2000, we wish to heartily express sincere gratitude to all our residents, community based structures including business sector

for your valuable inputs, and commitment in building a better municipality not only for now but also for the future generation as well.

Accordingly, the 2021/2022 Integrated Development Plan is indeed an expression of the new dawn, and the inherent reality that it is the last IDP review before the next Local Government Election. It is therefore our firm collective pledge to intensify the implementation of the 2016 election manifesto commitments of the ruling party as confirmed by our communities.

In this regard, the strategic service delivery game changers incorporated in our 2021/2022 IDP will inter-alia include:

- Commitment to defeat Corona virus pandemic
- Water and Sanitation projects.
- Expanding the electrification programme.
- Air quality management and municipal climate change adaptation strategy underpinned by the focus on green economy.
- Practical steps to create an enabling environment to attract local and direct foreign investment guided by the principle of inclusive growth and job creation underpinned by Economic Recovery Plan priorities.
- Commitment to continue building spatially integrated forms of settlement therefore, this IDP re-affirms our commitment to accelerate formalisation of un-proclaimed settlements.
- Strengthening our revenue collection mechanism
- Intensifying the campaign against Gender Base Violence (GBV), HIV AIDS and protecting the wellbeing of the most vulnerable population of the society through Transversal Unit.
- Intensify the fight against corruptions by strengthening Good Governance

These are but a few of the apex priorities aimed at advancing and consolidating the municipal constitutional mandate and the 2016 electoral mandate.

Together we must ensure that the developmental targets we have set out to achieve are met.

It is therefore my pleasure to present this draft IDP review for the period 2021/2022 to council, Emalahleni Local Municipality communities, provincial Department of Cooperative Governance, Provincial and National Treasury.

Thank You.

Cllr L.M. Malatjie
EXECUTIVE MAYOR

PERSPECTIVE OF THE SPEAKER



The Integrated Development Planning (IDP) is a mandatory and overarching process that is run collectively by all stakeholders within the municipality to achieve developmental objectives of local government. Developmental Local Government has an obligation to provide basic services through interaction between numerous

stakeholders within the municipal area. It is through this collective interaction that we intend to address service delivery challenges facing the municipality and our communities.

This IDP is a culmination of efforts drawing from strengths of all stakeholders that contribute to the municipal commitment. This is the last year of the current term of office for local government. We reflect on developmental progress made by the municipality on improving service delivery. You be the judge. We evaluated our strategic approach to ensure that we are still on track to achieve our vision through the annual strategic sessions held over the past five years. Community Satisfaction is our priority. We are here to serve you. This IDP document is a direct result of yet another extensive consultative process and is an expression of the general interest of our people and a mirror that reflects the holistic prioritized community needs. We may have taken a different approach on consultation due to Covid-19 regulations but we thank your understanding and continuous support in providing inputs that enhance the IDP.

I urge that the rights of the vulnerable in society are protected and we fight as a community against the foul behavior of Gender Based Violence (GBV). Community structures and foot soldiers such as Community Development Workers (CDW) and Ward Committees must be used to enhance the effectiveness of government programs and communication.

Whilst this document is a legal Council adopted manifesto of Emalahleni Local Municipality, it is at the same time a flexible and dynamic living document to be used in structuring our debates and engagements with council if we are to deepen democracy and governance in the municipality.

We must acknowledge with appreciation the efforts and contribution of our Councillors, staff, communities and all stakeholders involved in ensuring that we produce a legitimate credible IDP.

We remain committed to the realization of the Five National Key Performance Areas of municipalities, being the following:

- Good Governance and Public Participation
- Municipal Transformation Organizational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development and
- Municipal Financial Viability

Yours in service delivery and development

CLLR M.B. HLUMBANE
SPEAKER

PERSPECTIVE FROM THE MUNICIPAL MANAGER



Integrated Development Planning is a process through which municipalities prepare a strategic development plan for a prescribed five-year period. Therefore, this review of the Integrated Development Plan is undertaken having in mind that this is

the last year of the current political office that was elected in August 2016. Local Government elections are scheduled to be held between August and November 2021 if the COVID-19 pandemic does not cause the elections to be delayed beyond the ninety days as per the legislation.

The developmental role played by municipalities in the provision of basic services and infrastructure is an important one. The execution of this mandate is largely dependent on the ability of municipalities to plan and allocate public resources in a developmental and sustainable manner.

The novel COVID-19 pandemic caused major challenges around the world and our country was not spared from the challenges. Many people lost their jobs and some businesses had to close shop as the country went into lockdown. The municipality also faced these challenges as its revenue dropped below acceptable levels.

The COVID-19 crisis has exposed the vulnerabilities of individuals, societies and economies, calling for a rethink of how the developmental role of the municipality is executed. The crisis calls for strong responses based on solidarity, co-operation and responsibility.

Therefore the COVID-19 crisis calls for a re-balancing of efficiency and resilience in our municipality. The municipality has the pressure to enhance its capacity to deliver basic services to its community, especially the vulnerable. This calls for the mobilization of resources from both the public and private sectors. The co-operation and the joining of resources by both the public and private sectors will indeed ensure that services are delivered to the community in a sustainable manner.

This reviewed Integrated Development Plan aim to realize the vision of the municipality; that of being a centre of excellence and innovation. As a municipality we aim to build a future city that is resilient, sustainable, having opportunities; and is habitable. We aim to build a better Emalahleni.

In order to achieve our developmental role, we will:

- Identify other revenue sources and Improve revenue collection;
- Fastrack township establishments;
- Upgrade bulk services;
- Strive for a clean city;
- Ensure that there are no potholes on the main/commercial roads; and
- Improve and sustain better water quality

We, therefore, call upon all consumers of municipal services to keep their municipal accounts up-to-date and or make necessary arrangements to ensure that collectively we hand over a viable municipality for the next generation.

H.S Mayisela
MUNICIPAL MANAGER

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome	MP	Mpumalanga
ANC	African National Congress	MPAC	Municipal Public Accounts Committee
CBD	Central Business Development	MSA	Municipal Systems Act
CDW	Community Development Workers	MTEF	Medium Term Expenditure Framework
CIP	Comprehensive Integrated Infrastructure Plan	NDP	National Development Plan vision 2030
DDP	Department of Development Planning	NDM	Nkangala District Municipality
DMR&E	Department of Minerals and Energy	NMD	Normal Maximum Demand
EAP	Employees Assistance Programme	OHS	Occupational Health Safety
ELM	Emalahleni Local Municipality	OHSA	Occupational Health and Safety Act
Ext.	Extension	O&M	Operation and Maintenance
GDP	Gross Domestic Product	PMS	Performance Management System
GVA	Gross Value Add	PMU	Project Management Unit
HDI	Human Development Index	RDP	Reconstruction and Development Plan
HIV	Human Immunodeficiency Virus	SDBIP	Service Delivery and Budget Implementation Plan
ICT	Information and Communication Technology	SCM	Supply Chain Management
IDP	Integrated Development Plan	SDF	Spatial Development Framework
IGR	Intergovernmental Relations	SMME	Small Medium and Micro Enterprises
ITC	Information Trust Centre	Str.	Street
ITP	Integrated Transport Plan	SWOT	Strength, Weaknesses, Opportunities and Threats Analysis
KFA	Key Focus Area	TB	Tuberculosis
KM	Kilometer	WSP	Work Place Skills
KPA	Key Performance Area	WWTW	Waste Water Treatment Works
KPI	Key Performance Indicator		
LED	Local Economic Development		
LLF	Local Labour Forum		
LG-SETA	Local Government Sector Education Training Authority		
LUMS	Land Use Management System		
MFMA	Municipal Finance Management Act		
MIG	Municipal Infrastructure Grant		
MMC	Member of Mayoral Committee		

1 BACKGROUND

1.1 LOCATION

The Emalahleni Municipal area, which means the “place of coal”, consists inter alia of the towns of eMalahleni, Kwa-Guqa, Ga-Nala and Ogies. The town of eMalahleni was established in 1903. It was named after a ridge of white rock located near the present railway station. In the early years, this ridge was a halting place for transport wagons and a trading post. eMalahleni has a large collection of heritage assets, which is currently under threat from rapid development. Emalahleni is probably the most industrialised municipal area in Nkangala and its landscape features mainly underground and opencast coalmines. This area has the largest concentration of power stations in the country. Its mining and industrial history is reflected in the area’s heritage places. This includes elements of industrial history, military history, architectural/engineering and graves which should be protected and conserved.

Emalahleni Local Municipality is located within the Mpumalanga Province and is situated in the jurisdictional area of the Nkangala District Municipality. The district is located to the North-West of the province and is the smallest district in land mass (21%) and has the second largest population concentration (35%) in the province. It covers an area of about 2677.67 km² in extent. The Nkangala District Municipality is made up of six local municipalities, namely:

- Emalahleni Local Municipality
- Emakhazeni Local Municipality,
- Steve Tshwete Local Municipality,
- Thembisile Hani Local Municipality,
- Dr JS Moroka Local Municipality, and
- Victor Khanye Local Municipality.

Emalahleni Local Municipality is strategically located within the Mpumalanga provincial context and it serves the function of a gateway municipality and town into the province for eight of the nine provinces of South Africa. Its proximity to the Johannesburg, Ekurhuleni and the Tshwane Metropolitan Municipalities, which jointly constituted the largest economy in the country serve the municipality favourably.

The road infrastructure connecting Emalahleni to the rest of the country is also very well maintained and serviced by logistics freight activities to such that the significance of the municipality in the Industrial Development and Transportation strategies of the country are recognised. Connecting the municipality to the rest of the country as mentioned above is the significant road infrastructure consisting of the N4 and N12 freeways. The N4 and the N12 converge at eMalahleni town, N12 starts at eMalahleni and then the N4 proceeds to Nelspruit and Maputo.

Running parallel to the N4 is a rail line that connects Gauteng through eMalahleni to Maputo. This significant rail and road infrastructure has been identified as part a Southern African initiative to connect Walvis Bay (on the west coast of Africa) and Maputo (on the east coast of Africa) called the Maputo Corridor.

These significant transportation and freight linkages are critical to ensure improved trade between Namibia, Botswana, South Africa and Mozambique. The roads to the south of the municipality and rail connections connect eMalahleni to Richards bay and Maputo Harbour; this provides significant logistic opportunities for the coal that need to be exported through the harbours.

The southern areas of the Emalahleni Municipality form part of the region referred to as the Energy Mecca of South Africa, due to its rich deposits of coal reserves and power stations such as Kendal, Matla, Duvha and Ga-Nala, while the new Kusile power station is located a few kilometres to the east of Phola. The

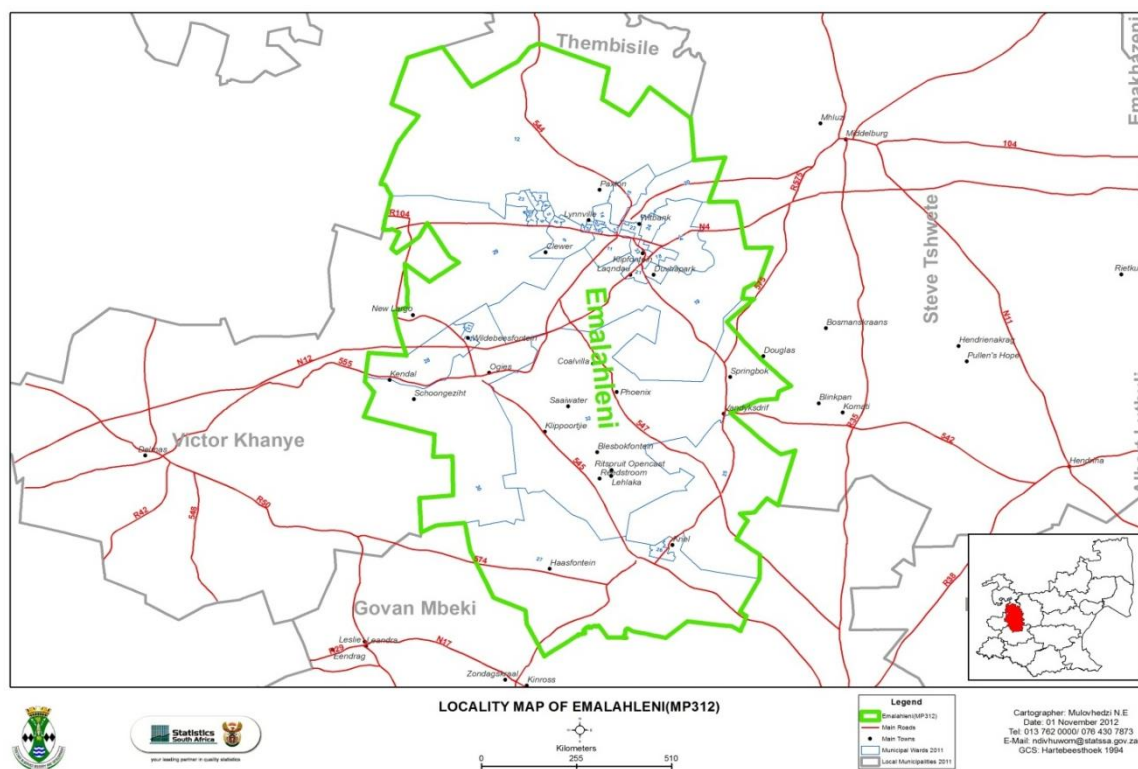
Southward road and rail network connect the eMalahleni area to the Richards Bay and Maputo harbours, offering export opportunities for the coal reserves.

The eMalahleni Municipality area of jurisdiction consists of the main following towns/ settlements, ranked according to population:

- eMalahleni complex;
- Ogies and Phola;
- Ga-Nala and Thubelihle;
- Rietspruit;
- Van Dyksdrift; and
- Wilge.

Emalahleni Local Municipality (ELM) as with all other municipalities in the country continues to be with the deep spatial challenges of the past where communities continue to live separately from each other, although strides have been made to bring the poor communities closer to the centres of economic activities, land availability continues to hamstrung the programme.

Map of eMalahleni



1.2 GUIDING PARAMETERS

1.1.1 Legislative background

Planning and development in the Emalahleni Local Municipality occurs within the international, national and provincial policy framework, and provides for the implementation of the priorities as outlined in these documents. This section presents a long term development strategy for the Municipality and gives effect to the development strategies and priorities of International, National and Provincial Government while also responding directly to the development challenges and opportunities that characterises the Emalahleni Local Municipality.

1.1.1.1 *The Constitution*

The Constitution of the Republic of South Africa of 1996 outlines the objectives and developmental duties of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as the developmental duties of municipalities are concerned, a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes. The objects of local government are:

- To provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organizations in the matters of local government.

Emalahleni Local Municipalities derives its powers and function from schedule five and six of the constitution

- A municipality has Executive Authority in respect of, and has the right to Administer:
- the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
- Any other matter assigned to it by National or Provincial Legislation.
- A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- Subject to section 151(4), a by-law that conflicts with National or Provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.
- The National Government and Provincial Governments must assign to a Municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to Local Government, if:
 - that matter would most effectively be administered locally; and
 - The municipality has the capacity to administer it.
- A Municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

1.1.1.2 The Municipal Systems Act

The Emalahleni IDP is compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which,

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;

- forms the policy framework and general basis on which annual budgets must be based;
- complies with the provisions of this Chapter; and
- is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

As far as the status of an integrated development plan is concerned, section 35 states that an Integrated Development Plan (IDP) adopted by the council of a municipality,

“(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and

(c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.”

Section 36 furthermore stipulates that, a municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.

1.1.1.3 Municipal Powers and Functions

Emalahleni Local Municipalities derives its powers and function from schedule five and six of the constitution

A municipality has executive authority in respect of, and has the right to administer:

- a) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
- b) any other matter assigned to it by national or provincial legislation.

A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.

Subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.

The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government,

If: a) that matter would most effectively be administered locally; and

b) The municipality has the capacity to administer it.

1.1.1.4 National Development Plan

The municipal IDP is developed and aligned in accordance with national development vision, which is outlined in various national policy documents, and consolidated in the National Development Plan (NDP). The National Development Plan is presented in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks.

The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and

impatience suggest that time is of the essence, failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017).
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments
- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well located land by 2030.
- More people living closer to their places of work and Better quality public transport.
- More jobs in or close to dense, urban townships
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.

In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside.

1.1.1.5 National Outcomes

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes (refer to Box 2). Early in the National Cabinet adopted twelve outcome areas that collectively address the main

Box 2: 12 National Outcomes

- a) an improved quality of basic education
- b) a long and healthy life for all South Africans
- c) all South Africans should be safe and feel safe
- d) decent employment through inclusive growth
- e) a skilled and capable workforce to support an inclusive growth path
- f) an efficient, competitive and responsive economic infrastructure network
- g) vibrant, equitable, sustainable rural communities with food security for all
- h) sustainable human settlements and an improved quality of household life
- i) a responsive, accountable, effective and efficient local government system
- j) environmental assets and natural resources that are well protected and enhanced
- k) a better Africa and a better world as a result of South Africa's contributions to global relations
- l) an efficient and development-oriented public service and an

strategic priorities of government. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes has been concluded between the President and national ministers. The Government outcome nine commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9 (refer to Box 3), Emalahleni Municipality IDP responds directly to issues facing the area and its communities, render local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

1.1.1.6 Local Government Outcome 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified. Outcome 9, which is “A responsive, accountable, effective and efficient Local Government system” deals with local government and affects eMalahleni Municipality directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9 as outlined in box 3:

Box 3: Outputs for Outcome 9

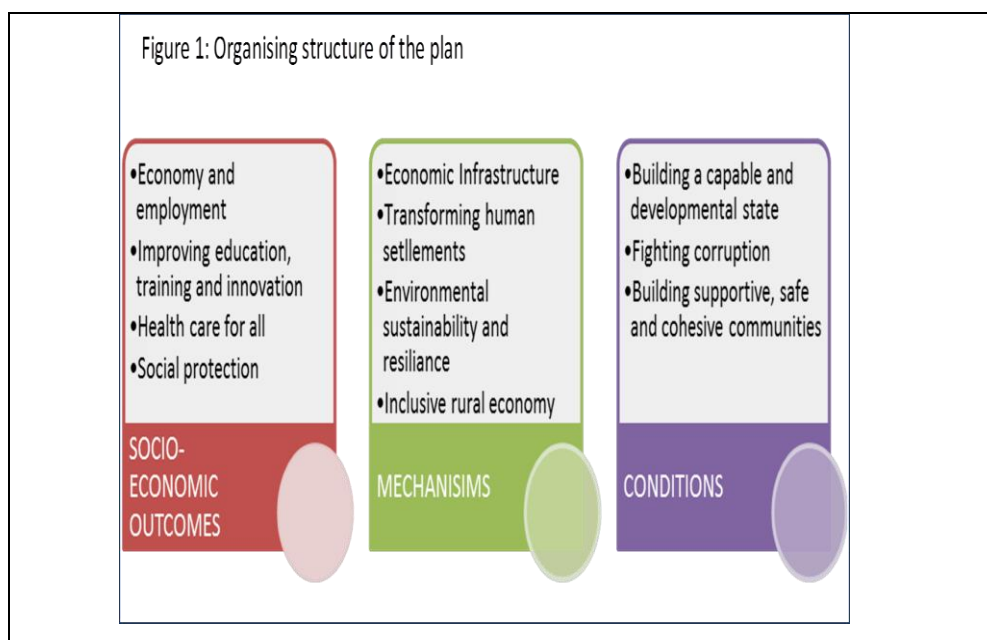
1. Output 1: Implement a differentiated approach to municipal financing, planning and support
2. Output 2: Improving access to basic services
3. Output 3: Implementation of the Community Work Programme
4. Output 4: Actions supportive of the human settlement outcome
5. Output 5: Deepen democracy through a refined Ward Committee Model
6. Output 6: Administrative and financial capability
7. Output 7: Single window of coordination.

1.1.1.7 Mpumalanga Vision 2030

The Mpumalanga Vision 2030 is the direct implementation response to the National Development Plan (Vision 2030). It is the Province’s approach to realising the objectives of the NDP in the provincial context. It builds on and informs past & existing sectorial and related planning interventions in Mpumalanga (MP). It further set high level provincial targets, facilitate decision making and prioritisation and inform choices and trade-offs. Process for developing Mpumalanga V2030 drew on:

- 2009 Green Paper: National Strategic Planning (foundations for longer term planning in SA)

- Draft National Development Plan (November 2011)
- Mpumalanga District Consultations (Feb – March 2012)
- Vision 2030 (Our Future, Make it Work), the objectives of the vision are:
 - Structured as an implementation plan
 - Framework for decision making and action at the macro policy level
 - Guide for all governance levels in the Province
 - Balance between detail and clear and constant strategies to shape action within and outside of government
 - Incorporates focused spatial representation of content and intention
 - Approach to change that links capabilities to opportunities and employment
 - Incorporates the establishment of focused & interlinked priorities
 - Three inter – related impact areas corresponding to NDP call for focus on “a few strategic priorities”
 - For socio economic outcomes to be achieved, key mechanisms must be in place to facilitate the achievement of objectives.
 - Mechanisms must build on the strong foundations of a safe and cohesive society and an honest and capable public service.



The MP V2030 summarises the priority areas of the NDP to provide a framework for the localisation of V2030 and its translation into province specific actions as shown in the above figure.

1.1.1.8 State of the National and Province Address

The 2021 State of the Nation address, injunctions were amplified in the 2021 State of the Province address underpinned by the following priorities:

- Defeat the Corona Virus pandemic
- Accelerate Economic Recovery
- Drive inclusive growth with emphasis on the creation of sustainable jobs
- Intensify the fight against corruption

Accordingly, the municipal 2021IDP review process has underscored the need to intensify the fight against Covid-19 through a Multi-Sectoral Local Command Council and its anchor strategy is to continue to educate, encourage and enforce preventative non-pharmaceutical measures. The ELM is also ready, willing and able to support the roll-out of vaccination programme through this Multi-Sectoral platform.

The municipal LED unit through strategic partnerships is driving the Local Economic Recovery Plan, which will inevitably focus on accelerating implementation of skills development programmes guided by the outcomes of a comprehensive skills audit.

Furthermore, Emalahleni Local Municipality being the largest node along the Maputo Development Corridor dominated by Coal Mining, Energy, Wholesale and retail trade, Community Services and Finance is repositioning itself to explore other value chains with potential to gradually reduce too much dependency on the minerals complex, and the Municipal LED strategy is also focusing on Tourism, Agro-Processing, manufacturing Green Economy and Information Technology for future participation in the Fourth Industrial Revolution

(4IR), noting that the municipality is already rolling-out broadband and Wi-Fi in strategic public places.

The vision for industrialisation set by 2021 SONA has find expression in this reviewed IDP with commitment to strengthen partnerships with all social partners in commencing with the roll-out and or rehabilitation of township Industrial Parks.

To drive inclusive growth with great emphasis on creation of sustainable jobs, the municipality has consolidated infrastructure pipeline projects through national grants and private sector investment which includes Social Labour Plans, which re-affirms electoral commitments on access to water, sanitation, electricity programme in pursuance of the historic vision of a better for all.

In the relentless endeavour to wage a sustained fight against corruption, the municipality now has an Anti-Fraud Toll free number which is 0800 004 005 to report any forms of corrupt activity and wish to assure the eMalahleni citizens that consequence management will apply without fear of favour.

As we put our hands on deck to reboot the local economic activity SONA reminds the municipality not to lose sight of threat that climate change poses to our environmental health and the needs of the current and future generation. In this regards the municipality has Air Quality Management Plan and is finalising Climate Change Response Strategy.

Lastly, SOPA 2021 issues a provincial clarion call to intensify the nations campaign to combat gender base violence. The municipality has approved the gender base violence plan.

2 PROCESS PLAN

Council adopted the process plan in order for eMalahleni to review 2021/2022 IDP. The following engagements will be followed as the municipality develops the 2021/2022 IDP. The IDP process aligns with performance and budget processes.

STAGE	STAGES IN THE IDP/BUDGET/PMS PROCESS	PROCESS	RESPONSIBILITY	TIME FRAME
1	PREPARATORY PHASE / PRE PLANNING PHASE	IDP PROCESS		
		Adoption of draft IDP / Budget and performance process plan	IDP Manager	30 July 2020
		Consulting on IDP / Budget and performance process plan	IDP Manager	July - August 2020
		Adoption of the final IDP / Budget and performance process plan	IDP Manager	27 August 2020
		IDP Steering Committee	Municipal Manager	August 2020
		BUDGET PROCESS		
		<ul style="list-style-type: none"> Submit the approved operating and capital to National and Provincial Treasuries in both printed and electronic copies and publish the documents in the website of the municipality. 	Municipal Manager	July 2020
		<ul style="list-style-type: none"> Finalising of all plans and budget working paper files to implement the approved budget. 	CFO / MM	June 2020

		PERFORMANCE MANAGEMENT PROCESS		
		▪ Municipal Manager to submit the 2020/21 draft SDBIP to the Executive Mayor.	Municipal Manager/PMS Manager	June 2020
		▪ Executive Mayor approves the 2020/21 SDBIP	Executive Mayor/PMS Manager	June 2020
		▪ Municipal Manager to submit the draft 2020/21 performance agreements to the Executive Mayor	Municipal Manager /PMS Manager	July 2020
		▪ Approval & signing of 2020/21 performance agreements	Executive Mayor and Municipal Manager	July 2020
2	PLANNING & ANALYSIS PHASE	IDP PROCESS		
		▪ Assessment of the previous IDP performance, level of development & backlogs (IDP Steering Committee)	Municipal Manager	September 2020
		▪ Public participation meetings	Executive Mayor/ Speaker/IDP Manager	10, 11 and 17 October 2020
		BUDGET PROCESS		
		▪ Review previous year's processes, what worked well, what didn't, where to improve and issues to address for legislative compliance and completion of the Budget Evaluation Checklist (BEC)	Executive Mayor	July - August 2020
		▪ Tabled an IDP and budget process		

		<p>plan to council for approval.</p> <ul style="list-style-type: none"> ▪ Tabled to council an adjustment budget for Roll over capital projects in terms of section 28(2)(e) ▪ To enable preparation of a budget that is mSCOA compliant. ▪ Reviewing of past financial year and performance as at 30 June 2020. ▪ Prepare and commencing with the budget process and engaging departments on budget related issues. ▪ Conducting workshops with departments and budget steering committee on budgeting on mSCOA. 		
		<ul style="list-style-type: none"> ▪ Submit Annual Financial Statement to Audit committee 	CFO	August 2020
		<ul style="list-style-type: none"> • Submit the 2019/2020 Annual Report and Annual Financial Statements to office of the Auditor General 	Municipal Manager/PMS Manager/CFO	August 2020

		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> Approve 2020/2021 Reviewed PMS Framework Policy 	Municipal Manager/PMS Manager	July 2020
		<ul style="list-style-type: none"> Finalise performance agreements and plans for section 56 Managers within 30 days after the beginning of new financial year 	Municipal Manager/PMS Manager	July 2020
		<ul style="list-style-type: none"> Publish 2020/2021 performance agreements and plans within 14 days after approval on municipal website 	Executive Mayor/PMS Manager	August 2020
		<ul style="list-style-type: none"> Submit 2020/2021 performance agreements to MEC co-operative governance and traditional affairs. 	Executive Mayor	August 2020
		<ul style="list-style-type: none"> Conduct Performance Appraisals for Senior Management 	Municipal Manager/Mayor	August 2020
		<ul style="list-style-type: none"> PAC Meeting to review 2020/2021 Annual Performance Report 	Performance Audit Committee and Municipal Manager	July 2020
		<ul style="list-style-type: none"> Finalize Annual Performance Report for 2020/2021 	Municipal Manager/PMS Manager	July 2020

		<ul style="list-style-type: none"> ▪ PAC Report to Audit committee & Council on Year end 	Chairman PAC and Municipal Manager	July 2020
		<ul style="list-style-type: none"> ▪ Publication of 2020/2021 SDBIP on Municipal web-site 	PMS Manager	July 2020
		<ul style="list-style-type: none"> • Table 2019/2020 draft Annual Report before Council 	Executive Mayor	August 2020
		<ul style="list-style-type: none"> • Submit the 2019/2020 Annual Report to office of the Auditor General 	Municipal Manager/PMS Manager	August 2020
3	STRATEGY	IDP PROCESS		
		<ul style="list-style-type: none"> ▪ IDP Representative Forum 	Executive Mayor	November 2020
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> • 1st 2020/2021 quarterly reports 	Municipal Manager	November 2020
		<ul style="list-style-type: none"> • Verbal Assessment of section 56 	Municipal Manager/Executive Mayor	November 2020
		<ul style="list-style-type: none"> • Written performance Assessments for section 56 Managers 	Municipal Manager/Executive Mayor	September 2020 February 2020
BUDGET PROCESS				
		<ul style="list-style-type: none"> • Meeting with departments for adjustment budget 2020/21 inputs 	CFO	January – February 2021
		<ul style="list-style-type: none"> • Submit budget schedules to departments for 2020/21 budget inputs 	CFO	December – February 2021
		<ul style="list-style-type: none"> • Compile the 	CFO	February

		adjustment budget for 2020/21		2021
4	PROJECTS & INTEGRATION	IDP PROCESS		
		<ul style="list-style-type: none"> Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc 	All Sector Departments	February / March 2021
		<ul style="list-style-type: none"> Designs of project proposals, setting of project objectives, targets and indicators. 	All Departments	January - March 2021
		BUDGET PROCESS		
		<ul style="list-style-type: none"> Meeting with departments to get inputs for 2021/22 Draft budget. Tabling the inputs of draft budget to the budget steering committee. 	CFO	January - February 2021
		<ul style="list-style-type: none"> Prepare draft budget for the ensuing year 2021/22 and the projections for the two outer years (MTREF). 	All Departments	February – March 2021
		ADJUSTMENTS BUDGET PROCESS		
		<ul style="list-style-type: none"> Finalization of the Mid-year assessment report for 2020/2021 for adoption by council 	Municipal Manager	25 January 2021
		<ul style="list-style-type: none"> Finalisation of the 	CFO	28

		2020/2021 adjustments budget informed by the mid-year assessment report <ul style="list-style-type: none"> ▪ Submit to provincial and National treasury ▪ Place the Adjustment budget on municipal website 		February 2021
		<ul style="list-style-type: none"> ▪ Consolidation, integration and prioritisation of projects submitted in accordance with the IDP priorities. 	CFO	February 2021
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> ▪ Table 2019/2020 final Annual Report before Council 	Executive Mayor/PMS Manager	January 2021
		<ul style="list-style-type: none"> ▪ Annual report consultation 	Municipal Manager/PMS Manager	January 2021
		<ul style="list-style-type: none"> ▪ Report on current year's budget implementation Mid-year performance assessment sec 72 of the MFMA. 	Municipal Manager/PMS Manager	January 2021
		<ul style="list-style-type: none"> ▪ Mid-year written assessment for section 56 managers 	Municipal Manager/PMS Manager	January 2021
		<ul style="list-style-type: none"> • Adjusted SDBIP the 2020/2021 	Municipal Manager/PMS Manager	February 2021
5	APPROVAL/TABLING/ADOPTION	IDP PROCESS		
		<ul style="list-style-type: none"> ▪ Tabling of the draft IDP to 	Municipal Manager	16 March 2021

		Mayoral committee		
		▪ Tabling of the draft IDP to Council	Municipal Manager	25 March 2021
		▪ Advertise the draft IDP for Comments	IDP Manager	March/ April 2021
		▪ Public participation meetings on IDP	Executive Mayor/ Speaker/IDP Manager	10, 13 and 17 April 2021
		▪ IDP/Budget Indaba	Municipal Manager/Executive Mayor	21 April 2021
		▪ Table the Final IDP before Mayoral Council	Municipal Manager	18 May 2021
		▪ Table the Final IDP before Council	Executive mayor	27 May 2021
		▪ Submit the approved IDP to the MEC of Local Government within 10 days, after approval	Municipal Manager	June 2021
		▪ Advertise the approved IDP	IDP Manager	June 2021
		BUDGET PROCESS		
		▪ Tabling of the draft 2021/22 Budget to Mayoral committee/Council committee	Municipal Manager	March 2021
		▪ Submit the draft budget to Provincial and National Treasury		
		▪ Tabling of the draft Budget to IDP and Budget Steering Committee	Municipal Manager	April 2021
		▪ Make public the draft budget in local newspapers,	Municipal Manager	April 2021

		libraries, municipal offices and invite public representations.		
		<ul style="list-style-type: none"> Community consultation on the tabled draft budget 	Speaker/Executive Mayor	April 2021
		<ul style="list-style-type: none"> Review tabled budget to incorporate community consultation inputs 	CFO	April 2021
		<ul style="list-style-type: none"> Table 2021/2022 final annual budget & MTREF that is mSCOA compliant for council adoption Submit to Provincial and National treasury Place the final budget on the municipal website 	Executive Mayor	May 2021
		PERFORMANCE MANAGEMENT		
		PROCESS		
		<ul style="list-style-type: none"> Prepare an oversight report on 2019/2020 Annual Report. 	MPAC	March 2021
		<ul style="list-style-type: none"> Table oversight report to Council after consideration of the 2019/2020 Annual Report. 	MPAC	March 2021
		<ul style="list-style-type: none"> Make public the oversight report within seven (7) days of the adoption of the annual report. 	Municipal Manager	March 2021
		<ul style="list-style-type: none"> Submit the annual report and 	Municipal Manager	March 2021

		oversight report to MEC Local Government		
		▪ Verbal performance assessment of managers	Municipal Manager	April 2021
		▪ 3 rd Quarterly Performance report for 2020/2021	Municipal Manager	April 2021

2.1.1 Community Participation Meetings

The Municipal Public Participation Meetings are organized for the following purposes:

- Introduce the Municipal Councillors and Office Bearers to the community;
- Report on progress in the implementation of the Capital Projects;
- Obtain the Community's needs;
- Report on focus areas for the term of Council;
- Confirm that Communities' Priorities are captured correctly for the IDP;
- Report on the prioritized projects for the coming years.

In terms of accountability, the municipality conducts community meetings whereby the municipal IDP activities are communicated to the community and the community ask questions. For 2020/21 IDP, community participation meetings are planned as followed:

Phase 1 of the meeting will be reporting on the 2020/2021 IDP approved projects and collection of community needs for 2021/2022 IDP. Also, report on feedback on the 2019/2020 Service Delivery and Budget Implementation Plan (SDBIP). The meetings will take place as the table below, if lockdown regulations are still

in place, the meeting will be re-arranged and consultations will be done differently exploring different innovative methods:

WARDS	DATE	VENUE	DAY	TIME
1,2,3,4,5,6,7,8,9, 23 & 29	10 October 2020	Sinqobile Community Hall	Saturday	09h00
10,11,13,14,16,17	10 October 2020	Lynnville Hall	Saturday	14h00
28,30,31	11 October 2020	Phola Community Hall	Sunday	09h00
25,26,27 & 32	11 October 2020	Ga-Nala Community Hall	Sunday	14h00
12,15,18,19,20,21,22, 24,33 & 34	17 October 2020	Ext 6 Community Hall	Saturday	09h00

Phase 2 of meeting will be presenting the 2021/2022 Draft IDP and Budget and Medium Term Revenue and Expenditure Framework (MTREF). The meetings will take place as follows, if lockdown regulations are still in place, the meeting will be re-arranged and consultations will be done differently exploring different innovative methods:

WARDS	DATE	VENUE	DAY	TIME
1,2,3,4,5,6,7,8,9, 23 & 29	10 April 2021	Hlalanikahle Multi-purpose centre	Saturday	09h00
10,11,13,14,16,17	10 April 2021	Lynnville Hall	Saturday	14h00
12,15,18,19,20,21,22, 24,33 & 34	13 April 2021	eMalahleni City Hall	Tuesday	17h00
28,30,31	17 April 2021	Phola Community Hall	Saturday	09h00
25,26,27,32	17 April 2021	Ga-Nala Community Hall	Saturday	14h00

Due to Covid-19 lockdown regulations that prohibit public gatherings, the municipality derived different approach of public consulting by adhering to lockdown safety measures. Phase 1 of the meetings were conducted virtually at

Emalahleni FM (on the 12th and 15th October 2020) and radio Kragbron (on 13th October 2020). Community members were given opportunity to submit their comments via the municipal web-site drop box; feedback form obtained from ward Councillor; comments box placed in different municipal offices (rates hall); through a WhatsApp message; and an advertising put in Witbank News for the purpose of public comments.

The top issues raised as challenges during the public participation meeting are housing needs, water interruptions, sanitation needs, refuse collection, basic services in informal settlements, electricity interruption, roads and storm water drainage, streetlights and high mast lights, social services, parks, sport and recreation, unemployment, Health needs (Clinics), speed humps, education, fight for corruption and illegal connection.

3 SITUATIONAL ANALYSIS

3.1 INTRODUCTION

The chapter on the situational analysis provides a status quo of the existing trends and the socio-economic conditions in the Emalahleni Municipality. It provides a brief description of the opportunities and the strengths of the municipal area concisely while providing inputs and plans to solve the existing challenges.

3.2 DEMOGRAPHIC TRENDS

3.2.1 Population size

According to Statistics South Africa (Community Survey 2016), Emalahleni's population has increased from 395 466 people recorded in the Census of 2011 to 455 228 people recorded in 2016. These figures represent the third largest population in the province after City of Mbombela and Bushbuckridge municipalities. In the Nkangala district, 31.5% of total population of Nkangala reside in Emalahleni municipal area as of 2016. The population of the municipality increased by 59 762 and recorded a population growth rate of 3.2% per annum between the periods of 2011 and 2016.

Given the annual growth rate of 3.2% in the area, roughly the population number for 2019 is estimated at 500 343 and 2030 it is estimated that the municipality will have to deal with at least more or less 707 530 people (12.8%).

Due to the population exponential growth and the challenges it presents in the planning processes, the municipality in partnership with key stakeholders and private sector through its Local Economic Development strategy plan seeks to reduce the service delivery backlog, promote local and foreign direct investment,

increase its skill base and stimulate local economic growth leading to the creation of much needed jobs on a wider scale.

It is generally accepted that the significant increase in the mining-energy and industrialisation activity (manufacturing, trade, service sector and SMMEs) remains a catalytic sector to:

Exponential increase of informal settlements and back yard dwellers.

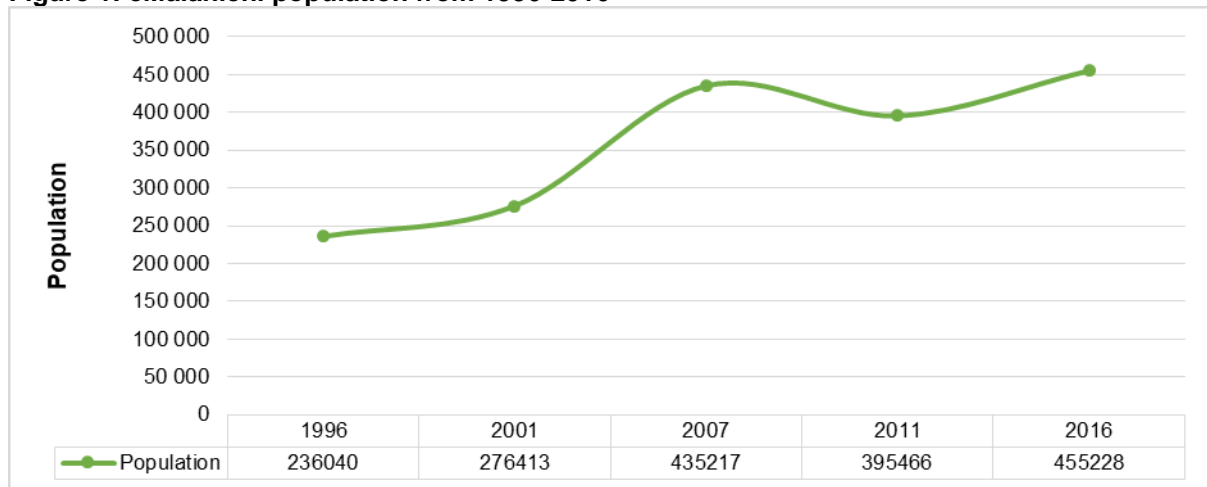
Strain on ageing municipal infrastructure such as water, sanitation (blue and green drop status), electricity and roads resulting in quality and capacity challenges.

At the same time, it is expected that an increase in an economic activity will assist to mitigate:

Low economic growth challenges and high rate of unemployment.

Also the general negative impact to municipal revenue streams

However, notwithstanding, the above mentioned challenges, eMalahleni is being considered as a key economic hub and a major conduit city, which supports large catchment area of approximately 2,5 million people.

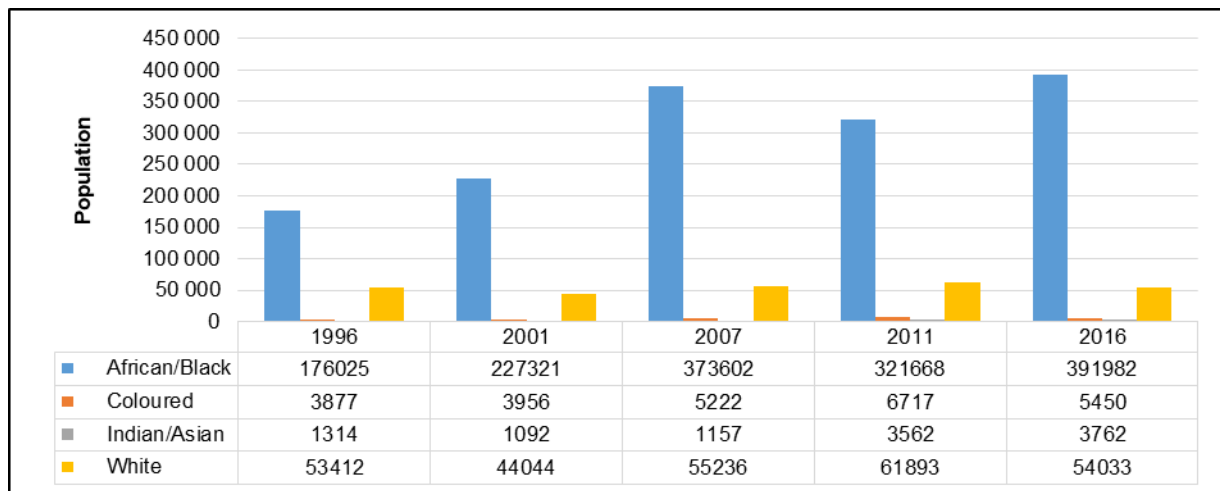
Figure 1: eMalahleni population from 1996-2016

Source: Statistics South Africa

3.2.2 Population distribution

3.2.2.1 Population group for Emalahleni

eMalahleni is composed of all racial groups with 391,982 Black African, which shows an increase since 2011; Coloured 5 450; Indian or Asian 3 762 and White 54 033. The tables indicate changes of population groups since 2011 and it shows an increase in both African/Black and Indian/Asian and decrease in both Coloured and White population since 2011.

Figure 2: Population groups of eMalahleni, 2011-2016

Source: Statistics South Africa

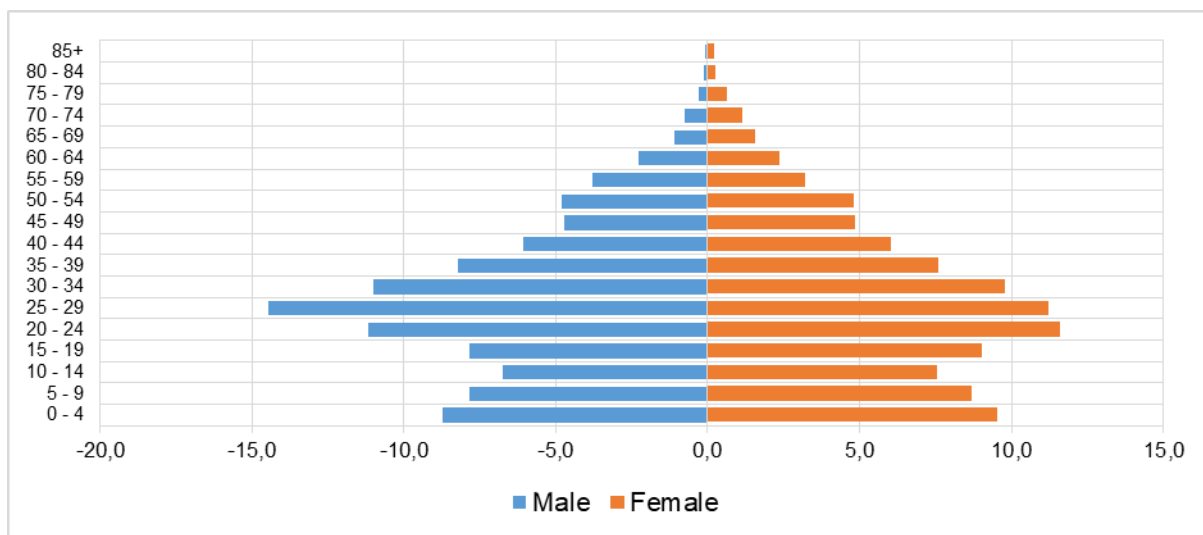
3.2.2.1 Population Pyramid

The population of Emalahleni is predominantly youth (15-34 years) at 43.1% of the total population. The challenges that are posed by the youthful population in the main are socio-economic. It means that the municipality should grow the economy to meet employment needs of the youth, which at present is estimated to grow at less than 0.9% between 2018 and 2023. This implies that the LED Strategy of the municipality should prioritize skilling youth so that they could participate in the main stream economy.

The municipality should also provide social infrastructure like schools, clinics/hospitals and sporting facilities. The social infrastructure referred to will help to highly reduce social ills that mainly happen when the youth idle.

The youthful population also poses spatial planning challenges, especially housing immediately and in the future. The municipality has to be proactive and buy land to discourage informal settlements and land invasions.

Figure 3: Population Pyramid



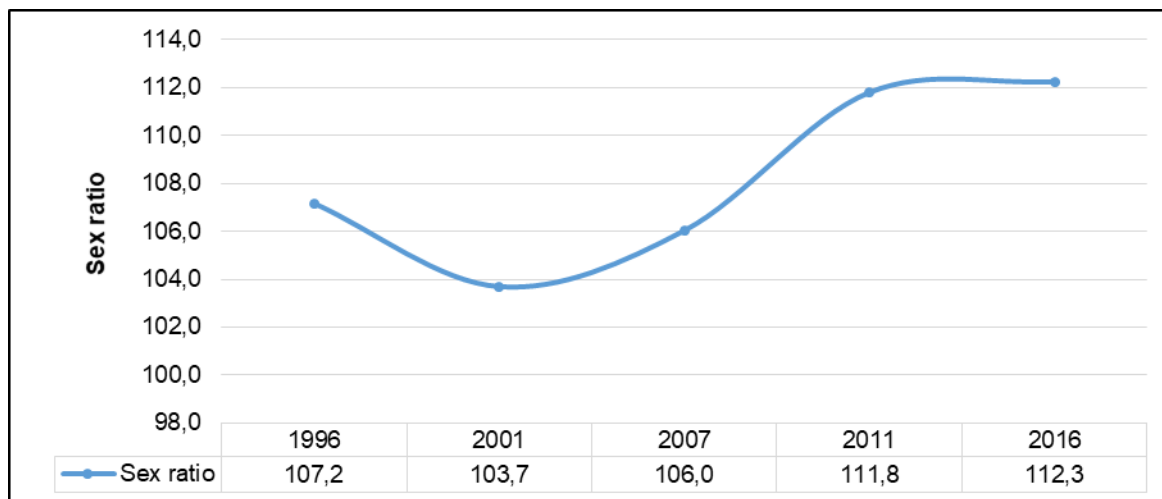
3.2.2.2 Gender Distribution/ Sex Ratio

The age and gender 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.

The recent SERO Report indicates that there is 47, 1% females and 52, 9% males. This is surprising because in most cases females are more than males. However, this may be as a result of young males coming into the municipality

looking for employment or married male who temporarily coming to eMalahleni for employment opportunities. This suggests that the municipality has to consider the rental accommodation.

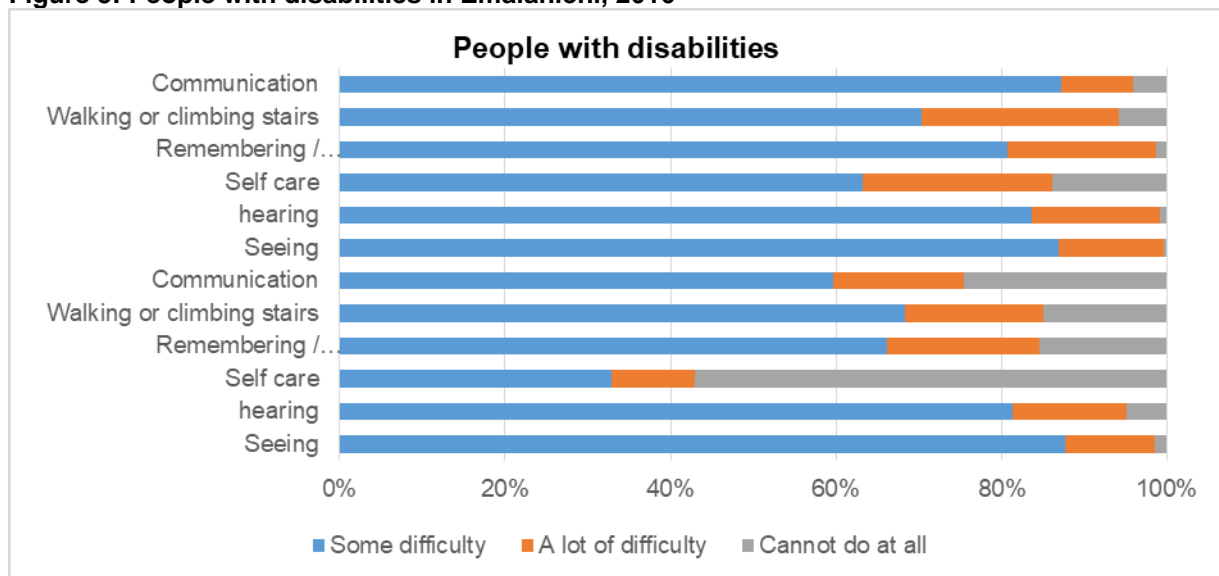
Figure 4 Sex Ration, 1996-2016



Source: Statistics South Africa

3.2.3 Disability

Disability is one measure, which is used to evaluate the health of a population. It is defined as a health condition that limits functioning. eMalahleni has people with difficulties of walking or climbing stairs as shown in the below graph. This is an important disaggregation to note for knowledge of what types of resources are needed by disabled persons within eMalahleni. The below figure indicate the rate of people leaving with disability and there are planned programmes intended for people leaving with disability. In the Figure 5 indicate certain difficulty but the self-care is the most affected as it shows a number of people who suffer a lot of difficulty and most that cannot do at all.

Figure 5: People with disabilities in Emalahleni, 2016

Source: Statistics South Africa

3.3 SOCIO ECONOMIC TRENDS

3.3.1 Education Attainment

Educational attainment is a key indicator of development in a population of any country, especially for Human Development Index. Emalahleni registered good improvements in education. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons older than 20 years. This is an ideal group since they would have completed attending educational institutions. Statistics South Africa generated a measure of educational attainment for persons over age 20. This group is expected to have completed educational enrolment and therefore giving a good measure for completed level of education. According to the 2016 CS of StatsSA, the population in eMalahleni aged 20+ completed grade 12, increased from 117 021 in 2011 to 146 952 (increase of 29 931) in 2016, an increase of 25.6% in the relevant period.

eMalahleni's grade 12 pass rate showed slight decline from 2014 to 2018. In 2020 there was a slight decline from 81, 2% (2019) to 78, 8% (2020). The slight decline in pass rate in 2020 could be attributed to Covid-19 challenges. It is ranked 10th lowest in the province. The records in 2018 showed that Emalahleni had 926 bachelors, 924 diploma and 480 higher certificate achievement.

The table below indicates statistics on educational achievements since 1996 to 2016. Emalahleni percentage of people with no schooling declining from 14% in 1996 to 5% in 2016. People with primary education has been steadily declining from 1996 to 2016 in Emalahleni. The percentage of people with higher qualifications has been steadily increasing since 2001 with the percentage of people with matric also increasing 37% in 2016. The concern though is the stagnant nature of the people with Grade 8 – Grade 11. There seem to be traction in that band because it resonates only in the upper 30% and once reaching 40% in 2007. The introduction of the TVET has dragged people away from less than matric in having a TVET qualification since 2011, where it reported a percentage of 5% and 6% in 2016. There is an uptick in terms of matric and post matric qualification from 2011 to 2016 respectively.

Table 1: Educational achievements in Emalahleni, 1996-2016

Year	1996	2001	2007	2011	2016
No schooling	14%	14%	8%	6%	5%
Primary	20%	20%	20%	13%	10%
Grade 8 – grade 11	35%	33%	40%	33%	34%
Less than matric & certificate/Diploma	3%	1%	5%	1%	1%
Matric only	18%	24%	19%	31%	37%
NTCI/N1/NIC/V Level2-N6/NTC6				5%	6%
Post matric	10%	8%	8%	10%	8%

Source: Statistics South Africa

The table 2 below compares the number of students that registered to write with number that eventually wrote and the achievements with the Nkangala municipalities. At Emalahleni there has been on increase for registered students,

however, the statistics is fluctuating in term of those who managed to write and the achievements thereof.

Our schools experience infrastructure challenges such as theft and there is preference of some of the schools than others, which underutilised and overcrowded others. Emalahleni has one satellite University (offering few streams), which do not meet the needs of all those who have passed grade 12. This result in many students leaving the city for other institution. Another challenge is to accommodate and integrate the educated young people in the area into the labour market, especially those with Grade 12 certificates; the unemployment rate of these people is more or less 36%. However, the external companies in partnership with the municipality have plans to improve the skills of the youth for empowerment purposes.

Table 2: Municipal performance in National Senior Certificate

Municipality	2018			2019			2020		
	Entered	wrote	achieved	entered	wrote	Achieved	entered	wrote	Achieved
Emalahleni	3701	2944	2330	3483	2869	2329	3395	3256	2565
Thembisile Hani	3775	2793	2092	4137	2963	2344	4209	3997	2947
Dr. JS Moroka	3854	2726	2102	3734	2570	1944	3423	3309	2183
Victor Khanye	672	530	432	792	624	488	816	744	468
Steve Tshwete	2216	1953	1647	2191	1846	1643	2273	2158	1828
Emakhazeni	507	438	360	465	412	344	462	443	390

Source: Department of Education, Mpumalanga Province

3.3.2 DEVELOPMENT INDICATORS

3.3.2.1 Poverty and Inequality

The share of population in eMalahleni is below the so-called lower-bound poverty line (of StatsSA). It declined from 26, 1% in 2014 to 32, 4% in 2017 and 29, 8% in 2018. The lower-bound poverty line = R575 per capita per month. In 2018,

eMalahleni's share of population was below the lower-bound poverty line, which was the third lowest (favourable) among the municipal areas. The number of people below the lower bound poverty line was however relatively high at almost 136 418 people in 2018, an increase compared with the figure of 90 494 in 2015. The lower-bound poverty line was the second lowest amongst municipalities in Mpumalanga.

According to the 2016 Community Survey of StatSA, the so-called poverty headcount (multi-dimensionally) of Emalahleni deteriorated from 8.0% in 2011 to 10.9% in 2016 and was the second highest in the Province and the so-called poverty intensity also increased from 43.6% to 45.4% in the same period.

The best way to improve and fight inequality & poverty is to improve people's levels of education and skills and eventually their employability in the labour market. Creation of jobs will impact positively on the reduction of poverty and inequality.

3.3.2.2 Human development index

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

A decent standard of living

A long and healthy life is typically measured using life expectancy at birth. Knowledge is typically measured using adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. A decent standard of living is typically measured using GDP per capita.

The HDI can assume a maximum value of 1, indicating a very high level of human development. It has a minimum value of 0, indicating no human development.

The municipality recorded HDI of 0.63 as per 2011 statistics which is best in the province but deteriorating. However, there was an improvement from 0.66 in 2015 to 0.67 in 2017 and 0, 68 in 2018. Per capita personal income, it is higher than district and is second highest in the province. The HDI is measured using indicators like literacy levels, infant mortality rate, annual household income and life expectancy.

Table 3: HDI for Emalahleni & Nkangala municipalities, 2011 - 2016

	2011	2014	2017
Victor Khanye	0,56	0,60	0,62
Emalahleni	0,63	0,66	0,68
Steve Tshwete	0,63	0,67	0,69
Emakhazeni	0,56	0,60	0,63
Thembisile Hani	0,49	0,52	0,55
Dr JS Moroka	0,48	0,52	0,54

Source: IHS Markit

3.3.2.3 Gini-coefficient

The Gini coefficient of 0.62 was recorded in 2011 which shows slight improvement between 2001 and 2011 & slightly lower (better) than the district but equal to provincial level. The surrounding mines contribute to employment and general economy of the eMalahleni. The poverty gap was R168 million in 2011 which is an increasing trend. The municipality is ranked 7th in the Multiple Deprivation Index of Oxford University.

3.3.2.4 Unemployment

The unemployment rate of eMalahleni decreased from 27.3% in 2011 to 25, 3% in 2015 and 26.6% in 2016. eMalahleni's unemployment rate was the 5th lowest among all the municipal areas of Mpumalanga.

In terms of the recent SERO Report unemployment is 28, 2%; which is 1% below the national unemployment, which is 29%. In 2018 unemployment rate for females 34.8% and that of males (23.9%) as per the latest Municipal Profile Report. Youth unemployment rate according to the Census figure was 36.0% with especially very high youth unemployment rate of females. Unemployment within females is assumed to be as a result of low level of education and

inadequate skills, which impact on their employability a challenge. This is a challenge which needs to be planned for. The investment climate of the municipality needs to improve and be conducive so that it can accommodate the new job seekers. The municipality also need to increase the levels of education and skills to improve the employability of young people. Projects of high labour absorption and intensity as well as viable and sustainable SMMEs and Cooperatives will play a significant role.

In terms of youth labour i.e. between ages 15-34, the rate is also decreasing from 50.2% in 2001 to 36.0% in 2011. This is a promising trend, which still need to be taken care of. The municipality has to develop strategies and plans of curbing the unemployment challenges especially towards the female youth.

The municipality has reviewed the Local Economic Development strategy and there are focus areas, which will be perused to create employment opportunities for the purpose of creating an attractive and conducive environment for sustainable economic development and tourism. Furthermore, as part of job creation the municipality has identify anchor projects. In between 2015 and 2018 there were more or less 2 500 job opportunities that were created per annum in the 3-year period. Emalahleni contributes 15, 1% of employment in Mpumalanga Province.

3.3.2.5 Social Grants

One of the services that the South African government provides for the population is in the form of income grants. These grants are designed to alleviate poverty among vulnerable persons for which the grant is intended for. Each grant has its own eligibility criteria that can be accessed from the Department of Social Development.

The people that depends on grants have increased since 2012, which was 34,849 to 95, 621 in 2019, 98,395 in 2020 and 100, 276 in 2021. The grant with the largest recipients is the child support grant followed by old age grant.

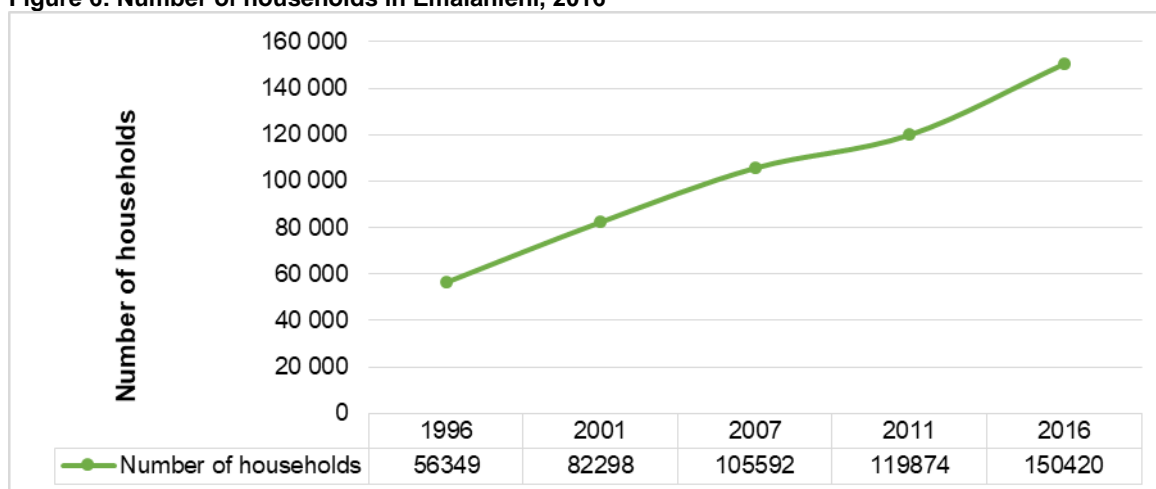
Table 4: Social grant beneficiaries in absolute numbers, 2012-2017

Grant type	Number receiving grant (January 2019)	Number receiving grant (January 2020)	Number receiving grant (January 2021)
Child Support	68,624	70,839	72182
Old Age	17,035	17,745	18106
Disability	5,882	5,833	5714
Foster Care	2,359	2,186	2503
Care Dependency	968	939	952
Grant-in-Aid	753	843	819
War Veteran	0	0	0
TOTAL	95,621	98,385	100, 276

Source: SASSA

3.3.3 Household profile and services

Figure 6: Number of households in Emalahleni, 2016



Statistics South Africa

The above figure show the number of households have increased from 119 874 in 2011 to 150 420 in 2016, which is an increase of more than 30 000 households with household size declining from 3.3 to 3.0 in the same period. The

150 420 number of households represent 35, 7% of the households in Nkangala District. The increase could be due to new house built by Provincial Department of Human Settlements.

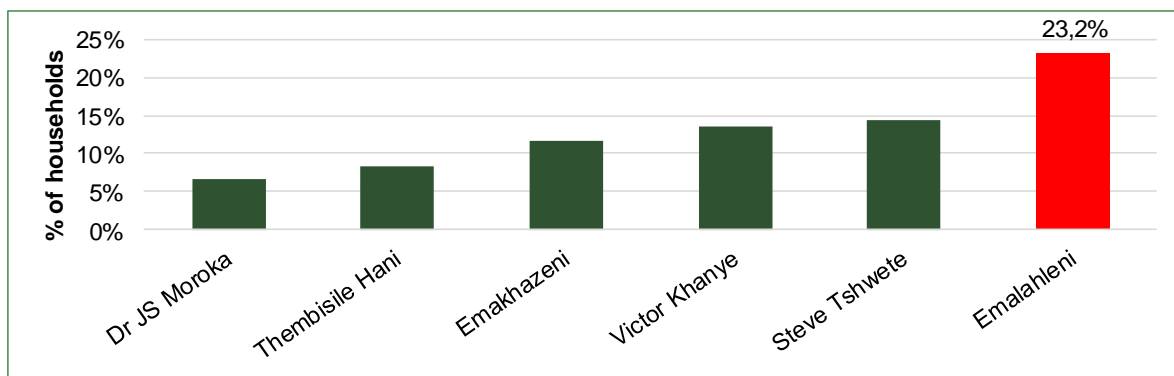
Accelerated service delivery is the key. Strong collaboration between the municipality, relevant national, provincial departments and Public Entities in prioritising building of houses should be considered. The municipality should also consider building rental accommodation as it assumed that most people migrate to eMalahleni temporarily. This might reduce the increase of informal settlements and significantly increase the revenue base.

3.3.3.1 Informal housing

Number of informal dwellings increased from 23 138 in 2011 to 34 845 in 2016, which is an increase of more than 11 000 households, and the municipality has the highest number of informal settlements in the Nkangala District (see the below figure). Almost a quarter of the households are living in informal dwellings. The municipality has adopted Informal Settlement Upgrading Policy, which guides the processes of upgrading informal settlement.

Currently there are 71 informal settlements in Emalahleni Municipality. Out of the 71 informal settlements ten (10) are formalized, forty-six (46) are to be formalized and fifteen (15) have to be relocated because are not habitable in terms of geotechnical studies made. The fifteen (15) informal settlements that need to be relocated shows that illegal occupation of land pose a serious challenge to the municipality.

Figure 7: Informal Settlements

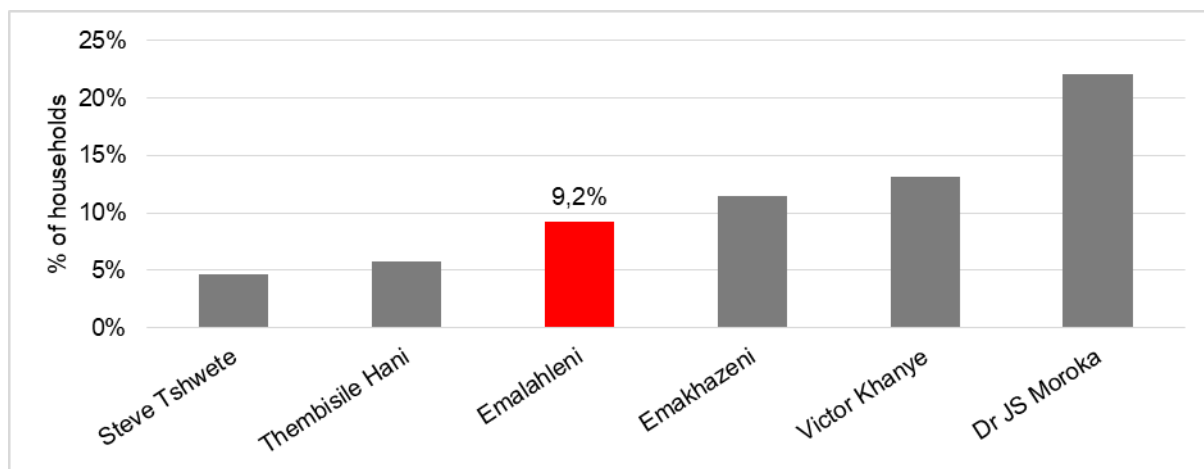


Statistics South Africa: Community Services, 2016

3.3.3.2 Access to piped water

The number of households with access to piped water is 13 792, which translate to 9.2% of households without access to piped water in 2016.

Figure 8: Access to piped water



Statistics South Africa: Community Services, 2016

3.3.3.3 Access to flush/chemical toilets

Number of households with access to flush/chemical toilets improved in the relevant period from 34 160 in 2011 to 41 552 in 2016 is 108 868 households however, 2 186 households are without any toilet facilities (no toilets).

Table 5: Access to flush/chemicals toilets

Local Municipal area	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
Victor Khanye	3 742	3 373	18.2%	13.9%
Emalahleni	34 160	41 552	28.5%	27.6%
Steve Tshwete	9 780	15 713	15.1%	18.1%
Emakhazeni	2 941	2 573	21.4%	17.6%
Thembisile Hani	68 022	73 411	89.9%	88.7%
Dr JS Moroka	52 450	50 738	84.4%	81.4%

Statistics South Africa: Community Services, 2016

3.3.3.4 Connection to electricity

About 40 721 households are not connected to electricity at all (none) which is more than a quarter of the households. The increase may be due to informal settlements, which suggest that the strategy to electrify informal settlements has to be derived. Also, the increase might be due to RDP houses that are built but not connected to the grid and also the in-fills that have to be planned for.

Table 6: Connection to electricity

Local Municipal area	Number of households not connected*		Share of total households	
	2011	2016	2011	2016
Victor Khanye	3 062	1 585	14.9%	6.5%
Emalahleni	31 527	40 721	26.3%	27.1%
Steve Tshwete	5 782	7 458	8.9%	8.6%
Emakhazeni	2 209	2 074	16.1%	14.2%
Thembisile Hani	5 673	1 636	7.5%	2.0%
Dr JS Moroka	1 927	912	3.1%	1.5%

Statistics South Africa: Community Services, 2016

3.3.4 OWNERSHIP IN EMALAHLENI

3.3.4.1 Tenure status

Figure 9: Tenant status in Emalahleni, 2016

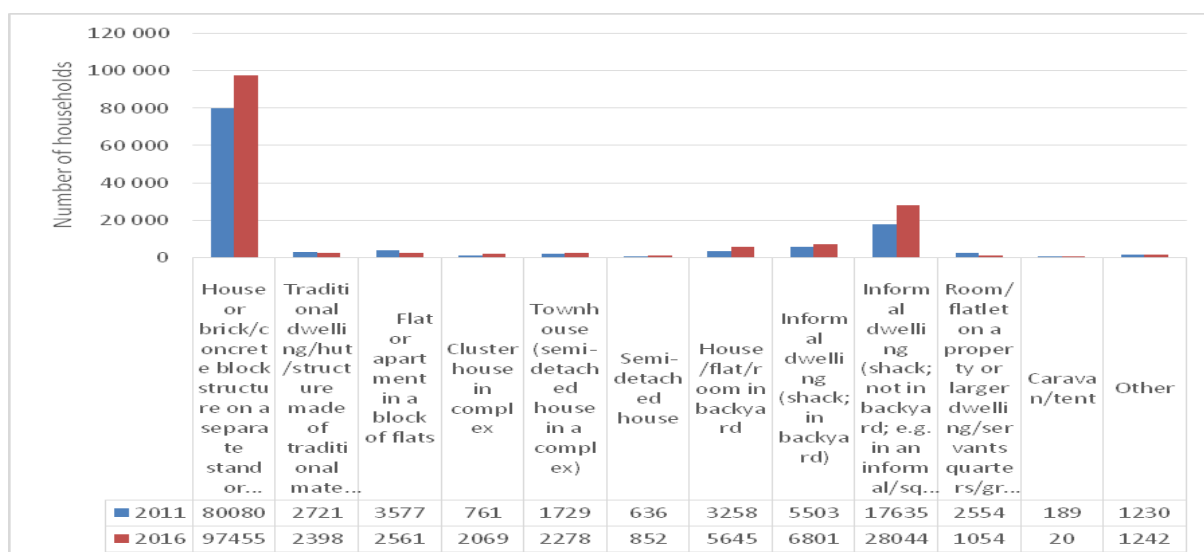


Statistics South Africa: Community Services, 2016

The above graph shows that most people in eMalahleni have fully paid up and own the houses, followed renting tenants. Between 2011 and 2016 these figures of owned and fully paid off houses have increased, while renting tenants are going down. This is an indication that people prefer ownership than merely renting. The serviced sites/land will assist the community to be the owners.

3.3.4.2 Type of Dwelling

Figure 10: Access to flush chemicals



Statistics South Africa: CS 2016

For the purpose of accommodation, the municipality has different types of dwellings ranging from brick/concrete, traditional, flat, cluster, townhouses, informal and caravan. The most available type of structure in the municipality is brick/concrete and the least type is caravan/tent.

3.3.5 HEALTH ASPECTS

3.3.5.1 HIV Prevalence Rate

According to Mpumalanga Department of Health, the HIV prevalence rate of eMalahleni was measured at 40.7% in 2013 (latest available figure). It is the 9th highest of all the municipal areas in the Province. The HIV prevalence rate remained more or less at the same level between 2012 and 2013.

Since 2014/15 people who tested positive (as proportion of 15-49 years' population) and 2017/18 were 13, 4% and 8.0% respectively. This shows a downward trend. This may or may not be true reflection as this figure shows who

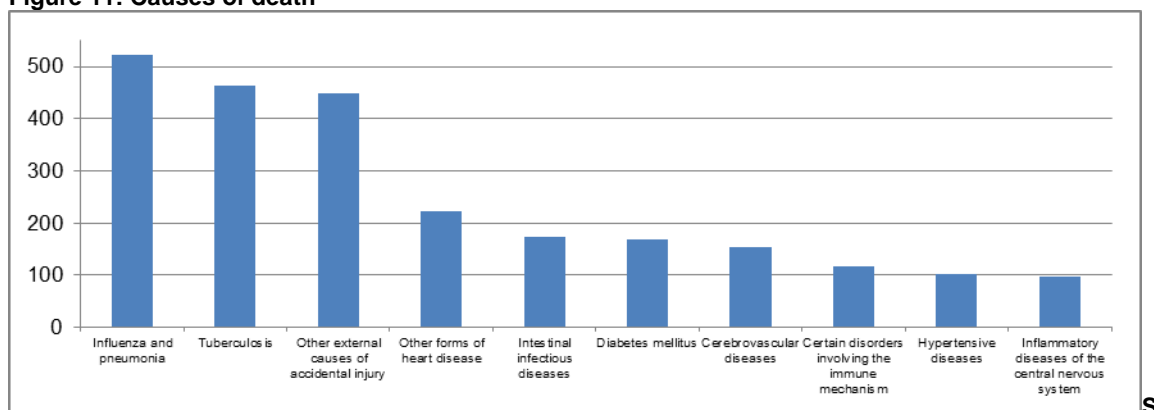
volunteered to be tested or those who were pregnant. The total number of people who are on ARV support increased from 21 348 to 32 460 in the same period. Maternal mortality rate also increased slightly between 2014/15 to 2017/18 from 275.5 to 282.6 per 100 000 live births. Death in facility for children less than five years decreased from 13.7 to 10.2 in the same period. However, there was an increase in neonatal mortality rate per 1000 live birth births, from 14.5 to 20.8 from 2014/15 and 2017/18.

There are programmes that deal with HIV/AIDS in the municipality. The municipality hold HIV/AIDS days and condoms distribution programmes for example as part of Mayor's programmes.

3.3.5.1 Causes of death

The table below indicates the top ten leading causes of death at eMalahleni. The influenza and pneumonia top leading causes of death and the Inflammatory Diseases of the Central Nervous System is the lowest.

Figure 11: Causes of death



Source: Department of Health

3.3.6 ECONOMIC INDICATORS IN EMALAHLENI

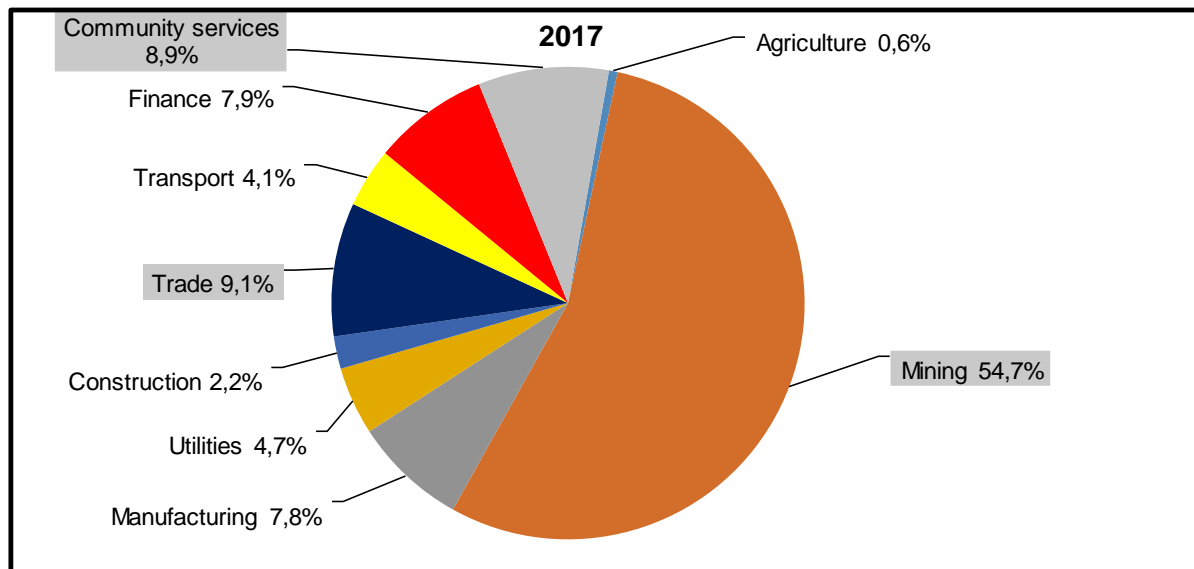
Emalahleni is one of the municipalities that is experiencing population growth rate, which is higher than its economic growth rate. This has negative

implications from a GDP per capita and on infrastructure, service delivery, job creation point of view.

Emalahleni municipality contributes 45.9% of the economy in Nkangala District Municipality as per 2019 Provincial Municipal Profile Report by the Department of Economic Development & Tourism. It is the biggest economy contributor in the Nkangala District and the second largest in the Province after the City of Mbombela. It is contributing 18% to the Provincial GDP as in 2018. The size of the economy of Emalahleni was estimated at R66 billion in 2018.

The strongest sectors are mining which contributes more than half to the Emalahleni economy almost 55% in 2017. Trade is the second largest industry in Emalahleni with a contribution of 9.1% followed by community services (8, 9%) and finance (7, 9%) respectively.

It is projected that the annual growth domestic product of Emalahleni will be less than 0.9% between 2018 - 2023. This is way below the aspirations of the National Development Plan, Provincial Economic Growth and Development path underlined by the required economic response to Emalahleni population growth.

Figure 12: Contribution by industries in Emalahleni, 2017

Source: IHS Markit

In 2018, tourism spend in eMalahleni totalled to R1, 3 billion, which was a percentage low at only 2, 1% of the total GDP. Tourism should further be exploited to realize potential benefits of this sector.

Table 7: Tourism contribution

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2017	2014	2017
Nkangala	3 864	4 455	3.5%	3.5%
Victor Khanye	145	156	2.3%	2.1%
Emalahleni	1 153	1 327	2.2%	2.3%
Steve Tshwete	1 320	1 498	3.4%	3.3%
Emakhazeni	802	1 031	25.2%	26.3%
Thembisile Hani	316	326	5.3%	4.3%
Dr JS Moroka	127	117	2.3%	1.8%

Emalahleni Local Economic Development flagship projects thus far include Mining and Metals Technology Park, resuscitation of township economies, establishment of mining museum and convention centre, revitalisation of Witbank Dam through a Private Public Partnership (PPP) model, and other strategic interventions will cover support to SMMEs and Co-operatives, increasing the municipal skills base, accelerate access to broadband (Wi-Fi). The other two

emerging sectors in our municipality with significant potential include fourth industrial revolution (digital economy) and green economy.

3.4 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Cordial relationship between the employer and labour • Skilled workforce 	<ul style="list-style-type: none"> • Low staff morale • Working in silos • Misplacement of skills • Corruption and fraud • Poor Work ethics • Non adherence to internal systems, procedures and policies • Lack of PMS at lower level positions • Ineffective ICT system and outdated technology • Low collection rate • Weak SCM processes Poor spending on grant fund • Unconducive environment • Poor cost recovery due to distribution losses
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Proper and complete Valuation Roll • Strengthening stakeholder relations and cooperative governance. • Optimal use of revenue generating facilities • Raw material processing facilities • Economic hub – Mpumalanga • Lobby for University of Mpumalanga engineering faculty to be located in eMalahleni • Strategic Geographical location of municipality – Maputo corridor • Availability of tertiary institutions • Industrial and mining developments potential for increased revenue base • Diversification of the economy • Training and development 	<ul style="list-style-type: none"> • Civil unrest • Land invasion • Service backlog Dilapidated networks and roads • Depletion of mineral resources • High unemployment rate (closure of industries) • Housing backlog • Insufficient land for development • Crime/High rate of drugs and substance abuse • Rapid Urbanisation • Impact of climate change • Financial instability • Covid-19 pandemic

3.5 TOP CHALLENGES

CHALLENGES	REMEDIAL ACTIONS
Dilapidated Infrastructure for provision of all basic service (water, sanitation, refuse removal, roads and electricity)	Allocate Source funding for the rehabilitation and upgrading of infrastructure Develop a life cycle strategy for all basic services infrastructure
Cash Flow And Weak Balance Sheet and incorrect billing	Fully implement an effective Revenue Enhancement Programme and financial related policies
High Distribution losses on water and electricity	Installation of individual electricity and water meters, Protective Structures, Energy Efficiency Programme Develop a life cycle strategy for all basic service infrastructure
Eskom Account In Arrears	Alignment of the Eskom and Municipal payment cycle Implementing the signed payment plan between Eskom and the municipality Negotiating on the interest charge plan as set by Eskom Review of the tariff structure Keep the current account up to date
Unethical and unprofessional conduct	Training Introduction of service standard enforcement of consequence management Introduce an electronic time and attendance system – Installation of CCTV, scanners, access control devices
persistent land invasions	Enforce informal settlement by-laws
Culture of non-compliance and payments for municipal services	Communication programme, law enforcement roll out, land use rectification Improve service standards
Lack of public confidence in the municipality	Feed -back mechanisms Various communication tools. Create platform for engagements with interest groups improved turn around on issues raised by staff reorganisation
Malfunctioning internal systems , procedures and ICT	implement ICT Strategy Develop operation manual and service standards.
Inadequate control of investment properties	Compliance to GRAP 16
Poor fleet management and machinery	Institute disciplinary actions to curtail misuse of council property Vehicle recovery programme and replacement programme
Lack of effective communication	Ensure that all information that effect the community and employees is disseminated to the communication

	department for distribution Implement communication strategy
Poor monitoring of service providers	Effective contract management
Lack of visibility of law enforcement officers	Develop and implement effective work plan
Lack of disaster recovery site and business continuity plan	Develop an organisation business continuity plans and establish the disaster recovery site

4 EMALAHLENI DEVELOPMENT STRATEGY

4.1 DEVELOPMENT VISION

MUNICIPAL VISION:

“To be a centre of excellence and innovation”

Emalahleni “The energy heartbeat of Southern Africa and economic hub of Mpumalanga”

4.2 MISSION STATEMENT

“Empowerment of our communities and providing innovative and excellent service that is conducive for sustainable economic development and social transformation”

4.3 CORE VALUES

To realize the organizational Vision and Mission Emalahleni adopts the following values:

Accountability

Transparency

Excellence

Integrity

Responsiveness

Innovative

4.4 TOP 5 MUNICIPAL GOALS

- Spatial transformation and social cohesion
- Sustainable and affordable services
- Clean administration and good governance
- Financial viability
- Socio-economic growth and a safe environment

4.5 IDP PRIORITIES 2017 -2022

1. Service Delivery
 - Roads
 - Water
 - Sanitation
 - Electricity
 - Waste and environment
 - Integrated human settlements
2. Financial viability
3. LED
4. Community Services
 - Arts and Culture
 - Sport
 - Disaster Management
 - Traffic and Safety
 - Social transformation
5. Corporate
 - Audit
 - Risk
 - Communication

- Policy framework
- Public Participation

4.6 STRATEGIC OBJECTIVES AND STRATEGIC RISKS

4.6.1 Strategic Objective

To provide support, advice and facilitate through alignment of the institutional arrangements

To provide access to habitable, sustainable and affordable intergraded human settlements

To increase access to efficient and sustainable basic services

To provide an enabling environment for social and recreational development

To create a clean, healthy and safe sustainable environment

To create an attractive and conducive environment for sustainable economic development and tourism

To promote spatial concentration and facilitate, manage and control integrated land use and spatial planning

To strengthen good governance and public participation

To ensure sound financial and asset management

To ensure sustainable provision of suitable transport

4.7 ALIGNMENT OF KPAs, BACK TO BASICS, KFAs AND STRATEGIC OBJECTIVES

KEY PERFORMANCE AREAS	BACK TO BASICS	KEY FOCUS AREA	STRATEGIC OBJECTIVE(S)
Public Participation and Good Governance	Put people and their concerns first – listen & communicate	Administration and Auxiliary	To strengthen good governance and public participation
		IDP	
	Good governance and sound administration	Audit	
		Risk management	
		Compliance Management	
		Public Participation	
		Youth Development	
		Communication	
		Transversal Management	

		Fire and rescue Disaster Management Licensing Services Safety and Security Environmental Management and compliance	To create a clean, healthy and safe sustainable environment
Service Delivery and Infrastructure Development	Deliver municipal services to the right quality and standard	Integrated Sustainable Human settlement	To provide access to habitable, sustainable and affordable intergraded human settlements
		Energy Services and Infrastructure	To increase access to efficient and sustainable basic services
		Water Services and Infrastructure	
		Sanitation Services and Infrastructure	
		Roads and storm water	
		Transport services and Infrastructure	
		Municipal Building and maintenance	
		Waste management and Infrastructure	
		Parks, facilities and open space management	
		Sport, arts culture and heritage recreation Library Service	To provide an enabling environment for social and recreational development
Local Economic Development		Job creation	To create an attractive and conducive environment for sustainable economic development and tourism
		Economic Growth and Development	
		Tourism and Marketing	
Municipal Transformation and Organisational Development	Building institution and administrative capabilities	Organisational structure	To provide support, advice and facilitate through alignment of the institutional arrangements
		Corporate Governance (Ethics, Culture, Behaviour, HR Management)	
		Performance Management	
		ICT	
		Legal services	

		Policies and by-laws	
		Document and Information Management	
Municipal Financial viability and Management	Sound financial management and accounting	Financial reporting	To ensure sound financial and asset management
		Supply Chain Management	
		Revenue Management	
		Asset Management	
		Expenditure Management	
		Budget and cost Management	
		Indigent support management	
		Fleet Management	To ensure sustainable provision of suitable transport
Spatial or Cross cutting issues	Deliver municipal services to the right quality and standard	Spatial planning	To promote Spatial concentration and facilitate, manage and control integrated land use and spatial planning
		Urban renewal	
		Land Use Management	
		Building control	
		Property management	

5 KEY PERFORMANCE AREAS

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against six Key Performance Areas (KPA's). The municipal plans are aligned to 6 KPA's (as per the above table) that form the basis of the assessments and which are:

- KPA1: Public Participation and Good Governance;
- KPA2: Service Delivery and infrastructure Development;
- KPA3: Local Economic Development (LED);
- KPA4: Municipal Transformation and Organisational Development;
- KPA5: Municipal Financial Viability and Management and;
- KPA6: Spatial or cross cutting issues.

5.1 KPA1: PUBLIC PARTICATION AND GOOD GOVERNANCE

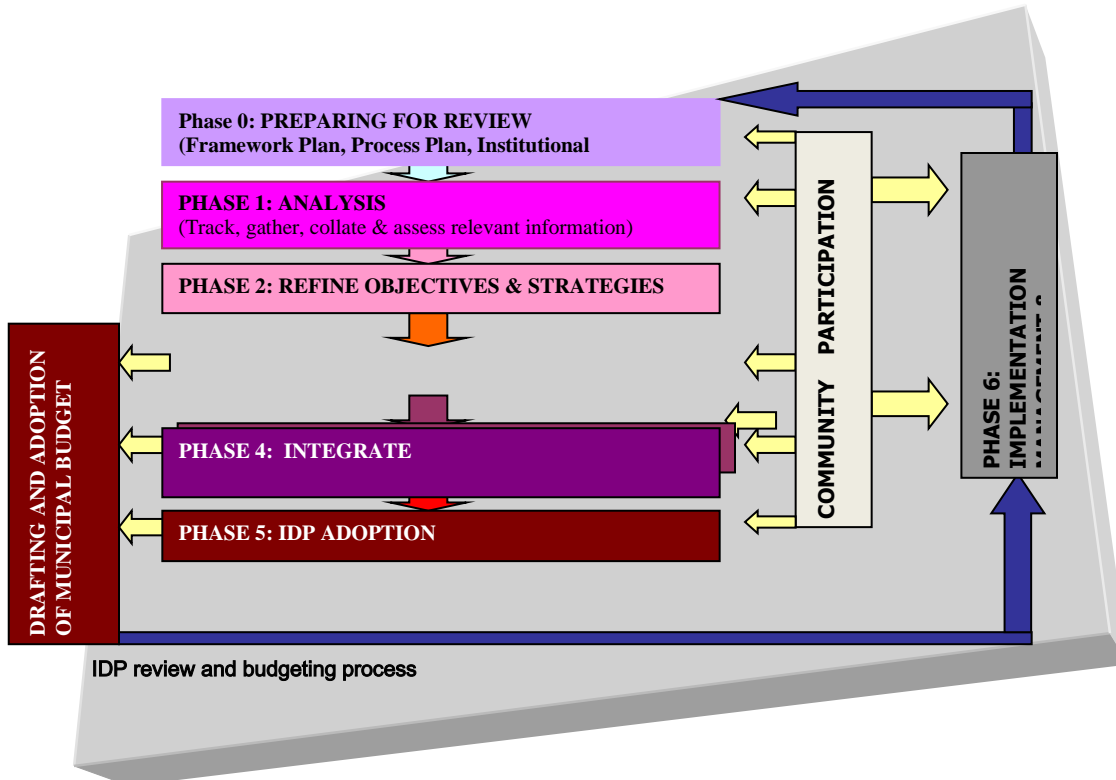
5.1.1 IDP

Since 1996, Integrated Development Planning (IDP) has become a tool for municipal planning and budgeting to enable municipalities to deliberate on developmental issues identified by communities. The introduction of IDP has not only affected municipal management, but also improved services in communities without access to basic infrastructure. The implementation of IDP as a subsequent phase of planning serves to unite the total efforts of the municipality behind a strategy to link the operational activities to successful execution of strategy. This would necessitate senior officials to assume responsibility; cohesion among councillors, officials and communities; integrating planning efforts; communicating with all stakeholders; aligning operational activities of the departments with the IDP as an overarching municipal plan; linking the IDP to budgetary processes; and prioritising projects and programmes. The IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors. After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans. And every year the IDP has to be reviewed to accommodate new priorities or to maintain existing ones.

The IDP preparation process requires an intensive consultation and participation of communities, all role-players, and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilizing existing arrangements, adapt them if necessary, and avoid duplication of mechanisms. The following consultative structures are recommended:

- IDP Advisory Committee (Through Mayoral Committee)
- IDP Representative Forum
- IDP Steering Committee
- IDP Technical Groups

To ensure that the IDP document is truly integrated and aligned to the various multi-sectoral plans it needs to go through various stages. These stages ultimately yield the core components of the IDP as set below.



Emalahleni Local Municipality planned community meetings to ensure that the Priorities for Development are informed by ward priorities and that the community is consulted on all the key processes that have been aligned above.

The community priorities needs are as follows

WARD	PRIORITY
WARD 1	<ul style="list-style-type: none"> • Sand, grading, paving and repair paved roads • Stormwater drainage in Matthew Phosa road (from new engine garage to phase 4) • Pave Masilila street for Power mall to Mawag (Lindokuhle) • Grade and sand Mawag streets (all) • Pave Phase 1, 2, 3, 4, extension 2, Kananda road and Mawag • Inconsistence supply of water in phase 1, 2, 4 • Repair High Mast lights in phase 1,2, 4, extension 2 and Mawag • Install electricity meter boxes • Illegal connections • Grass cut • Collection of waste in phase 4 outline, phase 2 line next to Mawag, outline next to taxi rank • High illegal dumping spots • Sport ground (next to ZCC church in phase 4) • Crèche • Library • Satellite police station • Clinic • Post office • Hlalanikalhle multi- purpose centre – need chairs, stage , security and cleaners • Speed humps in main roads • Toilets at extension 2 next to taxi rank, households in phase 1 and 2 • High rate of drug abuse • Youth empowerment projects
WARD 2	<ul style="list-style-type: none"> • Street lights from phase 4 stand 4980 passing Santon road stand 162 Ext 3 Hlalanikahle • Repair 8 high must lights • Formalisation of ERF 1478 extension 2 Hlalanikahle • Formalisation ERF 327 extension 3 and C section • Water • Sewer • VIP toilets • Electricity for formalized F section at extension 3, ERF 324 and ERF 325 • Relocate 55 families to alternative place –area is wet land • Roads in extension 4 • Storm water drainage at extension 3 and extension 2 Hlalanikahle • Tar road opposite 209 extension and 1102 extension 3

	<ul style="list-style-type: none"> Stormwater drainage at 341 extensions 3, 1102 extension 2 and 162 extension 3 Cleaning next to ERF 324 and 325 (water goes inside houses) Speed humps at 1477, 1471 ext 2 and 811, 525 and 520 ext 3 and phase 4 4989 Kasindiswa and 5200, 5061, 5277 and 4900 Request for alternative ground (the current ground is earmarked for township establishment) Church site Old age home Library Multi - sport centre Income generating projects (food gardening) VIP toilets at E.F.C and B informal settlements Pave roads at phase 4 from 5251 to 4797 and 5250 to 4829 Secondary school at ERF 6 Pave Newtown Road from stand no 33 to 47 Clean dumping sites (back 1477 to 1471 and near 5127 to 4980 Ekharavaneni)
WARD 3	<ul style="list-style-type: none"> Supply of water for whole ext 11 there are pipes and meters but there is no supply of water. replacement of water meter in ward 3 installation of water pipes with water meters at GETFUNKY, D SECTION and EXT 4 & 5 SECTION Installation of sewer line at GETFUNKY, D SECTION and EXT 4 & 5. Replacement of pre- paid meters and circuit breakers to reduce electricity loses at ext 11. Installation of electricity at D SECTION, GETFUNKY to reduce illegal connections. Add transformers at Block 1, 2, 3, 5 and 6 at Ext 11 because in this blocks transformers are over loaded. Installation of High Mast Light at D SECTION, GETFUNKY, 2 X 2 and EXT 4 & 5. Let 2 X 2 SECTION supply by Empumelelweni Storm water drain at EXT 11 and D SECTION. Paving of streets. Speed Humps. RDP houses at D SECTION, GETFUNKY and EXT 11 Allocation of houses/ stands for backrooms dwellers in SIYANQOBA Supply of waste bins in Ward 3 Sports facilities CR STANDS to be allocated in D SECTION. Library. Municipality Satellite Offices. Post Office. Shelter at taxi rank
WARD 4	<ul style="list-style-type: none"> Pavement of 2 streets

	<ul style="list-style-type: none"> • Speed humps at Sour General Dealer four ways, Ezinsimbini, Ext 1 entrance • Graveling of streets
WARD 5	<ul style="list-style-type: none"> • Patching of potholes • Paving of roads • Tarring of the road from Mathews Phosa to Roman Catholic Church • Community hall • Storm-water drainage on roads
WARD 6	<ul style="list-style-type: none"> • Storm-water drainage Extension3 • Recreational facilities, eg sports fields, parks, community hall • Regraveling, tarring and paving of roads • Clinic
WARD 7	<ul style="list-style-type: none"> • Street lights at extension 18 and 2 • Redirect taxi route to go in the ward • Sport facility at extension 18 and 14 • Community multi-purpose centre • Recreational park • Speed humps • Tarring of roads in extension 14 and 18 • Patching potholes at extension 2, fixing streets and pave streets • Speed hump at Machibini outline street • Construction of side –walks and street by tar/paving at extension a8 • High mast lights between Mkhabela school and Siphendulo school • Water at extension 14 and water pipe under power line between ext.18 and 11 • Drainage system at extension 18 • Clinic next to Mapule Sidane primary
WARD 8	<ul style="list-style-type: none"> • Construction of Road at Ext 15 Maa Section • Construction of Bridge between Sinqobile and Ext 5 • Formalisation of Mthofi Village and Mandela Informal Settlements • Patching of Potholes at Mathew Phosa Street • Establishment of Library • Backyard Dwellers Houses
WARD 9	<ul style="list-style-type: none"> • Pave roads at Thabo Mbeki, Robertson street at Clewer, Dula Ouma at Sinqobile, Station street at KwaMthunzi • Sewer at Thabo Mbeki • Library at extension 9 • Electricity meter boxes at KwaMthunzi and Sinqobile • Water meters at KwaMthunzi and Sinqobile • Stormwater at KwaMthunzi, Sinqobile and Mdaka school • RDP for informal settlements • Playground at KwaMthunzi and Sinqobile • Sewer at the plots

	<ul style="list-style-type: none"> • Clinic at Clewer and Vosman • High Mast lights at Eland street at Clewer • Service street lights at Clewer
WARD 10	<ul style="list-style-type: none"> • Formalization of land • RDP • Repairing Mgababa, Ackerville flats and toilets • Repair Klein Kopies park and tools • Potholes in Solomon Nkabinde, Godfrey Motla, Jubindaba, Jocker, Jiyane, Magebo Malaza and Louise Dlamini (Four way) and Skosana. • Street names in all ward • Speed humps in Willie Ackerman drive extension 3, Magebo Malaza, Louise Dlamini, Van Dalen extension 2, Skosana, Tshabalala extension 2 • Street lights in all ward • Street marking and sign at Magebo Malaza and Masinga (stop sign), Louise Dlamini (stop sign), Van Dalen, Skosana • Storm drainage system in all ward, Kaoli, Jiyane, Jubindaba, Godfrey Matla, Botha extension, Willie Ackermans Drive, Mageba Malaza and Van Dalen, Tshabalala and corner Mbethe , Botha and Mathebula street • Street side walk at Van Dalen, Botha, Willie Ackermans Drive, Mageba Malaza, Kunene, Skosana • Sewer maintenance at Mageba Malaza, Mbeki, Tsietsi and behind stadium • Paving all streets in Ackerville flats and Mgababa hostels, Tshabalala street between house 2511 and 2531, Mathebula street between House 2543 – 2559 and house 2564 – 2579, Mbethe • Waste bins • Removal and maintenance of waste (Informal settlements) • Sewer • Water taps • Water reticulation In Santa Village • Water meters • Electricity in informal settlements- Tsietsi and Mbeki • Pre-paid electrical meters in all ward in Mgababa section • Protection of sub-stations in all ward • High mast lights in Ackerville flats • Mgababa hostel needs - renovation of hostel, need residential address, waste bins, dignified toilets, change rental to family units
WARD 11	<ul style="list-style-type: none"> • Houses • Stormwater drainage • Install High Mast Lights • Fix high mast lights • Rehabilitation centre • Water meters • Kalkspruit sewer

	<ul style="list-style-type: none"> • Library • Hall • Job opportunities (EPWP) • Billing system • Bridge • Speed humps • Gravel 2 streets
WARD 12	<ul style="list-style-type: none"> • Reservoir • Satellite police station • Clinic • Speed-humps • Sports facilities
WARD 13	<ul style="list-style-type: none"> • Repair stormwater drainage pipe and damage ribloc pipe • Solar light in entrances and passages • Allocation of stands to those who do not qualify for RDP houses • CRUs in hostel • RDP houses to back yard dwellers • Parks • Library • Food gardening • Fixing taps at Highveld hostel • Install water meter at all sections • Repair water meters that are damaged or removed and leakages • Grass cutting at Highveld hostel • Refurbishment of toilets in Highveld hostel • Tree cutting in all streets • Skip bins at Mpondozankomo and Scotch Khoza entrance • Waste collection at Highveld hostel • Pave passages • Illegal dumping site • Control use of drugs • Police visibility at night • Speed humps on main roads, Phasha street, Sotloko, Ndala, Owen Mlisa • Patch potholes • Repair paved roads that are damaged by rain • Pave Mpondozankomo roads, Highveld hostel,, Mgibe • Construction of roads at Mcise street • Repair stormwater drainage • Clinic • Sport facility • Street lights at Johnson drive, Willie Ackerman, Scotch Khoza, Moses Kotane road, Godfrey Motla • Install water and electrical meters • Recreational facilities • Highmast lights • Side walk at Godfrey Motla and Johnson Drive

	<ul style="list-style-type: none"> • Paving passages • Mobile library
WARD 14	<ul style="list-style-type: none"> • Water system in Likazi and Thala and Sizanani (water tank) • Sewer at Thala • Maintenance of high mast lights (x2) • Installation of high mast lights (x3) at Sizanani wheels ground • Prepaid meters at Thala, Hostel 1 and Buffor zone • Solar gyser at Thala, Buffor zone and Hostel 1 • Street lights at Hostel block 3 and 4 • Maintenance of church • Street lights
WARD 15	<ul style="list-style-type: none"> • Roads • Street names • Housing for backyards • Electricity meters • Bridge between Extension 3 and Extension 4 (High school) • Upgrade bridge between extension 5 and extension 6 • Space for community services and pay office • Police station • Flat rate for old age
WARD 16	<ul style="list-style-type: none"> • Patching of potholes • Construction of speed-humps Thwala and Luthuli Streets • Maintenance and erection of High Mast Lights • Street lights Church, Luthuli and Thwala Streets • Paving of streets
WARD 17	<ul style="list-style-type: none"> • Paving of Mokibe Street • Sanitation in Mpondozamnkomo • Upgrading of water provision in Mpondozankomo • Unblocking storm-water drainage • Maintenance of sanitation system in the hostels-Highveld hostel
WARD 18	<ul style="list-style-type: none"> • Maintenance of street lights • Maintenance of storm water drainage • Construction of speed-humps • Patching of potholes • Replacement of meters
WARD 19	<ul style="list-style-type: none"> • Reliable, continuous water supply and fixing/digging of boreholes • Construction of water tower to supply Duvha1, 2, 7, 8 • Drainage of toilets • Electricity supply largely in farms • Street lights at Duvha Park • RDP houses • Updating list of those qualifying for RDP houses to include residents of EL Paso and Benicon informal settlements • Educational facilities • Establish fully functional library • Scholar transport especially for kids at three informal

	<p>settlements</p> <ul style="list-style-type: none"> • Gravel roads paving/grading of roads for transport accessibility in informal sections • Fixing Potholes at Duvha Park • A Taxi Rank for the community as it is non-existent • Build shelter taxi rank in Masakhane • Building shelter taxi stop at Benicon and EL Paso settlements • Construction of fully functional parks and sport facilities at Duvha park 1, 2, 7, 8 • Maintenance of existing park facilities at Duvha Park 1 • Clinic • Provision of mobile clinic at El Paso and Duvha Park Sections • Provision of land for agriculture and residential activities • Request for provincial land next to Masakhane for residential or agricultural activities
WARD 20	<ul style="list-style-type: none"> • Reconstruction of bridge in second Avenue Blancheville • Reconstruction of Avril Crescent Blancheville • Reconstruction Albert, Ada, Ermelo, Beit and Montrose Streets—Blancheville • Reconstruction of Zeekoei and Annie Streets--- Riverview • Erection of traffic signs limiting vehicles to 10 tons in Eileen Street—Jackaroo Park • Repair of intersection between Gordon road and Second Avenue— Blancheville • Pedestrian crossing at Panorama Primary School • Replacement of asbestos cement main water pipe Gordon Road • Replace bulk electrical cable between Doornpoort and Blanche substation
WARD 21	<ul style="list-style-type: none"> • Speed hump at 46 trombone street • Bridge from Uthingo Park to Tasbet park extension 1 • Community Hall • Internet café with Wi-Fi • RDP houses • Clinic • Police station • Stands for churches • Maintenance for street light • Clean streets and grass cut on main roads • Mark street and install stop signs • Training centre for skills training • Take care of Sub-station in Duvha 9 and extension 12 • Fence at Duvha 9 and extension 12 • Solar systems for pensioners
Ward 23	<ul style="list-style-type: none"> • Formalisation of existing informal settlements in the ward and Empumelelweni Ext 9 (Section C, D, E and F) • Temporary electricity bulk in informal settlements • Stormwater drainage for Ext 7, 8 and 9 in Empumelelweni

	<ul style="list-style-type: none"> Gravel roads in Empumeleweni Clean illegal dumping in Empumelelweni Ext 7, 8 and 9
WARD 24	<ul style="list-style-type: none"> Speed humps: Rotterdam Street, Die Heuwel, Geringer Street, Del Judor Proper Patching of potholes: Wynberg Circle, Model Park, Dirkse Street & De Klerk Street, Del Judor x 1
Ward 25	<ul style="list-style-type: none"> Residential Development Stands RDP Houses Road and Storm Water Ext 5 Combined School at Ex 4 High mast Lights Township Establishment Ext 6
WARD 26	<ul style="list-style-type: none"> Streetlights and poles need to be fixed. In whole ward / poles rust off and live wire lying on the ground dangerous for people walking on the pavements. Storm water drains are blocked need to be cleaned and fixed. Potholes in whole ward Parks and open spaces need maintenance; park next to municipality needs public toilets. Fire station, to be constructed, roof needs to be fixed and they in need of office furniture. Traffic department need the IT people to check their computers, they most off the time offline that cause frustration and conflict between officials and public. Clinic at municipality need to be constructed, it is small and cramped, short of staff and medicine availability low, and I believe from Sister Ellen Pasha that there is open space in Kingfisher Street that was set aside for building a new clinic. Refurbishment of Ga-Nala Water Purification Plant, can you please hurry up the contractors the smell is terrible, and not good for the health of residents living close to it. Community Hall Youth Centre Sport grounds to be constructed Play park at ext. 16 RDP Houses for resettlement
WARD 27	<ul style="list-style-type: none"> Maintenance of street lights/ high mast lights Patching of potholes in Merlin, Bokmakierie, Albatros, Nagtegaal and Bosbok Streets Refurbishment of Licence Office Replacement of Solar Panels at Emaline Street Erection of Road signs
WARD 28	<ul style="list-style-type: none"> Unfinished pavement at Oyco to Hostel road Re-allocation of Emaqandeni, Hostel and Enkanini School Patrol in school at Thuthukani and Sukumani Installation of robot at Welcome to Phola and Engine garage and municipality office roads Church stands Fix electricity meter boxes

WARD 29	<ul style="list-style-type: none"> • Survey and packing • Tar road (connect to N4) • Infrastructure and Water taps • Stormwater drainage and V-drainage • Jojo tanks (plots) • Community hall • Secondary school • Library • Tarring of main road- main taxi road • Primary School
WARD 30	<ul style="list-style-type: none"> • Bufferzone, Tycoon, Siyabonga and extension buffer <ul style="list-style-type: none"> • Street lights not working • Paving streets • Centre for kids • RDP houses and electricity at Siyabonga • Gravelling of roads • VIP toilets • Kendal Farms <ul style="list-style-type: none"> • Water supply -Plot 45, Heevelfontein, Spoornet • Electricity • Church • Veelebeesfontein –Makause <ul style="list-style-type: none"> • Electricity • Speed humps • Waste bins • Bhodli-Mthimunye to Siyathokoza School <ul style="list-style-type: none"> • Pavements • Gravelling of roads • High mast light • Stormwater system • Fix the bridge between Tycoon • Ogies Farms <ul style="list-style-type: none"> • Electricity at Cologne • RDP • Blasting affects houses • Water • Electricity
WARD 32	<ul style="list-style-type: none"> • Police satellite • Upgrade post office • Pay point • Cleaning of VIP toilets at Van Dyks Drieff • Patch potholes around Rietspruit • High-mast lights in Rietspruit • Electricity supply in informal settlements • RDP houses • Grass cut • Illegal dumping • Provision of sport field

	<ul style="list-style-type: none"> • Cemetery • Land provision for residential purposes • Renovation of hall at Reedstream • Renovation and refurbishment of Lehlaka school
WARD 34	<ul style="list-style-type: none"> • Fixing of pot holes • Fine and manage illegal dumping • Erect calming devices where needed • Road painting • Repairs of street lights • Maintenance of dysfunctional robots • Upgrade of water, electricity, storm water, and sewer

Matrix on 5 year summarized community Inputs

EMALAHLENI LOCAL MUNICIPALITY NEEDS																																					
PRIORITY ISSUE	WARD																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	Total		
WATER	✓	✓	✓	✓	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	✓	-	-	✓	✓	✓	-	✓	✓	-	24		
SANITATION	✓	✓	✓	✓	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	✓	-	-	✓	✓	✓	-	✓	✓	-	24		
ELECTRICITY	✓	✓	✓	✓	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	✓	-	-	✓	✓	✓	-	✓	✓	-	25
ROADS AND STORMWATER	✓	✓	✓	✓	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	✓	-	-	✓	✓	✓	✓	✓	✓	-	26		
SPEED HUMPS	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	✓	-	✓	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	04	
HUMAN SETTLEMENTS	✓	✓	✓	✓	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	✓	-	-	✓	✓	✓	-	✓	✓	-	24		
WASTE AND ENVIRO MANAGEMENT	✓	✓	✓	✓	-	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓	-	-	✓	✓	✓	✓	✓	✓	-	27		
CEMETERY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	00		
RECREATION AND SPORT FACILITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	02		
COMMUNITY HALL	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	02		
HEALTH / CLINIC	-	-	✓	✓	-	-	✓	-	-	-	-	✓	-	-	✓	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	✓	-	✓	✓	-	09		
CRIME	-	✓	✓	-	-	-	-	-	-	✓	-	✓	-	-	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	✓	-	08		

SUMMARY OF THE COMMUNITY PRIORITIES

Below is the summary of issues on basic needs and services that communities require to flourish or that need to be improved in order to increase the quality of life for Emalahleni Citizens. According to the table above the top ten priorities of all communities of Emalahleni combined are as follows:

Waste and Environment: 27 of 34 wards raised issues around refuse removal and waste management

Roads and Storm water: 26 of 34 wards raised issues around roads

Electricity Supply: 25 of 34 wards raised issues around interruptions, billing and access

Water Supply: 24 of 34 wards raised issues on access and quality of water supplied

Sanitation: 24 of 34 wards raised issues around bulk infra-structure, VIPs and environmental management on sanitation

Housing: 24 of 34 wards needs housing

Town Planning: 21 of 34 wards need access to land/ affordable land for development and proper zoning

Clinics: 09 of 34 wards issues around roads

Crime Prevention: 08 of 34 wards

Public Facilities: 07 of 34 raised public facilities related issues

5.1.2 Risk management

The Council of Emalahleni Local Municipality (ELM) has committed the municipality to a process of risk management that it aligned to the principles of good corporate governance, as supported by related legislation such as the Municipal Finance Management Act (MFMA), Act No 56 of 2003, the Local Government, Municipal Systems Act of 2000 and the Public Sector Risk Management Framework section 2(7).

The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure, amongst other things that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

The Risk Management Unit was established to provide specialist expertise in providing a comprehensive support service to ensure systematic, uniform and effective enterprise risk management throughout the municipality. The risk management unit plays a vital communication link between operational level management, senior management, Risk Management, Anti-Fraud and Anti-Corruption Committee as well as other relevant committees. The unit is thus the custodian of the Enterprise Risk Management (ERM) framework, the co-ordinator of the risk management throughout the municipality and the institutional advisor on all risk management matters.

The Municipality has adopted Risk Management Policy, Strategy and the Risk Appetite & Tolerance Framework for the financial year 2020/21. Emalahleni Local Municipality is also implementing risk mitigation strategies generated to address 5 top risks identified during financial year 2020/21:

Risk No	Strategic Goal	Risks/ Threats
SR 1	Financial Viability	Unsustainable financial management
SR 2	Clean Administration and Good governance	Inadequate compliance to legislative prescripts and systems.
SR 3	Sustainable and affordable services.	Unsustainable and unaffordable provision of basic services
SR 4	Socio-economic growth and a safe environment.	Unsustainable economic development and unsafe environment
SR 5	Spatial transformation and Social cohesion	Uncontrolled and unconducive environment for development.

5.1.3 Communication

The communication is a strategic function. The unit deals with Internal & External Communication, Conducting imbizo Programmes, Media and stakeholder liaison, media production, marketing and branding. The municipality has adopted the communication strategy, which entails the channels and tools of communicating to the stakeholders. These channels and tools are amongst other municipal website, municipal face-book page, social media, loud hailing, leaflets, local print, in contact between Councillors and community and electronic media. The unit:

- To enhance communication between the Municipality, both internal and external stakeholders.
- To develop, promote and maintain the good image of Emalahleni Municipality
- To widely communicate Emalahleni strategic objectives, service delivery programmes, achievements and corporate values to the public (internally and externally)
- To improve intergovernmental and interdepartmental relations and coordination.
- To build, maintain, forge links and enhance mutually beneficial relationships with the media across all media channels.

- To educate, the community about the roles, functions and processes of Council and expand Local Municipality's 'share of voice' in the media.
- To educate the people about their rights and obligation, more especially on the kind of quality of services they are entitled to, and understand why they have to pay for these services
- To provide feedback about municipal programmes and encourage public participation within local government decision process through effective use of appropriate communication tools and public participation processes.
- To help improve satisfaction to communities, manage, monitor and report on Local Municipality's reputation in the media, benchmarking against industry competitors.
- Position Local Municipality in the media as a unique tourism and investment destination of first choice.
- Ensuring consistency and frequency of messaging around important issues in the media.
- Position Local Municipality's brand strategically in all media activities.
- Ensure that all stakeholders/customers are aware of our vision and plans for the future and are actively engaged with the Local Municipality brand.

5.1.3.1 Complaints management

The municipality has call centre, which was established on the 26th April 2017 for the purpose of centralization of communication systems and information to ensure proper coordination of service delivery and rapid and effective response to complaints, to minimize duplication, repetition of information and confusion in reporting and attending to complaints.

However, there are challenges that need to be given attention, which are among others are poor two way radio coverage in certain areas and no coverage at all in others. This causes delay and non-adherence to response time that can lead to unnecessary claims. This facility is located at the ground floor where there is movement of people coming for varied reasons and cause disturbance and

excessive noise that cause call centre agents lose focus on what they are doing. Also, the area is too small, no sound proof, no air-condition system.

The municipality approved Customer Service Policy for guiding the implementation of service standards

There are suggestion boxes in all regions by the pay points to receive comments and complaints and

Annual Satisfaction Surveys are undertaken by NDM on behalf of the municipality to determine customer satisfaction levels.

5.1.4 Public Participation

5.1.4.1 Background

Public Participation is located in the Office of the Speaker and is implemented through the Community Participation Policy. Ward Committees operate within the guidance of the Ward Governance Policy to facilitate the process of community engagement. The responsibility of the Public Participation Unit amongst others include:

- Management and monitoring of Ward Committees functionality;

- To organize , promote and encourage community participation in the municipal processes;

- To co-ordinate community outreach programmes; and

- To co-ordinate with sector departments all community participation programmes.

The Integrated Development Plan processes require stakeholder engagements during the different stages of planning and public participation engages in the following way:

Planning phase	Levels of Engagement
Analysis	Community Meetings inviting civic society to interact with determining community needs and reflection on the past IDP performance outcomes
Stakeholder Engagement	IDP Stakeholder Representative Forum Public Debates on what can work best in solving a problem Meetings with affected communities and stakeholders
Projects	
Integration	IDP Representative Forum
Approval	Public Discussion and consultation with communities and stakeholders on the Key Focus Areas and projects
Monitoring and Implementation	IDP Representative Forum; Ward Committees; War Rooms

5.1.4.2 Legal requirements

The cornerstone of the democratic government is to encourage effective public participation processes of community engagement between government and citizens. The need for meaningful participation requires that established systems and processes must be known by communities as they improve government transparency in its business conduct. Ward Committees are established amongst others to facilitate community participation and enhancing participatory democracy in local government.

Section 17 of the Municipal Systems Act requires municipalities to put in place systems for communities to participate in the decision making process. These include the following:

The process of receiving, processing and considering petitions

Procedures for notifying the public of issues being considered by the council and a process that allows for public comment

Procedures for public meetings and hearings by councillors and officials

Regular sharing of information on the state of affairs of the Municipality through consultation with Community Organisations and Traditional Leaders

Furthermore, the Municipal Structures Act, 1998, Municipal Systems Act, 2000, the Access to Information Act, 2000 and the Constitution of the Republic of South Africa, 1996 place unique obligations on local government communications and oblige high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better. Public participation should be promoted in order to achieve, inter alia, the following objectives:

- Consult with the community on their developmental challenges;
- Forms basis for people-centred governance and bottom-up planning process'
- Improve the relationship between council and the communities and thereby improve political accountability and transparency;
- Empower communities through information dissemination/assimilation;
- Establish the community feedback programme, which allows local leaders the opportunity to interact with communities on issues of service delivery;
- Provide communities with a platform to influence the developmental trajectory of municipalities and government in general;
- Provides the municipality with a project/programme evaluation and implementation monitoring feedback mechanism.

5.1.4.3 Mayoral Izimbizo meetings

Annually the municipality will conduct 2 (two) face to face Mayoral Izimbizo meeting. The aim of the meeting will be to consult on IDP; consult on municipal budget and to provide feedback to the community with the status/progress of Service delivery and budget implementation plan (SDBIP) and communities given the opportunity to raise key issues affecting them as a community.

In the event of national disaster restrictions, the alternative innovative methods of consultation with communities such as use of electronic, print and social media will be explored. In response to covid-19 lockdown restrictions in particular physical distancing, all consultations and communications to communities and stakeholders will be done using the established communication channels such as WhatsApp Communication, municipal Facebook Page, Local Radio Slots, Manual Distribution of Flyers, Municipal Website, Hailing and Local Newspapers.

Feedback on Service Delivery matters raised during the consultation is done through the ward based chosen communication platform. These include not limited to what's App groups, CDWs, Ward Committees, OVS Stakeholders and Councillors. These are ward based structures and platforms that communicate with communities on raised service delivery matters.

In the light of the current lock-down restrictions, the community feedback sessions were part of the mayoral IDP/Budget izimbizo's presentations conducted through community radio stations.

5.1.4.4 Ward Committees

The objectives of Ward Committees are as follows:

- To encourage the community to pay for services rendered to them by the municipality;
- To create formal unbiased communication channels and co-operative partnerships between the municipality and community within a ward;
- To facilitate public participation in the process of review and development;
- To serve in officially recognized participatory structures in the municipality;
- To monitor the implementation of approved municipal projects;
- To make recommendations on matters affecting the Ward to the Ward Councillor, Member of the Mayoral Committee or the Executive Mayor.

Emalahleni Local Municipality has established Ward Committees in all 34 wards. The municipality has made provision for all members of Ward Committees to receive a monthly stipend of R1000 subject to performance assessment.

5.1.4.5 Ward Operational Plans

The established Ward Committees have undergone Orientation and Induction as part of capacity building. The development of Ward Operational Plans are expected to be developed and reviewed annually

To improve accountability of ward committees, Ward Operational Plans provide a platform to plan local based programmes and activities to address specific challenges affecting the ward integrating their activities with that of municipal directorates and other sector departments. The main objective of the Operational Plans in Emalahleni are to:

Facilitate Communication between council and community in wards: All Emalahleni Ward Operational plans have community meetings and or meetings with organised groups within the ward to communicate council decisions, programmes and feedback on service delivery concerns.

Ward Committee Management: Ward Committees have portfolios aligned to the municipal directorates for reporting and receiving regular feedback from portfolios in ward committee meetings

Monitoring and reporting on service delivery within the ward: Ward Committees undertake various data collection processes with sector departments and assist the council with identification of community members to participate in relevant programmes such as RDP housing, subsidies and indigents .They further monitor all projects implemented in their wards and provide feedback to the communities they serve on the progress thereof.

Service Delivery Campaigns: The operational plans outlines various campaigns to be undertaken especially issues of illegal connections, Free Basic Services, payment of services and door to door service delivery challenges

Mobilising agents: Ward Committees are always available to mobilise communities for various programmes such as IDP/Budget Izimbizo, community meetings and other public gatherings through the acknowledgement of the respective ward councillor.

Successes from Implementing Ward Operational Plans

The Ward Operational Plans have provided clarity and direction for collected effort of ward committees in attending to community issues emanating from the community;

The Ward Operational Plans through their portfolios have increased the credibility of ward committees within the municipal directorates as constant communication with municipal officials allows relevant feedback more efficient on reported service delivery matters;

The Ward Operational Plans provide proper evaluation of the monthly and quarterly activities of ward committees in assisting sector departments, private sector and the municipality in addressing community needs. Through their advisory nature of operation, they represent communities in various committees and structures established to improve service delivery in communities and;

The out-of-pocket remuneration ward committees receive is based on the meetings held per month engaging with community issues and programmes that aim to solve them. The amount they receive covers transport costs, catering and communication for improved efficient operation within the ward.

Challenges from Implementing Ward Operational Plans

Most Ward Committee members are mature adults. There is some difficulty in reading and understanding certain municipal processes and new concepts learned from workshops they attend. These include the development of ward operational plans and the assessment thereof. Time over the years is required to fully exploit the potential impact of the ward operational plans in the community and;

Some community issues require medium to long term planning hence they appear in the IDP and cannot be addressed by the ward operational plan. This limits the impact the operational plans have as they are not budgeted for and rely on municipal sector programme funding, skills and resources.

Group infightings and disagreements limits the full impact of implementing the ward operational plan. There are disagreements that hamper the progress of activities and time taken to attend to such is a waste and an opportunity lost for community action and development

Plans to address the challenges

All group conflicts that arise, the councillor attends to them immediately. In an event whereby he/she cannot resolve, they are attended by the municipal speaker for swift response and stabilising relationships in the ward committee;

The workshops on reviewing municipal processes, information and programmes will be continuously be done so as to update ward committee members for dissemination of relevant information to the communities they represent and serve;

Increased communication with the municipal directorates will be encouraged and supported so that in their programme planning and budgeting, ward operational plans can receive assistance in knowledge, resources and skills in implementing their operational plans through the directorate support. Alignment of annual programmes and operational plans will be encouraged to increase the relevance and the impact thereof.

Operation Vuka Sisebente

Operation Vuka Sisebente (OVS) is an integrated service delivery model adopted by the Executive Council on **14 February 2015** and was launched on **13 August 2015** in Bushbuckridge Local Municipality. The aim of OVS is integrating the services of government to fight the triple challenges of unemployment, poverty and inequality and to promote healthy lifestyles, embrace community partnership, thereby creating a better life for the entire citizenry of the Province. OVS operates through reformed governance structures constituting of Ward, Local and Provincial War Rooms

Its attributes are Proactive Integrated “Wellness-based” Model and Integrated Multi-Sectoral Planning and Implementation. Proactive Integrated Model focuses on collaboration with community stakeholders focusing on service delivery and prevents duplications. Integrated Multi-sectoral planning and implementation focuses on a coordinated and outcome driven approach with collective accountability.

The concept document distinguishes the roles and responsibilities of members of the council of stakeholders. It will ensure establishment and functionality of the ward war rooms. For the effective functioning of the ward war rooms, the Speaker's office will ensure that the office of the Executive Mayor receives all war room reports timeously for interventions.

The Office of the Executive Mayor will coordinate sittings of the Local Council of Stakeholders for interventions and referrals, provide technical analysis of community needs relative to the profiles, collate, categorize and escalated needs and refer them to appropriate sector Departments and mobilize resources.

Emalahleni Local Municipality has launched the Local Council of Stakeholders in August 2018 and supports the implementation of war rooms through the establishment and reporting on the service delivery issues. The programme is steadily gaining ground and gaining support as the structures of War Room fosters the principles of 'people first' and accountability to communities. We continue with the establishment of war rooms. The reporting on the functionality of the war room is undertaken monthly and raised issues are submitted to the relevant directorates to attend to.

5.1.5 Transversal Management

Emalahleni Local Municipality has established a transversal unit and its mandate is to coordinates HIV/AIDS related matters, gender programmes, and response plan for the vulnerable section of the community namely, children, people with disability and elderly.

The municipal HIV/AIDS unit coordinates and facilitates HIV, TB and STI mainstreaming to prevent and mitigate the negative socio-economic impact

The following National Strategic Plans (NSP) and goals will assist the mainstreaming and the curb of the infection rate.

Accelerate prevention to reduce new HIV and TB infections and STIs.

Reduce morbidity and mortality by providing HIV, TB and STI treatment, care and adherence support for all.

Reach all key and vulnerable populations with customised and targeted interventions.

Address the social and structural drivers of HIV, TB and STIs, and link these efforts to the National Development Plan (NDP).

Ground the response to HIV, TB and STIs in human rights principles and approaches.

Promote leadership and shared accountability for a sustainable response to HIV, TB and STIs.

Mobilise resources to support the achievement of NSP goals and ensure a sustainable response.

Strengthen strategic information to drive progress towards achievement of the NSP goals

Gender Desk over-arching goal is to co-ordinate and implement programmes addressing matters of Gender Discrimination, Gender Equality & Equity, Gender Based Violence (GBV) and empowerment of both Genders.

The action plan is categorised as both preventative and response programmes. Prevention programmes look at how GBV can be prevented from happening and the response programmes seek to support survivors and mitigate the impact of GBV in a variety of ways (for instance medical help, psychosocial support, and shelter). The strategic focus of the plan is to advocate issues of GBV and it has been reviewed to respond to the challenges of the Covid-19 pandemic and concomitant regulations.

These programmes have been formulated with the guidance inter-alia from the National Gender Framework and the Mpumalanga Provincial Gender Guidelines.

The key sector departments that the municipality will be closely working with as part of Intergovernmental relations include South African Police Services (SAPS), the Department of Health (DOH), the National Prosecuting Authority (NPA), the South African Judiciary, the Department of Women (DoW), the Department of Social Development (DSD), and the Department of Education (DOE), including the broader civil society (Business, community, non-governmental organisations, churches and traditional leaders).

The Municipality is also contributing in the protection of the vulnerable in the society namely children, people with disability and the elderly who are often trapped in the cycle of neglect, abuse, violence and poverty.

Preventing and responding to challenges faced by children, people with disabilities, and elderly will always require a well-co-ordinated multi-sectorial approach led and facilitated by the municipal transversal unit underpinned by a wide range of well-defined programmes on key performance areas to coordinating and facilitate awareness campaigns, constitutional rights issues, safe and healthy environment, emergency care, support to caregivers, life and social skills.

5.1.6 Youth Development

Youth Development activities are currently coordinated in partnership with Internal and External Stakeholders. Establishment with the local groups and gaining grass-root partnership and support is the focus of the office. However primarily, the office's main objective is to basically research and develop programs that benefit young people in eMalahleni. Operationally, the Youth Development Manager administers these programs from planning to the implementation phase.

The office deal with assessment of programs required by the youth in the community, communicates with the youth in order to determine their needs and interests in terms of empowerment and further ensures proper development of these youth structures. It also evaluates the effectiveness of youth programs to avoid redundancy and inefficient of these programs.

Youth Development Office serves to ensure a variety of developmental programs e.g. Sports, Cultural activities, performing arts and skills development.

Challenges include:

- Limited resources restrain thorough practice of Youth Work and Development.
- Malfunctioning Youth Civic Structures limit the co-ordination and monitoring of youth development practice
- Magnitude of the Municipality results in wide geographic area to be covered

The Municipality shall, on an annual basis, conduct Youth Dialogue Outreach throughout Emalahleni Local Municipality in the form of a Summit where developmental programs and projects that are beneficial to young people will be

planned. These programs will be documented in the form of resolutions that will pave a way forward for Youth Development Practice and inclusive planning in youth development activities all around the Municipality. Skills Development Programs such as;

- Technical Skills Training (Plumber, Electrician, Welder, Fitter etc)
- Basic Computer Skills (Computer Literacy Outreach)
- Bursaries (Full Bursary to study in an institution of the students choice)
- Internship Program

Annual Outreach Programs such as;

- eMalahleni Local Municipality Youth Summit (Youth Dialogue Outreach)
- Education Indaba
- Career Expo (Grd 8-11)
- Sports Development Tournament (Executive Mayor's High School Cup)
- Male Circumcision/ Sanitary Towel Drive
- Substance Abuse Awareness Campaign

All of these programs, through the office of the Executive Mayor, have one similar objective, to keep the Youth well-informed, give guidance and to combat socio-economic ills that are prevalent within the city of eMalahleni.

5.1.7 Community services

The municipality does not have municipal police but it does have a Community Services Department. The department does participate in community programmes together with the South African Police Service (SAPS) and Department of Community Safety and liaison. Directorate Community Services is engaged in realising the provision of community services as enshrined in the Constitution of the Republic of South Africa, 1996, with specific reference section

152 of chapter 7. The Directorate is also ensuring the protection of environment and animals. The Directorate Community Services is responsible for the provision of the following services:

- Emergency and disaster management services
- Registration and licensing services
- Traffic and security services
- Arts and culture
- Social services

The objectives are: -

- To provide licensing services
- To promote traffic , safety and security services and enforcement of council by-laws
- To Provide Emergency and Disaster management services
- To Provide social services
- Promotion of Arts, Culture and Sports

The municipality is faced with uncontrollable street vendors on main routes and the CBD, non-compliance to Municipal by-laws, illegal land uses and illegal occupation of land, traffic congestions.

Strategy to improve on the challenges faced: -

- Implement sufficient and effective security management system.
- Purchasing additional patrol and respond vehicles.
- Enforced Council by-laws and policies.

5.1.7.1 Disaster Management

South Africa faces a wide range of increased threats and disastrous risks, exposed to a wide range of weather hazards including; drought, cyclones and severe storms that can trigger widespread hardships and devastation. As a result of these, Municipalities find themselves burdened with budgets constraints that result in humanitarian assistance obligations in times of emergency.

In addition to these natural and human- induced disasters, and despite the on-going progress and efforts of the government to extend poverty alleviation grants to the needy people to alleviate mal-nutrition and starvation, which cause these people to be most vulnerable, a large number of these people still live in conditions of chronic disastrous vulnerabilities in residential structures that pose not only a threat of repeated informal settlement fires and collapsing structures, but a threat to the neighbouring environment as well.

The Act recognizes the wide-ranging opportunities in South Africa to avoid and reduce disaster losses through concerted efforts of all spheres of government, civil society and the private sector. However, it also acknowledges the crucial need for uniformity in the approach taken by such a diversity of role players and partners.

5.1.8 Disaster management Plan

Emalahleni Local Municipality does provide the disaster management service and has fire and rescue services to prevent, protect loss of life and property. The municipality has Disaster Management plan which was adopted in 2012.

The priorities of Disaster Management Services are:

- Identification of disaster risk areas;
- Management of accident scenes especially where there has been spillages; and

- Development of Disaster Management Plan and the establishment of Disaster Management Coordinating Forum.
- Development of contingency plans

5.1.8.1 Hazards identified

- Road accidents caused by mist, poor infrastructure (faulty traffic lights and
- Potholes, lawlessness and unlawful motor racing)
- Air pollution,
- Sinkholes,
- Strong winds,
- Floods,
- Epidemics caused by poor sanitation and unlawful refuse removals or illegal
- Dumping,
- Water pollution and consumption/ ingestion of contaminated food / water
- Rail accidents,
- Spillages or flammable gas leaks,
- Underground fires as a result of old mines which are not rehabilitated,
- Shack fires,
- Crime,
- Civil unrest,
- Strikes and taxi violence,
- Electrocutions due to illegal connections,
- Electric power blackouts,
- Building or structural collapse,
- Uncontrollable veldt fires,
- Mine collapse,
- Breakdown of essential services/ supplies,
- Xenophobic attacks etc.

5.1.8.2 Disaster risk reduction plans

The Municipality has furthermore identified the following hazards as our priority hazard:

- Underground fires
- Sink holes
- Shack fires
- Veldt fires
- Water contamination
- Illegal refuse disposal
- Road accidents

Prevention and mitigation strategies

- The Municipality has budgeted R1m for Disaster management temporary relief items to provide temporary accommodation and to provide other relief items to displaced people affected either by sinkholes, shack fires or other disastrous incidents.
- Furthermore, the Municipality has also budgeted for grass unit, fire engine, support vehicle, rescue vehicle, fire tanker and hazmat to deal with veldt fires and road accidents.
- The Municipality also do awareness campaigns to address water contamination, shack fires and unlawful refuse disposal

Preparedness plan (early warnings)

The municipality has a disaster management plan and will in case of any disaster activate, release the necessary resources and will through media, sms, internal and external structures inform the community about the possible occurrence of the disaster.

5.1.8.3 RESPONSE PLAN TO COVID-19 PANDEMIC

The municipality has established a COVID-19 Disaster management Committee (DMC), covid-19 Command Council and protocols to align with their functions.

The DMC was approved by council, the workplace plan and all protocols were also approved by Council and are being implemented supported by a dedicated budget line item. Witbank dam has been identified as one of the provincial quarantine sites with appropriate refurbishment. The process for identification of land has commenced and for expansion of cemeteries. Furthermore, portion of land has been identified in both active cemeteries and in open vacant land.

The municipality is also compliant to covid-19 and lockdown regulations including but not limited to physical distancing, sanitization, awareness and appropriate PPEs for municipal employees.

5.1.9 Safety and Security

5.1.9.1 Emergency services

The emergency section is responsible for fire prevention and emergency services which are rescue services, fire incidents and public education.

5.1.9.2 Law enforcement

The municipality established Security Section with the intention to protect and save guard Municipal assets and property and enforcement of municipal by-laws

5.1.10 Governance and Public Participation Strategies and Sector Plan Status

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
Fraud Prevention Strategy	Yes	Adopted	July 2020	Reviewed July 2020. It is reviewed annually and its being implemented
Risk Management Strategy	Yes	Adopted	July 2020	Reviewed July 2020. It is reviewed annually and its being implemented
Public Participation Policy	Yes	Adopted	September 2016	Provincial Public Participation policy adopted in August 2020. ELM to align on the Provincial Strategy, to be adopted June 2021

Business Continuity Plan (BCP)	No	No	N/A	Service provider was appointed by NDM for the development and testing of BCP
Communication Strategy	Yes	Adopted	April 2019	National Communication Strategy was adopted in August 2019. ELM to review the strategy in 2021
Emalahleni Youth development Strategy	No			Draft is going for public participation in April 2021. Adoption will be in June 2022

5.2 KPA2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.2.1 Introduction

Municipalities must ensure that basic services are provided to their communities as stated in the Constitution of the country. According to section 73 (1) of Municipal Systems Act, the municipality must provide municipal services such that:

- The 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.

There is a pressing need for the municipality to provide quality services to the community so as to avoid public unrests.

5.2.2 Technical services

According to section 73 (2) of Municipal Systems Act the municipal services must:

- Be equitable and accessible
- Be provided in a manner that is conducive to:
 - The prudent, economic, efficient and effective use of available resources, and
 - The improvement of standards of quality over time
- Be financially sustainable
- Be environmentally sustainable, and
- Be regularly reviewed with a view to upgrading, extension and improvement

Technical Services Directorate is a service delivery department that provides engineering services, such as: potable water, sanitation, electricity, roads and storm-water, transport infrastructure, street lighting and maintain all municipal buildings.

In terms of key service achievements, the municipality was able to deliver services to its community and the status quo in respect of access to services is as follows:

EMALAHLENI LM - PROJECTIONS FOR SERVICE DELIVERY							
	2016	2017	2018	2019	2020	2021	TOTAL 2021
Population	455 228	469 795	484 829	500 343	516 354	532 878	532 878
House holds	150 420	156 598	161 610	166 781	172 118	177 626	177 626
<i>additional population</i>		14 567	15 033	15 515	16 011	16 523	77 650
additional house holds		4 856	5 011	5 172	5 337	5 508	25 883
Services backlog including new growth							
Water backlog HH	13 792	18 648	23 659	28 830	34 167	39 675	39 675
Requirement housing HH	34 845	39 701	44 712	49 883	55 220	60 728	60 728
Electricity backlog HH	44 114	48 970	53 981	59 152	64 489	69 997	69 997
Sanitation backlog HH	41 544	46 400	51 411	56 582	61 919	67 427	67 427
Waste backlog HH	55 306	60 162	65 173	70 344	75 681	81 189	81 189
Roads backlog km Total	557	581	606	632	659	686	686
<i>new required @ 200 hh /km</i>		24	25	26	27	28	129
Serviced stand provision currently planned							
<i>Remaining shortfall HH</i>	30 545	30 631	25 030	26 803	31 701	36 726	36 726
Total plans at 1-9-2016	4 300	4 770	10 612	3 399	439	483	24 003
<i>Estimated average by private sector</i>	300	330	363	399	439	483	2 314
<i>Duvha</i>		500	1 000				1 500
<i>Siyanqoba</i>	4 000	2 000	2 950				8 950
<i>Klarinet</i>			3 299				3 299
<i>infill development</i>		940	1 000				1 940
<i>Empumuluweni</i>		1 000	2 000	3 000			6 000

5.2.2.1 Water & Sanitation Services

Water Services Act (Act no. 108 of 1997) and National Water Act (Act no. 36 of 1998) provide the legislative framework within which water and sanitation services are to be conducted. Water Services Act legislates the municipal function of providing water supply and sanitation services. It provides institutional arrangement for water services provision. National Water Act legislates the way water resource (surface and underground) is protected, developed, used, conserved, managed and controlled.

The mandate of Water Services Act is derived from Section 27 of the Constitutional Bill of Rights, which indicates that everyone has the right to have access to sufficient food and water. National Water Act is derived from a constitutional Bill of Rights which says; everyone has the right to an environment that is not harmful to health or well-being.

EMalahleni Local Municipality (ELM) is a Water Service Provider (WSP) according to Water Services Act number 108 of 1997 and appointed as Water Services Authority (WSA) by provincial Department of Water and Sanitation (DWAS). The function of WSP is to provide water services to the local municipality that is sustainable, efficient, good quality, and support local economic growth. WSA is responsible for the following:

- Ensure access to efficient, affordable, economical and sustainable access to water services to all consumers.

- Prepare water services development plan

- Makes bylaws

- Decide on mechanisms for water services provision.

ELM is a water stressed mining town and has a challenge of an ever growing water demand. The Olifants River is the main source of surface water supply to the municipality, supplying more 70% of municipal water provision capacity. ELM is located along the Upper Olifants River catchment and it has a catchment of approximately 3540km². The catchment land-use activities is inundated with coal mining, energy generation and agricultural land-use activities which have adverse effects on the deterioration of resource water quality. The municipality has been unable to exploit underground water resources due to underground coal mining which results to generation and decanting of acid mine drainage.

Water and Sanitation Department manages provision of water and sanitation services from raw water retaining structures (municipal dams), bulk raw water abstraction, potable water treatment, potable water and distribution reservoirs, water reticulation system, water meters, sewer reticulation and waste water treatment plant.

ELM has three municipal water supply schemes (Witbank, Rietspruit and Ga-Nala) and three external (Anglo, Glencore and Eskom Kendal) responsible for bulk water provision. The municipal also has a modular package plant which is used to augment Witbank scheme.

The municipal water supply schemes can be summarised as per the table below:

Scheme name	Source	Design/ Required capacity (Ml/d)	Operational Capacity (Ml/d)	Status
Witbank	Witbank Dam	75	105	Over capacity
Rietspruit	Rietspruit Dam	4	3.5	Being upgraded to 4Ml/d
Ga-Nala	Usuthu scheme (DWS)	15	6.7	Below design capacity
Package Plant (NuWater)	Witbank Dam	20	15	To be upgraded to 20Ml/d
Anglo	Mine water reclamation	28	16	To be upgraded to 28Ml/d

Eskom-Kendal	Usuthu scheme (DWS)	2	2	To be terminated upon commissioning of Glencore scheme
Glencore	Mine water reclamation	8	8	Operating within capacity

Witbank Water Purification Works is a Class B plant and it gets water from Witbank Dam. It has a design capacity of 75ML/d and it is currently operating at approximately 80 to 90ML/d. The plant is a conventional design which is mainly aimed at eliminating suspended solids and has limited efficiency on the removal of dissolved solids.

Ga-Nala Water Purification is a Class C plant and it gets water from Usuthu water supply scheme (DWS scheme). It has a design capacity of 15ML/d and it is currently operating at approximately 6.7ML/d. The plant is a conventional design and it is mainly designed to handle suspended solids of fairly good raw water quality.

Reitspruit Water Purification works is a Class C plant and it gets water from Rietspruit Dam. It has a design capacity of 4ML/d and it is currently operating at 3.5ML/d. The plant is a conventional package plant design and it is mainly designed to handle suspended solids of fairly good raw water quality.

ELM also is responsible for the provision of waste water and sanitation services to all customers in the municipality. The Municipality operate with eight (8) Waste Water Treatment Works (WWTW).

Water Treatment Works (WTW)	Design Capacity of the WTW (ML/day)	Plant Classification	System Technology used	Discharge Stream/River
Nauupoort WWTW	10 ML/Day	Class C	Activated Sludge System	
Riverview WWTW	11 ML/Day	Class C	Activated Sludge System	Oliphant River

Klipspruit WWTW	10 ML/Day	Class B	Activated Sludge System	Brugspruit
Ferrobank WWTW	14 ML/Day	Class C	Biological Filters	Brugspruit
Phola WWTW	8 ML/Day	Class D	Pond System	Saalboomspruit
Ga-Nala WWTW	4.5 ML/Day	Class D	Floating Aerators	Steenkoolspruit
Thubelihle WWTW	6 ML/Day	Class D	Activated Sludge System	Steenkoolspruit
Rietspruit WWTW	2 ML/Day	Class D	Activated Sludge System	Rietspruit

Sewer Network:

The sewer network has 1700km of pipelines with 27 pump stations within the network. Some components of old townships establishment are of Clay Pipes.

Septic Tanks:

There are areas which are still using septic tanks within the municipality averaging number of 630 units.

Pit Toilets:

All the rural areas and informal settlement use pitlatrines estimates at 30000 units.

Green Drop Status (GDS) rating assessment

Year	2010	2011	2012	2013	2014	2015
Score (%)	-	45,6%	-	-	-	-

The current challenges and problems with water and sanitation for the municipality is triggered by factors such as:

- Imbalance between the demand and supply (Increased in water demand),
- Overloading of systems,
- Distribution losses (about 42%),
- Ageing and outdated technology.

Lack of proper maintenance teams (incl. equipment & tools)

5.2.2.2 Electrical Services

The Municipality is a licensed distributor of electricity with exception to the mines as issued by National Energy Regulator of South Africa (NERSA). The electrical department is responsible for provision of electricity also ensuring public lighting and other energy services that satisfy our customers and community whilst maintaining sound business principles. Plan, construct and maintain an integrated network system which supplies electricity to the consumers. The municipal electrical network taps from Eskom grid with the following intake points:

Large Intakes Points

Intake Point	Nominal Maximum Demand (NMD)	Utilised Capacity
Witbank Municipal	45,000.00	46,000.00
Churchhill	60,000.00	48,000.00
Doornpoort	48,000.00	65,000.00
Clewer	2,250.00	2,229.36
Kwa-Guqa	40,000.00	50,448.46
Klarinet Sewerage	200.00	200.00
Ogies	125.00	125.00
Ogies Town	2,500.00	2,500.00
Phola	6,000.00	6,000.00
Thubelihle Town	2,500.00	2,500.00
Kriel Town	20,000.00	20,000.00
Haartebeespruit (Klipspruit Sewer)	1,000.00	1,000.00
Rietspruit Village	4,000.00	4,481.90

Small Intakes Points

Intake Point	Nominal Maximum Demand (NMD)	Utilised Capacity
Rietkuil 57 IS	32.00	32.00
Rietkuil 57 PTN3 Extended	100.00	100.00
18 Leeuwpoot 283 JS	32.00	32.00
Riool Pompstasie Witbank	64.00	64.00

President Laan, Witbank	25.00	25.00
Plot 90 Kromdraai	50.00	50.00

The challenges are the old infrastructure, increased demand as results of expansions and illegal connections which causes the electricity infrastructure to be overloaded and explode. Illegal connections also contribute to the high electricity losses suffered by the municipality. Furthermore, the municipality is experiencing electrical losses due to old and outdated infrastructure including illegal connections and by-passing of meters. However, the municipality is conducting audits with regards to zero sales and low purchases as well removal of illegal connections. Installation of meters is also being prioritised in both industrial and domestic customers.

5.2.2.3 EPWP

The municipality has an extensive EPWP programme, which is funded through the national grant and augmented by municipality's own internal funding. The programme stretch across various fields of service delivery. The programme creates work opportunities and in 2018/19 a total of 782 (Municipal infrastructure Grant created 186, Integrated grant 145 and own funding 451) jobs were created. The Environmental sector has been identified as the largest employment generator in the EPWP. This includes programmes of the Urban Cleansing project, litter picking and removing of illegal dumping sites by Labour Intensive methods. For the 2019/20 financial year, municipality has been allocated an amount of R 5 515 000.00.

EPWP RECRUITMENT WARD LIST 2019

Ward 1 15	Ward 2 15	Ward 3 17	Ward 4 21	Ward 5 15	Ward 6 14	Ward 7 15	Ward 8 18
Ward 9 21	Ward 10 18	Ward 11 20	Ward 12 30	Ward 13 22	Ward 14 15	Ward 15 33	Ward 16 50

Ward 17 28	Ward 18 11	Ward 19 8	Ward 20 12	Ward 21 12	Ward 22 12	Ward 23 22	Ward 24 15
Ward 25 12	Ward 26 13	Ward 27 15	Ward 28 10	Ward 29 17	Ward 30 10	Ward 31 12	Ward 32 11
Ward 33 17	Ward 34 11						TOTAL 587

Due to financial constraints, the programme will be prioritise areas where illegal dumping is rife, maintain parks and cleaning of Sidewalks instead of being rolled out within all 34 wards.

5.2.2.4 CWP

The Community Work Programme (CWP) is an initiative designed to create an employment safety net, by providing participants with a predictable number of days of work per month, thus supplementing their existing livelihood strategies and affording them a basic level of income security through work (labour). The programme is targeted for unemployed and/or underemployed people above 18 years of age, including those whose livelihood activities are insufficient to lift them out of poverty. It is implemented at the local level at a 'site' (which generally comprises a 'community') and is designed to employ a minimum of 1,000 people per site for two days a week, or eight days a month and a maximum of 100 days a year.

CWP Emalahleni site was establish in 2012 and the programme is implemented in Twenty four wards (Hlalanikahle, KwaThomas Mahlangu Ville, Lynnville, Eric Liberty, Thushanang, Old coronation and Klarinet, Pine ridge, Singqobile, Empumelweni, Kwaguqa Extensions, Phola, Duvha park, Rietspruit and Masakhane Village) which consist of eleven wards (1,2,3,4,5;6, 7;8,9,10,11,12,13,14,15,16,17,19,23,28,29.32).

A total of 550 participants were active for the month of February 2021 and their total number of workdays is 10 076 since they are working 8 days a month.

2019-20 Site budget

Budget item	Amount
Wages	R 10639470.50
Personal Protective Equipment (PPE)	R 999 681.00
Tools and Materials	R 839 732.00
Training	R 679 783.00
Technical Support	R 199 936.00
UIF/COID	R 415 174.00
TOTAL	R 3988337.50

5.2.2.5 Roads & Storm water

Economic growth and development requires a road network that support an effective and efficient public, private and freight transport system. A functional mobility road network, effectively managed, improves capacity and traffic flow thus reducing travel time and travel cost to the road user. A safe and efficient road network is an essential enabler for sustainable development in both urban and rural areas.

The principal objective of road management is to ensure that a network of roads is provided primarily for the movement of persons and goods as part of an integrated transport system and that road reserves are available for other appropriate uses.

The management of the roads and storm water infrastructure is part of the Technical Services Department and is the primary function of the Roads and Storm water Section. The department serves as the custodian for municipal

roads and storm water assets. It manages municipal roads to ensure the following:

- Improve road safety
- Roads classification and access management
- Integrated transport planning
- Traffic impact assessment
- Pavement management system
- Storm water management system
- Effective road maintenance
- Non-motorised traffic

The departmental business operation comprises of the following functions:

- Maintenance of surfaced roads
- Maintenance of gravel roads
- Maintenance of paved roads
- Maintenance of concrete roads
- Maintenance of stormwater network
- Maintenance of walkways

The department manage and maintain the road and storm-water infrastructure network of 1400.08 km and network distribution per area can be as per the Table below:

Area	Surfaced Roads (km)	Gravel Roads (km)	Block Paved Roads (km)	Concrete Paved Roads (km)	Total (km)
eMalahleni	483.08	80.32	4.61	0.6	568.60
Clewer	8.24	29.01	2.48	0	39.73
Kriel	82.72	5.45	0.1	0	88.27
KwaQuga	62.81	243.06	5.13	0	311
Lynnville	68.51	67.19	19.68	0	155.38
Ogies	4.23	0	0	0	4.32
Paxton	12.07	5.64	0	0	17.72
Pine Ridge	9.54	29.19	4.08	0	42.81
Rietspruit	25.01	2.71	0	0	27.72
Thubelihle	22.39	3.77	0	0	26.16
Wilge	8.03	0.25	0	0	8.28
Wolwekrans	13	90.25	6.83	0	110.09
TOTAL	799.72 KM	556.84 km	42.91 km	0.6 km	1400.08 km

The municipality is faced with continuous population and economic growth which results to increase of traffic congestion. Majority of municipal roads are having traffic congestions, aged and dilapidated roads infrastructure which needs upgrading, rehabilitation and maintenance. About 90% of the streets are damaged and required reconstruction and rehabilitation. The contributing factor to most street damages is due to the heavy vehicles (mining trucks) and poor storm water drainage.

5.2.2.6 Public Transport Infrastructure Service

The municipality owns 15km railway siding which service the Ferrobank industrial area. The railway line needs to be rehabilitated and ensure continuous maintenance thereof.

The municipality also owns an airfield (Aerodrome) which provides service to most of the private aircraft around the area. To keep up with compliance with the

aviation authority the municipality must ensure proper routine maintenance is carried out and the facility promote safety operations.

5.2.2.7 Maintenance of Municipal Buildings

It is the responsibility of the municipality to maintenance of all the municipal buildings and must ensure that the municipal buildings are in compliance with requisite legislative prescripts.

5.2.3 Environment and Waste management

5.2.3.1 Introduction

The Environmental & Waste Management Directorate is a service delivery Directorate that receives its core mandate from Section 24 of the Constitution of South Africa and is mandated to ensure a safe environment, which is not detrimental to human health for all within eMalahleni.

The directorate's Objectives are to:

- Create an environment that is safe and not harmful to health of the community;
- Enhance environmental awareness education and encourage public involvement;
- Create a sustainable culture in the handling, collection, transportation, disposal and management of waste;
- Reduce impact on climate change through developing and implementing a climate change strategy for the municipality, aligned to the national strategy;
- Create a sustainable recycling and reuse culture within the municipality;
- Ensure compliance to all statutory requirements;
- Increase visibility and the enforcement of the Environmental By-Laws;
- Improve on the human dignity within the burial system through managing effectively the cemeteries, burial processes and the cemetery registry, and;
- To be good stewards over environmental infrastructure.

The Directorate is divided into 3 departments namely:

The Waste Management Department;

The Environmental and Compliance Management Department; and

The Parks, Cemeteries, and Open Space Management Department.

5.2.3.2 Status Quo of the Natural Environment

Topography

The ELM is located on the Highveld plateau and is characterised by an undulating landscape without significant hills or ridges figure below. It is located approximately 1 600 metres above sea level, with drainage occurring mostly in a northern direction.

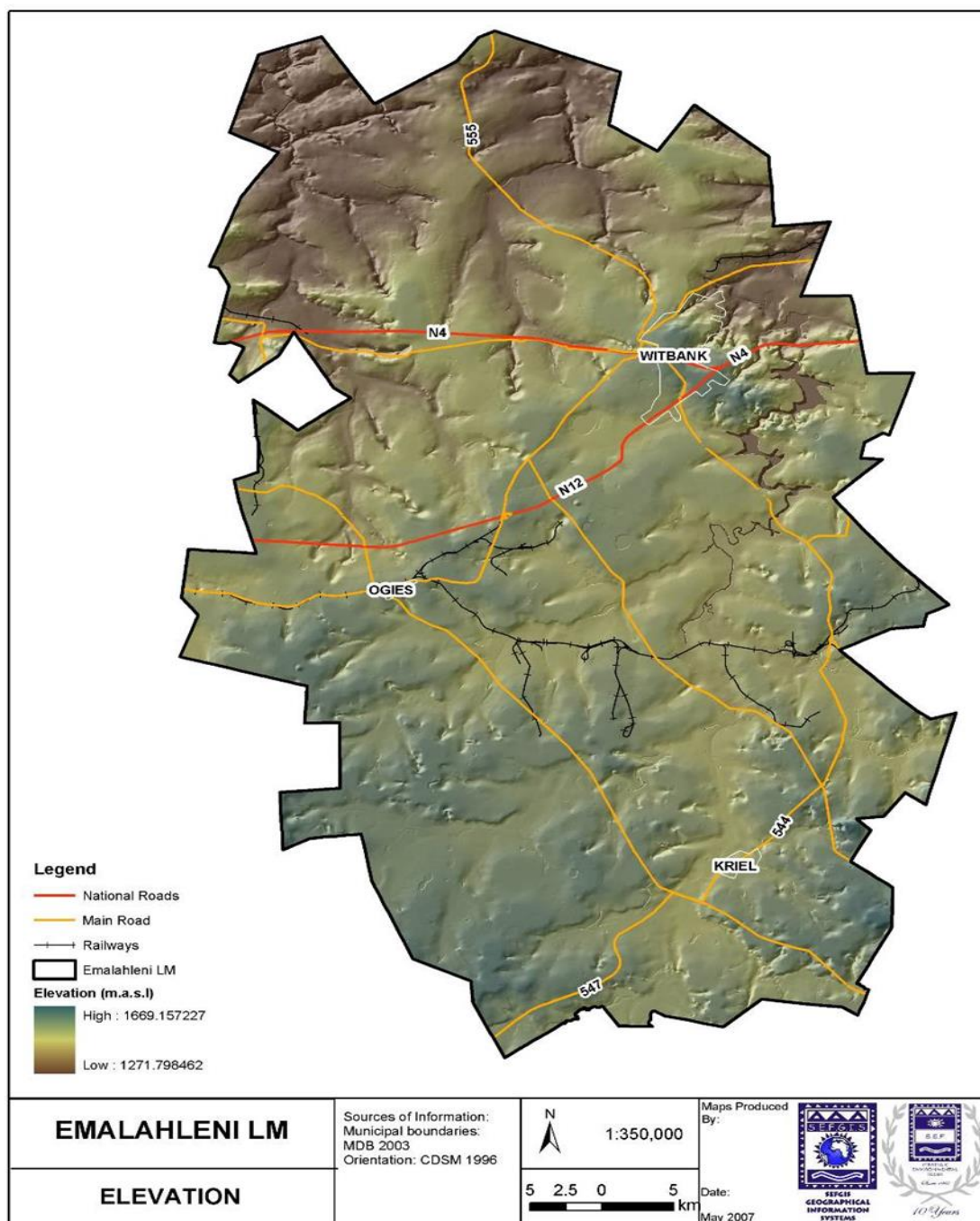
The landscape in the ELM is generally flat, with slopes of less than 1:30. This causes problems with the drainage of developments. Steeper slopes are found close to the rivers in the area.

Geology

The southern portion of the ELM is underlain by more or less continuous coal development of the Karoo Sequence. The subterranean levels in the area, known as the Mid-Ecca Group, were formed from the Karoo sequence and are located on a Dwyka conglomerate. The Karoo Super group consists of six different layers, with the fourth layer being the Mid-Ecca Group, where rich coal deposits were formed.

Nature reserves and Conservation areas

The only conservation area in the ELM is the Witbank Nature Reserve. This was originally established as a recreation resort around the Witbank Dam, but was proclaimed as a nature reserve in 1979. Approximately 65% of the reserve is covered by the Rocky Highveld Grassland veld type which is protected. The remaining 35% of the reserve comprises woody species and is less species diverse than the Rocky Highveld Grassland.



Ecological Status

The water courses within ELM form part of the Olifants River drainage system, which flows towards the Indian Ocean. The South African River Health Program previously conducted a survey within the Olifants River catchment, which was completed in 2001, and found the rivers within the ELM to be of a fair to unacceptable health, based on the biological communities and riparian and in-stream habitat.

Mines and power stations within the Upper Olifants sub-catchment participating in the Controlled Saline Water Release Scheme are required to do biological monitoring as a permit condition imposed by the Department of Water Affairs and Sanitation. Monitoring points have been selected in the various management units, and monitoring of the surface waters is done biannually.

Within the ELM, 82.91% of the river signatures are considered critically endangered, with the remaining 17.03% considered to be endangered. A critically endangered river signature is one for which there are few remaining intact examples, thus putting the biodiversity pattern and ecological processes associated with that river signature at risk.

In comparison to the Nkangala District (65.40%) and Mpumalanga Province (43.05%), the high percentage of Critically Endangered river signatures within the ELM (82.91%) provides an indication that the rivers within the ELM are in dire need of protection and in some instances rehabilitation.

5.2.3.3 The Waste Management Department

The waste management department is responsible for kerbside refuse removal, litter picking, removal of illegal dumping spots, landfill site management and street cleansing.

The municipality is rendering kerbside refuse removal services to 73,6 of the households, with 26,4 receiving informal refuse removal services. It operates 3 licensed landfill sites and has one buy back centre operated by a corporative.

The municipality is in the process of finalizing the Section 78 study report on waste management as per Municipal Systems Act; after which it will finalise the ELM Integrated Waste Management Plan as per the National Environmental Waste Management Act, to review the service and develop strategies on overall waste management, which would follow the hierarchy of control.

Compliance, management and enforcement of waste management requirements is governed through the following policies and by-laws:

- the solid waste management by-law;
- the adopt a spot policy;
- the waste disposal policy;
- the draft Integrated Waste Management Plan (IWMP);
- the Mpumalanga Business Act;
- the General Waste Collection Standards;
- the Air Quality Management Plan; and
- Relevant legislation.

There are a number of initiatives that the municipality has also embarked on in order to improve the waste management services, such as:

- Development of the Section 78 study report;

Development of the adopt a spot policy to assist to eradicate illegal dumping spots;

Conducting quarterly waste and awareness education programmes;

Conducting monthly clean up campaigns involving environmental groups and corporate;

Partnering with private sector on waste management to procure tools & equipment;

Partnering with private sector on waste management for the construction of 3 x mini transfer stations;

Developing a wheelie bin policy and are to pilot the wheelie bin programme;

Assessing feasibility for alternative sources of energy through the utilisation of waste;

Participate in programmes run by Nkangala District, Provincial and National Government on waste management.

Some key programmes that also assist with effective waste management are run by the National Department of Environmental Affairs, the Provincial Government and District Municipality, such as the Good Green Deeds Programme, the Youth Jobs in Waste Programme, Clean City and Arbor City Awards Programmes and the education and awareness programmes which the municipality participates in.

5.2.3.4 Environmental and Compliance Management Department

The Environmental and Compliance Management Department is responsible for monitoring and enforcement of environmental legislation on land development activities; environmental pollution monitoring and control (land, air, water); control of illegal business operations; ensuring environmental good governance and facilitate education and awareness on environmental matters.

The Department is also responsible for the development of the ELM Climate Change Response Plan, the Air Quality Management Plan and to ensure that the municipal activities are aligned to the sustainable development goals. The status on the ELM climate dynamics, air quality management, environmental good governance and mining activities is discuss below.

5.2.3.4.1 ELM Climate Dynamics

ELM has a sub-tropical climate with hot summers and cold winters. The average daily temperature during the December, January and February (summer) months is 22.4°C, while in the June, July and August (winter) months it is 12.1°C.

The average rainfall in the area ranges between 700 and 750mm per annum, with 65% of the rain occurring during the summer, mostly in the form of thunderstorms.

During the summer months, the primary wind direction is from the north or east; during autumn, winds are mostly from the east and during winter the primary wind direction is from the south. Wind calm periods occur mostly during dry months. The predominant cause of climate and atmospheric change are human activities.

ELM has adopted the Nkangala District Municipality climate change strategy, which will assist on how to avert the climate change issues and is planning to develop an ELM climate change strategy. The climate change champion has been appointed, and related projects have been identified with the aim of addressing the climate change issues.

5.2.3.4.2 ELM Air Quality Management Status

The ELM has adopted the Nkangala District Municipality air quality management plan (AQMP), and has developed and adopted the ELM AQMP which will include the monitoring of Sulphur dioxide (SO₂), Nitrogen oxides (NO_x), Ozone (O₃) and Particulate Matter (PM) as per the National Environmental Management Air Quality Act, which provides a set of standards for common gases and particulate pollutants.

The air pollution experienced within ELM is known to be caused by the emission of gas, liquid vapour or solid particulate matter into the atmosphere as a result of human activity. Apart from the impact on the natural environment, air pollution can adversely affect human health and wellbeing.

The main pollution sources within the ELM are coal fired power stations, industries, mining activities (which include smouldering mine dumps), domestic fuel burning and motor vehicles.

There are existing air quality stations within ELM, which are not fully functional. Air quality data is currently sourced from the South African Weather Services. The Department is currently investigating a suitable site for air quality monitoring that will be constructed and manned by the municipality.

ELM has developed the air quality by-laws and the noise control by-laws. An air quality officer has been appointed and the by-laws are utilised to monitor and enforce compliance.

5.2.3.4.3 Mining Activities

Mining occurs throughout the central and southern portions of the ELM, with large sections of the municipal area affected by shallow undermining and/or mineral rights.

The intense mining activities in the area have had a significant impact on the environment, resulting in sinkhole formation, subsiding, underground fire and seepage of water from underground workings.

Acid mine drainage (AMD) is a serious problem in some parts of the area and it is precipitated by mining operations (derelict and ownerless mines), however it

sometimes occurs naturally within some environments as part of the rock weathering process.

The Environmental and Management Compliance Department is currently in the process of developing a by-law that will assist re-aligning some of the unclear matters around mining of residue deposits established prior to the MPRDA coming into effect.

5.2.3.4.4 ELM Environmental Governance and Education/Awareness

The department is responsible for commenting and providing environmental recommendations on land use applications which include and are not limited to mining applications, land use applications, environmental impact assessment applications, and for processing the trade licenses and adopt a spot application.

The Department also develops education and awareness programmes and conducts workshops to promote environmental awareness. They are responsible for maintaining the environmental corporative and Enviro groups register and manage the intergovernmental projects conducted within the municipality.

The adopt a spot policy was introduced in an effort to achieve an integrated waste management approach as outlined in the National Waste Management strategy 2011 and Waste Act 59 of 2008. The municipality has a widespread of illegal dumping sites and the policy is intended to regulate the adoption of open spaces which experience illegal dumping.

The policy also encourages community member's community and businesses to adopt these illegal dumping hotspots and maintain them in a sustainable manner which will discourage further pollution. Adopted spots can be developed into parks, sports grounds, nurseries and food gardens.

5.2.3.5 Cemeteries, Parks and Open Space Management Department

The Department is responsible for providing cemetery services in terms of burial space, cemetery management and maintenance; the development, management and maintenance of parks and open spaces; landscaping and management of municipal entrances; and management of heritage sites.

5.2.3.5.1 Cemetery Management

The Department operates and manages 7 non- active cemeteries with a total size of 36.7 ha and 6 active cemeteries with a total size of 81.1ha. There is one new cemetery under development which measures 5 ha in size and a crematorium that is externally operated.

There is a competing demand for space in terms of new developments and space for cemeteries. The need to explore alternative burial methods become imperative and crucial in the municipal planning space.

Vandalism, theft and lack of security at cemeteries also becomes an increasing concern, with some of the damage occurring from roaming livestock.

5.2.3.5.2 Parks and Open Spaces Management

The Department manages and maintains 69 developed municipal parks with a total size of 1598.9; 72 undeveloped parks with a total size of 982.9ha; 860 hectares of public open spaces; and all municipal buildings, substations and reservoirs.

The Witbank dam, Klipfontein dams, King George Park, the municipal civic centre garden and the Lynville Park are recreational facilities that are regularly frequented by the public and are also maintained regularly.

Heritage Management

The National Heritage Resources Act (NHRA) makes provision for the protection of the heritage resource sites in South Africa. Cultural and historical sites that require protection include, for example, gravestones, buildings and archaeological artefacts.

Proclaimed provincial heritage sites refer to those sites that are on the list of 'proclaimed' heritage sites and features within the Nkangala District Municipality. These sites have been identified and listed by the former National Monuments Council and the current South African Heritage Resources Agency (SAHRA). The sites were also published in the Government Gazette. Sites that have been proclaimed under the National Monuments Act have now been 'de-proclaimed' and are now Provincial Heritage Sites.

Data on protection status of known heritage sites is described in table below.

Description	Specific locality	Reference
Protected by the NHRA 60 year clause		
Buildings, structures and sites older than 60 years		
Proclaimed provincial heritage site		
Borehole UC 65 (Evander)	Witbank District	SAHRA Head office
NZASM Station (Clewer, Schoongezicht 30&JS)	Witbank District	SAHRA Head Office
Provincial heritage sites		
No sites identified as provincial heritage sites		
Listed Heritage Sites		
Battle of Bakenlaagte site	Emalahleni rural areas	PHRA
Steenkoolspuit Bridge	Emalahleni rural areas	PHRA
Balmoral concentration camp	Emalahleni rural areas	PHRA
Eensaamheid site	Emalahleni rural areas	PHRA
Roodebloem farmstead	Emalahleni rural areas	PHRA
Zeekoewater archaeological site	Witbank District	PHRA

Description	Specific locality	Reference
Military Grave (Naauwpoort)	Witbank District	PHRA
Balmoral Concentration camp	Witbank District	PHRA
Rock Shelter (Aasvogelkrans)	Witbank District	PHRA

5.2.3.6 CHALLENGES

CHALLENGES	SOLUTIONS
Lack of resources such as: <ul style="list-style-type: none"> - Non-functional GIS System; - dilapidated and inadequate refuse removal fleet - dilapidated and inadequate employee transport (half trucks, LDVs, mini-busses); - insufficient landscaping equipment; - inadequate number of personnel 	<ul style="list-style-type: none"> - Ring fencing of funds to purchase equipment - Develop and implement a fleet renewal programme and strategy - Develop and implement a fleet management plan - Fast track recruitment on budgeted for positions
Old waste management methods	<ul style="list-style-type: none"> - Finalise and implement the section 78 study - Roll out the pilot wheelie bin programme
Inadequate planning on the waste economy	<ul style="list-style-type: none"> - Develop a strategy on the waste economy that include waste recovery, recycling and waste to energy initiatives amongst others.
Insufficient Security such as: <ul style="list-style-type: none"> - Vandalism of heritage sites, memorials, municipal infrastructure, etc. - Theft of municipal tools 	<ul style="list-style-type: none"> - Update the security management plan to include heritage sites and cemeteries
Inadequate funding to implement strategies	<ul style="list-style-type: none"> - Fund raising through external stakeholders and revenue enhancement

5.2.4 Human Settlement

The unit is responsible for providing houses in mixed developments which is Breaking New Grounds. It also, transfers properties owned by the Municipality that is Exchange Extended Benefit Scheme. Facilitation of the formalisation and upgrading of informal settlements. Further responsible for the housing Subsidy Scheme/ beneficiary administration/compilation of the National Housing Needs

Register (NHNR). Provision and Management of rental accommodation for low income earners in Emalahleni (CRU's).

Emalahleni Municipality is both an urban and rural area which consist of:

- large farms,
- dispersed urban settlements,
- coal mines and
- power stations.

The development pattern of the Municipality can be described as fragmented due to the previous dispensation of separate development based on race which separated disadvantaged communities of Lynnville, Kwa-Guqa and Pine Ridge from the eMalahleni City to the east. This situation is also exaggerated by the fact that large areas within the municipal jurisdiction are undermined or having mining rights which resulted in the further physical separation of these areas. Natural features like floodplains and marshlands restrict the opportunities for the physical integration of these communities even further. Emalahleni Municipality has a huge housing backlog (estimated at 51 242) as a result of continuous influx of people (job seekers) into the area.

5.2.4.1 Human Settlement Challenges

Emalahleni has the largest number of spatially distributed informal settlements in the Province, totalling, 71 spatially distributed informal settlements.

Continuous illegal land invasions.

Slow pace in the delivery of houses and the incompetence of contractors appointed year on year.

Inadequate allocation of houses: not having an impact in addressing the housing backlog.

Unavailability of adequate bulk services in areas earmarked for housing development. (e.g. informal settlements in process of being formalised like Empumelelweni).

Incomplete township establishment processes in areas earmarked for housing development.

Challenges in relation to the management of CRU's.

Resistance from certain communities earmarked for relocation.

Level 2 Accreditation not achieved as anticipated due to institutional challenges.

5.2.4.2 Strategies for Human Settlements (*Emalahleni Housing Development Plan, 2017*)

Continue with implementation of the Integrated residential Development Programme (IRDP) (Klarinet, Siyanqoba, & Duvha Park Ext. 1).

Upgrading of Informal Settlements Programme – RDP houses (Empumelelweni)

Upgrading of Informal Settlements Program – Implementation of the 14 Plans developed.

Relocation of informal settlements in line with resettlement plans developed with assistance of HDA

Continuous profiling/enumeration of informal settlements

Establishment of Squatter Control/ Anti invasion unit with the necessary resources/ implementation of the Informal Settlements bylaw

Formalize existing backyard in-situ in order to cater for the high demand for backyard rental facilities so as to enhance the long term sustainability of backyard dwellings.

Provision for multiple family accommodation through new subsidized housing projects or institutionalized housing.

The conversion of hostels into family units / Community Residential Units (Kwa Guqa/ Phola hostels)

The incorporation of families evicted from farms into formal residential areas.

To promote medium to high density in-fill development ("Gap Market").

Promotion of Social Housing within the context of urban renewal programme in the CBD.

Identification and land development for integrated residential development programme.

Establishment of a reception area in support of the Informal Settlement Upgrade Programme.

Housing backlog

HOUSING TYPE	NUMBER OF Families
Informal Settlements	28 370
Backyard Dwellings and multiple Family Accommodation	20 196
Other	2 676
Total	51 242

5.2.4.3 LAND INVASIONS

5.2.4.3.1 Introduction

During 2015, Emalahleni Local Municipality, in conjunction with the National Department of Human Settlements (NDHS), launched the National Upgrading Support Programme (NUSP) to identify all informal settlements that were existent in its area of jurisdiction. The objective of the NUSP was to identify those informal settlements which were suitable for the implementation of the Upgrading of Informal Settlements Programme (UISP), and to develop an Informal Settlements Policy and Strategy, Relocation Plans for informal settlements that were found to be not suitable for upgrading, and upgrading for those suitable for development.

The process was completed towards the end of 2015 and the Municipal Informal Settlements Policy and Strategy was approved by Council on 23 September 2015. The Plans for the Upgrading of 14 Informal Settlements were approved in 2016. The Municipal Management and Control of Informal Settlements Bylaw was approved by Council in February 2017, and was promulgated on 18 April 2018.

5.2.4.3.2 Status quo of informal settlements

In terms of the Emalahleni Housing Development Plan (approved by Council in May 2017), Emalahleni Municipality, the status quo with regard to the informal settlements backlog per category is demonstrated in the table below:

INFORMAL SETTLEMENTS	BACKLOGS
Total number of Households	28 370
Total Number of informal settlements (According to NUSP survey conducted in 2016)	71
Total number of upgrading plans approved by Council in 2016	14
Number of informal settlements currently in planning process	46

No of informal settlements formalized	10
Total number of informal settlements to be relocated	41
Relocation plans finalized	15
No of informal settlements without upgrading plans	4
No of Informal Settlements on Farms	12
No of Informal Settlements with Water & Sanitation	52 (Technical service to provide info)
No of Informal Settlements with no Water / Sanitation	16 (Technical Services need to provide info)

Planning for upgrading informal settlements is done jointly with the Department of Human Settlements.

5.2.4.3.3 Strategy for prevention of land invasions

Initially the municipality utilised the services of the Red Ants Security Services for the purpose of curbing land invasions. The Municipality currently uses the municipal law enforcement unit, Human Settlements Informal Settlements Officers, and SAPS to deal with land invasions as and when they occur.

As and when land invasions occur, the Municipality embarks on the following action plan to stop and prevent further invasions:

The Municipal Human Settlements Department report the matter to the Municipal Law Enforcement Unit (Community Services Directorate).

The ownership status of the invaded land is verified.

If it is privately owned, the land owners are alerted and informed to take action to stop invasions, and to ensure that the affected land is protected against further invasions.

If the land is publicly / state owned, the Municipal Informal Settlement Officers and Law Enforcement Unit visit the affected site and negotiate with the unlawful occupiers to stop their illegal activities and vacate the land.

All illegally erected structures, markings, or poles are removed by the municipality.

The SAPS is also informed in cases where the group of invaders is large and unruly.

If the land invasions persist, notices are served to the unlawful occupiers.

An application is submitted to court without delay for an interdict / eviction order in terms of the Prevention of Illegal Eviction From and Unlawful Occupation of Land Act, 1998.

Continuous patrols and monitoring of the land are carried out daily by both Informal Settlement Officers and the Law Enforcement Unit to immediately pick up on suspected illegal activities on any piece of land at risk to be unlawfully occupied.

A report is submitted to the Office of the Municipal Manager on any incident of unlawful occupation of land, and the actions taken to stop and prevent further invasions in affected areas.

Quarterly reports are submitted to Risk Management Office for incorporation into the Agenda for Council meetings.

5.2.4.3.4 Adopted policies to address informal settlements and land invasions

The Municipality has approved the following policies to address informal settlements / land invasions:

The Municipal Informal Settlements Upgrading Policy and Strategy (2015).

Upgrading Plans for 14 Informal Settlements (2016).

Emalahleni Informal Settlements Relocation/Upgrading Strategy (2017).

Emalahleni Housing Development Plan (2017).

Municipal Management and Control of Informal Settlements Bylaws (2018).

5.2.4.3.5 Land invasion related challenges

The Informal Settlements Unit that was established in 2014 is not properly resourced.

Response to land invasions is reactive due to patrols not conducted regularly causing unnecessary delay that would eventually require applying for a court order to deal with illegal occupations of land.

Emalahleni records the highest number of informal settlements (71) in the Province at approximately an average household of 2500 per informal settlement. The informal settlements are spatially located in all 3 towns namely, Emalahleni, Ogies, Phola, and Ga-Nala (formerly Kriel).

Budget dedicated to land invasion is not provided for

General workers also needed for when demolitions are done

Non availability of tools and equipment (trucks, front end loader, bolt cutters) to demolish illegal structures and to remove illegal markings.

In terms of the Management and Control of Informal Settlements Bylaw, timeous surveys for the purpose of record keeping, should be conducted in all informal settlements in Emalahleni. However, due to staff challenges this is not possible.

5.2.4.3.6 Intervention required for land invasion

Dedicated budget to land invasions (resources / tools problem will be solved).

Strengthening of the informal settlements unit (filling of vacant positions, re-instatement of the assistant manager position on the Organogram).

Establishment of a Task Team in terms of the Bylaw.

Preparation of identified land and implement Relocation Plans.

5.2.5 Sport and recreation

The municipality is responsible for the provision for sport and recreation in terms of the South African Sport and Recreation Act 118 of 1998 and the by-laws by providing the following:

- Creation of new sport facilities
- Promotion and development of sport and recreation
- Maintenance of sport and recreation facilities

The municipality has various sports and recreation facilities that include, Sy Mthimunya Stadium which is vandalised and the municipality is sourcing funds for the refurbishment of the stadium. The Pineridge stadium which was completed during 2015/16 financial year, Lynnville stadium, Mpumelweni, Thubelihle, Rietspruit sporting field, Phola combo courts, Puma rugby stadium, cricket stadium, Witbank tennis stadium, Netball court, Springbok field and boxing club which require maintenance, upgrading and refurbishment.

Future plans include:

- Refurbishment of Rietspruit sporting field

- Refurbishment of Sy Mthimunye
- Maintenance of all sports facilities
- Termination of lease contract between ELM and Puma rugby union
- Upgrading and refurbishment of Witbank Tennis court
- Upgrading of boxing club
- Upgrading Lynnville tennis court

5.2.6 Arts and culture

The municipality has a Civic Theatre which is not in good state. The building is old with old material and assets that are very scarce and need to be replaced (Pulleys, Wooden Doors etc.).

There are also eight Community Facilities and two Centres. Their states are not conducive for use by Community members.

The plan is to:

- Refurbish the whole Civic Theatre
- The whole current system must be replaced.
- The machinery must be replaced and/or repaired
- Palisade Fencing around the building
- Maintenance of halls
- Effective utilisation of cultural centres
- Hosting/facilitating Arts & cultural events
- Develop members of the community in arts and culture
- Heritage awareness

5.2.7 Libraries

The municipality is responsible for the provision for information services in terms of the South African Arts, Culture, Sport and Recreation Act 118 of 1998 and the by-laws. The function is to enhance education through provision of library facilities and information. The municipality provides budget for maintenance and rehabilitation of the libraries.

In summary Emalahleni have the following facilities

AREA	HOSPITALS	CLINICS	LIBRARIES
Emalahleni	6	3	2
Lynnville	None	2	1
Kwa-Thomas Mahlanguville	None	1	None
Hlalanikahle	None	1	None
Kwa-Guqa Exts	None	2	1
Phola	NONE	1	1
Ga-Nala	NONE	2	1
Rietspruit	None	Mobile	None
Klarinet	None	1	1
Ogies	None	1	1
Wilge	None	Mobile	None
Van dyks drift	None	Mobile	None
TOTAL	6	15 CLINICS + 3 MOBILE CLINICS	8

5.3 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT STRATEGIES AND SECTOR PLAN STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
Comprehensive Integrated Infrastructure Plan (CIP)	No	Draft	TBA	Currently being development using the available data additional funding required to finalize the plan. Currently at about 80%.
The Water Services Development Plan	Yes	Adopted	2015	Consultant appointed for the development and finalization.

Water and Sanitation Master Plan	Yes	Adopted	2019	Implementation in-progress to available budget.
Integrated Asset Management Plan	No	N/A		Funding requested through the DBSA and awaiting response. However operational plans have been developed such as sewer and water repair and maintenance plan, electricity integrated asset management plan.
The Energy Master Plan	No		2013	Funding requested through the DBSA, pricing proposals received and evaluating the consultants.
High Voltage Master Plan	Yes	Yes	October 2013	Funding requested through the DBSA, pricing proposals received and evaluating the consultants.
Electrification Master Plan	No			Funding requested through the DBSA, pricing proposals received and evaluating the consultants.
Electrical Maintenance Plan	Yes	Yes	2020	Adopted and is implemented to the available resources.
The Integrated Transport Plan	Yes	Adopted	2016	Adopted in 2016. Still valid and implemented to available budget.
Non-Motorized Network Plan	No			Funding required.
Traffic Impact Study	Yes	Adopted	2016	Adopted September 2016. Still valid
Pavement Management System	Yes	Adopted	2012	Adopted and implemented to available resources, Review processes to be done when budget available.
Roads Master Plan	Yes	Adopted	2019	Implemented to available resources.
Stormwater Master Plan	Yes	Adopted	2019	Implemented to available resources.
Integrated Waste Management plan	Yes	Draft adopted	2019	Draft IWMP needs to be finalized and adopted by Council, which entails public participation. Final to be adopted June 2021
Air quality Management Plan	Yes	Adopted	Nov 2019	Implementation in progress
Climate Change adaptation and response strategy	No			The NDM CCRAS has been adopted in the 3 rd quarter of this financial year. The ELM CCRAS is currently under development with the assistance from Sustainable Energy Africa and V-

				Led. Strategy will be ready by July 2021.
Alien Invasive Species Control Plan	No			To be developed 2021/2022 FY. Terms of References approved for procurement processes. No budget allocated in the current financial year.
Landscape and beautification master plan	No			To be developed 2021/2022 FY. Terms of References approved for procurement processes
Integrated Environmental Management Framework	Yes		2008	Outdated and needs to be reviewed. No budget was allocated for the current financial year
Vehicle emission control and testing strategy		Yes	2020	Strategy has been advertised for public participation which is due on the 30 March 2021.
Section 78 study on waste management options	Yes		2020	Study will serve as inputs to the Integrated Waste Management Plan
The Housing Sector Plan	Yes	Adopted	2017	Plan is still valid
Disaster Management plan	Yes	Adopted	February 2012	The plan has been reviewed but could not be sent to Council due to administrative processes. It will be taken to council in June 2021

5.4 LOCAL ECONOMIC DEVELOPMENT (LED)

5.4.1 Introduction

The Economic Development and Tourism Unit coordinates all key LED stakeholders and role players to unlock economic opportunities and encourages private sector driven investment with the aim to create decent employment opportunities for local residents. The stakeholder's engagement platform is encouraged through the Local Economic Development forum where ideas on socio-economic development are shared. The purpose of Local Economic Development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth, employment generation and advocating for poverty alleviation. As part of job creation the municipality has identify anchor projects such Mining and Metals Technology Park, resuscitation of township economies, support to SMMEs and Co-operatives, convention centre, Industrial park; establishing of a fly ash beneficiation; upgrade of Witbank recreational resort; revitalisation of Highveld steel to an industrial park; establishment of mining museum; establishment of mini fresh produce market.

The practice of Local Economic Development can be undertaken at different geographic scales. A local government pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a local government's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is about communities, continually

improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes.

5.4.2 Objectives of Economic Development and Tourism Unit

Tourism Development and promotion,

SMMEs and cooperatives development,

Emerging farmers Development,

To accelerate interaction between the municipality and business community

To market Emlahleni Local Municipality as an investor friendly municipality,

To identify poverty pockets and formulate means to address such.

5.4.3 Functional areas/s within the directorate

- SMME, Rural Development, Investment & Project Management
- Tourism, Recreation & CBD

5.4.4 Status of SMME, Rural Development, investments & Project Management

- Lack of appropriate (heavy machinery) mining equipment, which is mainly imported at very exorbitant costs. This challenge is prevalent among small scale and new mining ventures who cannot easily afford.
- Shortage of energy due to Eskom electricity outages that tend to cause machine breakdowns and work stoppages
- Lack of manufacturing incubation hubs, training as well as coaching and mentoring programmes
- Lack of manufacturing activities for small businesses within Emlahleni
- Shortage of land for agricultural purposes due to the 'mining rush' preferred by most businesses
- Unresolved land claims and uncertainty due to a clamour for land take-overs without compensation.
- Requirements for huge capital outlay for major rural agriculture development projects.

5.4.5 Status of the Tourism, Recreation & CBD

- Businesses in the tourism sector indicated that some of the SMMEs do not offer quality service; some of the establishments are not graded and upgraded to meet the required standard within the industry.
- Emalahleni is not properly marketed to attract domestic and international visitors
- Failure to access credit facilities especially by small bed & breakfast facilities and the need to build their capacity through incubation, skills training and mentorship programmes.
- Electricity cuts, erratic water supplies and inefficient waste removal were also identified as some of the key challenges faced by businesses in the hospitality services sector.
- Road infrastructure, particularly within the business centre is potholed and generally dirty (little cleaning is done).

5.4.6 Challenges of LED

Lack of land availability for agricultural purposes which will benefit Cooperatives

Lack of funds to train SMMEs and Cooperatives by Municipality

Economic growth rate too Low comparison with the relative high population growth.

Lack of diversification of economic sector

Lack of investor confidence

No funding for upgrading Tourism facilities belonging to the municipality such as Emalahleni Resort and Nature Reserve, Klipfontein Dam and planning of annual events around at the Resort (Witbank Dam) to boost traveler tourists into Emalahleni.

Lack of knowledge and skills which prevent people from venturing into business to explore various economic opportunities across sectors.

Reluctance by the youth to venture into agriculture and lack of proper youth development programmes

The influx of people from other parts of the district, province and countries; compound the unemployment challenge within the locality.

Training, incubation, coaching and mentoring of SMMEs

Equipment and machinery for establishing and running businesses across different sectors

Development of bankable business plans that are capable of getting finance.

Tourism not fully exploited.

Inadequate support of SMMEs leading to ineffective growth and sustainability

Insufficient support or emerging farmers leading to underutilization of available agricultural land

Poor business relationship and lack of common vision amongst business and other institutions

5.4.6.1.1 Solutions

- Develop sector strategies (green economy / renewable energy, tourism township economy/mining / beneficiation) supporting strategy for SMMEs and Cooperatives.
- Develop economic growth strategy.
- Develop attraction municipal investment incentive strategy and business friendly policies and by-laws
- Promoting economic transformation in order to enable meaningful participation of SMMEs
- Promoting investment programmes that lead to broad based economic empowerment.
- SMMEs and Cooperatives Capacity and skills Development.
- SMMEs Development and support
- Engagement of Private Sector and Government for the support of SMMEs

5.4.7 Projects/ strategies/sector plans to address the situation

- The following were identified as key solutions to address challenges affecting the LED Unit.
- Ensuring that the local investment climate is functional for local businesses,(mainly SMMEs);
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises and Cooperatives;

- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.
- Provision of budget for upgrading of Tourism facilities owned by the municipality and for training of SMMEs and Cooperatives
- Filling of vacant positions in the LED Unit, which will enable comprehensive workforce to reach Economic Development goals and objectives
- Availing land for agricultural purposes.
- Establishment of Emalahleni Development commission for the implementation of the summit resolutions
- Establishment of Economic Development Agency and that section 84 (1) (a) and (b) of the Municipal Finance Management Act be considered.
- Development of a Strategic Plan for Tourism Development in Emalahleni Local Municipality.
- Develop clear Communication Strategy between municipality, mining houses and other stakeholders to tap into all their projects.
- Conduct LED Summits or Conferences biannually to promote or market Investment opportunities and packaged initiatives.

5.4.8 Municipal Profile

According to StatsSA (2016 Community Survey –CS), Emalahleni’s population increased from 395 466 to 455 228 people in 2016- 3rd largest population in the province and 31.5% of total population of Nkangala in 2016. Population grew by 59 762 in the relevant period and recorded a population growth rate of 3.2% per annum between 2011 & 2016 – economic growth rate per annum lower than the

population growth rate which is not a recipe for success. Population number for 2030 is estimated at more than 700 000 people (2nd largest population) given the historic population growth per annum – put pressure on the infrastructure, service delivery and job/ economic opportunities.

The below statistics are derived from 2016 community survey report in order for the economic statistics to be relevant to the current situation in Emalahleni Local Municipality

Figure/Description	Implication
Population	
<ul style="list-style-type: none"> 455 228 people 150 420 households 3.2% average annual population growth rate 	Emalahleni LM has the largest population in the District with a high population growth rate as well. This is due to the large economy which offers many economic opportunities resulting in migration to Emalahleni LM. The large, fast growing population increases the demand for services, housing and infrastructure from the municipality.
Unemployment	
<ul style="list-style-type: none"> 32.3% 	The unemployment rate is similar to that of the District. With such a large local economy, a lower unemployment rate is expected. Many people migrate to Emalahleni LM in search of employment, but might not have the right skills to work in the local economy and thus put more strain on LED issues of the city
Average Annual Household Income	
<ul style="list-style-type: none"> R120,492 14% receive no income 	The average annual household income is higher than the District average household income. The high average income and education levels should reflect a lower unemployment rate which means that there are more opportunities for employment for highly skilled workers, which again, highlights the importance of high levels of education.
Average Annual GDP Growth	
<ul style="list-style-type: none"> 1.3% 	<p>The Municipality contributes 20.92% to the GDP of Mpumalanga Province and 1.64% the GDP of South Africa. To the Nkangala District Municipality, the contribution is 48.26% GDP of R120 billion in 2013 increasing in the share of the Nkangala from 43.76% in 2003.</p> <p>It is expected that growth will decrease to 2.4% which is a result of slower growth in the construction and mining sectors. New innovation and investment is needed to stimulate growth in Emalahleni LM.</p>
Highest Level of Education (Age 20+)	

Figure/Description	Implication
<ul style="list-style-type: none"> • 6% have no schooling • 31% have Grade 12 • 14% have higher education 	EMalahleni LM has very good levels of education compared to the other local municipalities in the District. There is still a large amount of people who have only some secondary education. Vocational skills training for local industries and motivating individuals to obtain a Grade 12 (or equivalent) qualification is still necessary.
Tress Index	
<ul style="list-style-type: none"> • 56.89 	The local economy is not diversified; this is due to the mining industry which contributes the most to the local economy

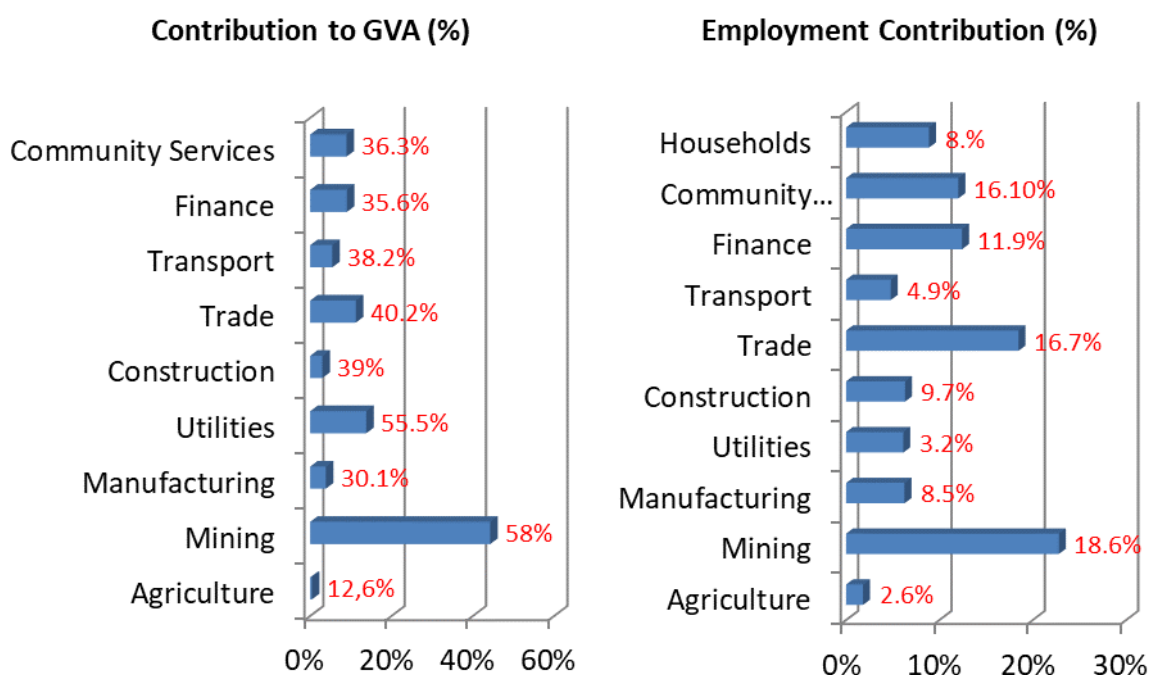
The municipality has a comparative advantage in the following sector

- Mining
- Manufacturing
- Utilities

More focus to development in terms of projects and skills development should be given to the above mentioned.

5.4.9 Contribution by sectors

The diagrams below show Gross value added contribution and Employment Contribution per sector Emalahleni, 2013. It is evident that the mining sector is the most prominent sector in terms of employment and GVA contribution.



(Source: IHS Global Insight Regional Explorer, 2013)

5.4.10 Investment opportunities

5.4.10.1 SMMEs and Cooperatives

The following are some the investment opportunities and initiatives recommended for exploration in the next 3-5 years:

- Manufacturing of bricks from clay (by-product of mining)
- Livestock and poultry processing
- Establishment of manufacturing skills Training and Advice Centre
- Establishment of manufacturing SMME Incubation Centre
- Green manufacturing around organic foods and bio-degradable packaging materials
- Furniture manufacturing

- Building the physical and biological agricultural assets in remote areas such as roads, grain bins and wells;
- Circulating the local products and services by localizing exchange of goods and services within rural communities;
- Promoting the value of self-employment and entrepreneurship ;
- Bequeathing life and survival skills to the youth and promotion of traditional principles of agriculture for self-sustenance in rural areas and ultimately;
- Improvements on technology to transforming traditional agriculture;
- Agro-processing promotion
- Greening of local mining environment and land rehabilitation for agriculture.

5.4.11 Tourism sector

Businesses within the hospitality industry regard the presence of SMMEs as critical for their operations especially around the various supplies that the businesses require and the activities are part of the up and down stream value chain and include the following:

- Construction of main structures and other needed facilities
- Air conditioning services
- Electrical and plumbing services
- Furniture repairs and refrigeration maintenances
- Housekeeping and laundry
- Various supplies, to include food, stationery and other consumables
- Security services and
- Travel and entertainment services

5.4.12 BUSINESS AND FINANCE SERVICES

One of the key recommendations from the banking sector, particularly CBD located, is the need for an urban renewal programme particularly for Witbank CBD; of the old and sometimes dilapidated buildings. The following were identified as key benefits of the programme:

- The programme is capable of increasing job opportunities across various construction related businesses;
- The new or revamped buildings will have plenty of parking space thereby alleviating parking challenges associated with most clients, shoppers and employees of various companies;
- The urban renewal programme will create office space that could accommodate, among others SMMEs and businesses located at home or in other inappropriate locations;
- Finally, the programme will boost different sectors within Emalahleni, from manufacturing, trade, construction, and transport; to the SMME sector

5.4.13 GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

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

Definition: 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.

GROSS DOMESTIC PRODUCT (GDP) - EMALAHLENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2003-2013 [R BILLIONS, CURRENT PRICES]

	Emalahleni	Nkangala	Mpumalanga	National Total	Emalahleni as % of district municipality	Emalahleni as % of province	Emalahleni as % of national
2003	15.9	36.3	93.5	1,325.8	43.8%	17.0%	1.20%
2004	17.2	39.2	101.6	1,476.6	43.9%	16.9%	1.16%
2005	19.4	43.7	111.6	1,639.3	44.4%	17.4%	1.18%
2006	21.9	49.5	126.9	1,839.4	44.2%	17.2%	1.19%
2007	25.7	58.3	151.3	2,109.5	44.1%	17.0%	1.22%
2008	31.4	70.4	174.5	2,369.1	44.6%	18.0%	1.33%
2009	35.0	76.5	188.2	2,507.7	45.7%	18.6%	1.40%
2010	40.6	87.5	209.9	2,748.0	46.4%	19.3%	1.48%
2011	48.0	101.0	233.9	3,025.0	47.5%	20.5%	1.59%
2012	56.0	116.9	266.1	3,262.5	47.9%	21.0%	1.71%
2013	58.1	120.3	277.5	3,534.3	48.3%	20.9%	1.64%

Source: IHS Global Insight Regional eXplorer version 766

With a GDP of R 58.1 billion in 2013 (up from R 15.9 billion in 2003), the Emalahleni Local Municipality contributed 48.26% to the Nkangala District Municipality GDP of R 120 billion in 2013 increasing in the share of the Nkangala from 43.76% in 2003. The Emalahleni Local Municipality contributes 20.92% to the GDP of Mpumalanga Province and 1.64% the GDP of South Africa which had a total GDP of R 3.53 trillion in 2013 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2003 when it contributed 1.20% to South Africa, but it is lower than the peak of 1.71% in 2012.

GROSS DOMESTIC PRODUCT (GDP) - EMALAHLENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2003-2013 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Emalahleni	Nkangala	Mpumalanga	National Total
2003	3.6%	3.7%	3.0%	3.0%
2004	3.4%	3.1%	4.0%	4.5%
2005	7.9%	7.2%	4.6%	5.3%
2006	1.0%	2.8%	4.3%	5.6%
2007	3.5%	3.9%	4.0%	5.4%
2008	0.0%	1.3%	1.2%	3.2%
2009	-0.4%	-1.7%	-1.3%	-1.5%
2010	3.4%	3.7%	3.0%	3.0%
2011	3.8%	3.0%	2.2%	3.2%
2012	2.6%	2.7%	1.9%	2.2%
2013	3.7%	2.6%	1.4%	2.2%
Average Annual growth 2003-2013+	2.85%	2.83%	2.48%	3.29%

Source: IHS Global Insight Regional eXplorer version 766

In 2013, the Emalahleni Local Municipality achieved an annual growth rate of 3.73% which is a significantly higher GDP growth than the Mpumalanga Province's 1.40%, but is higher than that of South Africa, where the 2013 GDP growth rate was 2.21%. Contrary to the short-term growth rate of 2013, the longer-term average growth rate for Emalahleni (2.85%) is slightly lower than that of South Africa (3.29%). The economic growth in Emalahleni peaked in 2005 at 7.87%.

5.4.14 Local Economic Growth and Development strategies and sector plans status

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The LED Strategy	Yes	Adopted	3 May 2012	30 August 2018	It was reviewed and adopted by council August 2018 and is still valid for 2018-2023
Tourism strategy	Yes	Adopted	25 June 2020	New	The Strategy was adopted on 25 June 2020 and is valid for 2020-2025
SMMEs and Cooperatives Strategy	Yes	Adopted	26 November 2020	New	The Strategy was adopted on 26 November 2020 and is valid for 2020-2025

5.5 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.5.1 Introduction

The Governance structure of Emalahleni Municipality is informed by the Municipal Structures Act (Act 117 of 1998). This Act stipulates different roles and responsibilities that each structure within the municipality should perform.

All Municipalities are made up of two structures namely the Political Structure and Administration Structure. The Political Structure is responsible for Governance, Public Participation & Ensuring that the Communities' needs and priorities are realized. Emalahleni is governed by a Council that is constituted by elected Councillors. There are 34 Ward Councillors and 34 Proportional Representative Councillors. The ruling party is the African National Congress (ANC) with a majority of 41 Councillors, the official opposition is the Democratic Alliance (DA) with 17 Councillors followed by Economic Freedom Fighters (EFF) with 8 Councillors, African Christian Democratic Party (ACDP) with 1 Councillor and the Freedom Front plus with only single representative.

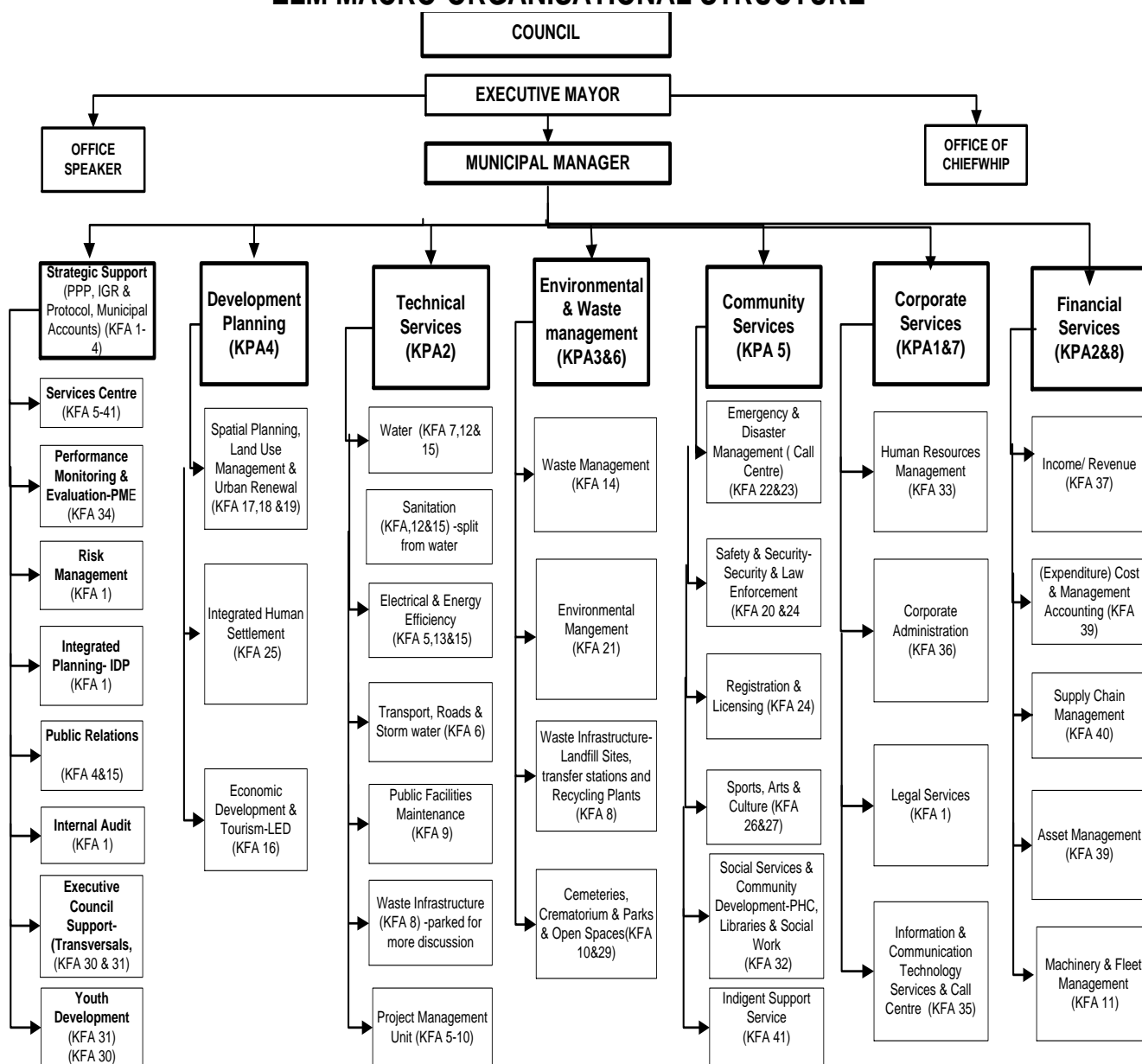
The governance structure of the municipality on the political side is headed by Council which elects the Executive Mayor. The Executive Mayor in turn appoints six full-time councillors who are the Members of the Mayoral Committee (MMC). The MMCs assist the Executive Mayor and the Executive Mayor may delegate certain of her function to the MMCs.

Council also elects the Speaker of Council who presides over meetings of Council. Council also elects the Whip of Council who plays the role of ensuring good behaviour amongst councillors.

Municipality develops rapidly, the demand for municipal services also grows, which poses challenges with the available Human Resources. This necessitates the annual review of the Municipal Organogram to ensure that it is aligned to the Municipal Key priorities.

The Macro-structure indicates how the KPAs and KFA have been clustered together to bring about better focus. The KPAs and KFAs are aligned to National Priorities and Outcomes 9. They address the local challenges which the municipality is facing. The structure has six (6) directorates which are, Development Planning, Technical Services, Environmental and Waste Management, Corporate Services, Financial Services and Community Services, as per the below structure.

ELM MACRO-ORGANISATIONAL STRUCTURE



In terms of the current Organogram the Municipality have 3343 positions of which 1393 are budgeted for. Number of employees as at end of January 2021 is as follows:

DIRECTORATE	NUMBER OF POSITIONS	ACTUAL FILLED	VACANT
Strategic and Executive Support	93	49	44
Corporate Services	87	50	37
Development Planning	174	82	92
Environmental & Waste Management	645	232	413
Community services	762	288	474
Financial services	395	202	187
Technical Services	1187	490	697
TOTAL	3343	1393	1950

***TOTAL (HOW MANY FUNDED (= 1517) HOW MANY VACANT (= 124))

There are six (6) directorates in the municipality and the 7th is strategic and Executive unit in the office of the Municipal Manager. The gender is as follows

DIRECTORATE	FEMALE	MALE	TOTAL
Strategic and Executive Support	27	22	49
Corporate Services	35	15	50
Development Planning	41	41	82
Environmental & Waste Management	40	192	232
Community services	138	150	288
Financial services	104	98	202
Technical Services	148	342	490
TOTAL	533	860	1393

There are 80 employees in management positions and the gender distribution as per directorate is as the table below

DIRECTORATE	MALE	FEMALE	TOTAL
Strategic and Executive Support	7	8	15
Corporate Services	5	3	8
Development Planning	3	5	8
Environmental & Waste Management	5	1	6
Community services	7	2	9
Financial services	11	5	16
Technical Services	11	7	18
TOTAL	49	31	80

The below table is the breakdown as per designation:

DIRECTORATE	MALE	FEMALE	TOTAL
Municipal Manager	1	0	1
Executive Directors	2	1	3
Deputy Directors/Directors	1	0	1
Managers	16	8	24
Assistant Managers	30	21	51
TOTAL	50	30	80

In terms of Job Evaluation 454 positions have been coded and uploaded on the system. A total of 420 job descriptions out of 454 have been completed, the remaining 34 are currently being refined in preparation of evaluation with the

District TASK Job Evaluation process. The municipality has the Workplace Skills Plan and Employment Equity Plan for 2016 – 2021.

Emalahleni Local Municipality recognises the value of investing in its workforce through the implementation of a carefully planned training and development initiative and activities. A Workplace Skills Plan (WSP) has been compiled based on the departmental needs as identified by the relevant directorates and implemented. The Work Place Skills Plan describes the skills needs and the range of skills development interventions that an organization will use to address these needs. A WSP is developed annually – May to April and is submitted to Local Government Sector Education Training Authority (LGSETA) on the 30 April of every year. The WSP facilitates access to the LGSETA mandatory grant for skills training. The municipality is required to provide Annually Training Report (ATR) as to how needs are addressed as defined in the WSP. The WSP also provides sector information to the LGSETA specifically. This information in turn informs the development of the LGSETA sector skills plan (SSP). The SSPs then further make contribution to the national skills development agenda defined in National Skills Development Strategy, now in third generation (NDS III). Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions. The training needs are received from all directorates and incorporated to the WSP, it has to be indicated that needs are aligned to the strategic plan of the municipality, IDP and SDBIP. The training intervention outcome is to enhance employees' performance in their respective work.

Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions. The training needs are received from all directorates and incorporated to the WSP, it has to be indicated that needs are aligned to the strategic plan of the

municipality, IDP and SDBIP. The training intervention outcome is to enhance employees' performance in their respective work.

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies: Recruitment and Selection Policy, Training and Development Policy.

The purpose of Employment Equity is to achieve equity in the workplace by:

Promoting equal opportunity and fair treatment in employment through the:

- Elimination of unfair discrimination, and

- Implementing affirmative action measures to redress the disadvantages in employment experience by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

Emalahleni Local Municipality is committed to a conscious and deliberate effort to correct the imbalances of the past within the municipality by building the capacity of black persons (this includes: African, Coloured, Indian), women and people with disabilities (PWD's). This requires the commitment, dedicated effort and support of everybody in the company to ensure success.

Emalahleni Local Municipality management is committed in improving the representation of employees from historically disadvantaged groups in all areas of skill and responsibility. This will be in pursuance of municipality's policies and labour agreements as a socially responsible employer and in compliance with the Employment Equity Act and Emalahleni Local Municipality Equity Plan.

5.5.1.1 WORKFORCE PROFILE

The report is the total number of **employees** (including employees with disabilities) in each of the following **occupational levels as at 30 September 2019** Note: A=Africans, C=Coloureds, I=Indians and W=Whites.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	3	0	0	0	0	0	7
Senior management	42	1	0	5	25	0	0	1	0	0	74
Professionally qualified and experienced specialists and mid-management	50	1	1	6	100	3	1	13	0	0	175
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	298	2	0	20	112	5	0	5	0	0	442
Semi-skilled and discretionary decision making	218	0	0	3	140	0	0	0	0	0	368
Unskilled and defined decision making	245	0	0	1	115	0	0	0	0	0	361
TOTAL PERMANENT	857	4	1	35	495	10	1	25	0	0	1428
Temporary employees	49	0	0	0	25	0	0	3	0	0	77
GRAND TOTAL	906	4	1	35	520	10	1	28	0	0	1505

Report on total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0

Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	0	1	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	0	0	1	1	0	0	1	0	0	7
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	2	0	0	0	2	0	0	0	0	0	4
TOTAL PERMANENT	8	0	0	2	4	0	0	1	0	0	15
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	8	0	0	2	4	0	0	1	0	0	15

The municipal employment equity is summarized as follows

	BASELINE(1219 Employees) as in July 2012	STATUS QUO (1471 employees) as in September 2017	STATUS QUO (1419 employees) as in September 2018	STATUS QUO (1428 employees) as in September 2019
DISABILITY	0.57% (7 disabled employees)	1.77% (26 disabled employees)	1.04% (15 disabled employees)	1.05% (15 disabled employees)
WOMEN	30% (362 women employees)	35% (514 women employees)	33% (476 women employees)	37.8% (540 women employees)
AFRICAN MALES	66% (800 black employees)	62% (909 African employees)	61.8% (888 African male employees)	59.1% (845 African male employees)
OTHER MALES	4% (57 Coloured, White and Indians)	3% (48 Coloured, White and Indians)	4.2% (39 Coloured, White and Indians)	2.8% (40 Coloured, White and Indians)

Listed below is the Senior Managers profile and minimum competency levels in terms of the National Treasury Regulations.

MUNICIPALITY	POSITION	NAME AND SURNAME	QUALIFICATIONS	YEARS OF EXPERIENCE REQUIRED	YEARS OF EXPERIENCE OF EMPLOYEE	MFMP/CPMD CERTIFICATE
Emalahleni Local Municipality	Municipal Manager	HS Mayisela	<ul style="list-style-type: none"> BA Degree Gradum BA 	5 years experience at a Senior Management level	32 years	Yes
	Chief Financial Officer	Hlatshwayo, JP	<ul style="list-style-type: none"> MBA ND: Cost & Mgmt Accounting Cert: SCM for Municipal Snr Managers 	7 years of which at least 2 years must be at senior management level and the rest at middle management	16 years	Yes
	Executive Director Technical	Lelaka, TM	<ul style="list-style-type: none"> National Higher Diploma: Electrical Engineering National Diploma: Electrical Engineering 	3 to 5 years practical experience gained at strategic management level	31 years	Yes
	Acting Executive Director Corporate Services	Swan, GH	<ul style="list-style-type: none"> Master of business administration 	5 years experience at middle management level	40 years	Yes
	Acting	Ntuli, L	<ul style="list-style-type: none"> Studying 	7 years at senior	24 years	Yes

	Executive Director Community Services		towards an LLB Degree	and middle management level, of which 2 years must be at a senior management level		
	Executive Director Development Planning and Economic Development	Monyepao, MA	<ul style="list-style-type: none"> • Master of Town and Regional Planning • Diploma: Supervisory management for middle management • Bachelor of Arts Honors 	At least 3 - 5 years practical experience gained at strategic management level	23 yrs	Yes
	Acting Executive Director: Environment & Waste Management	Nkabinde, EJ	<ul style="list-style-type: none"> • Master of Development • BTech: Environmental Health • ND: Public Health • ND: Water Pollution Control 	5 years experience at Middle Management level	27 years	Yes

5.5.1.2 Labour Relations

Labour Relations is handling disciplinary cases in terms of the SALGBC Disciplinary Procedure and Code Collective Agreement.

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realised through the existing

cordial and productive relationship between the administration, political structures and political office bearers of Council Organized Labour.

Inter-municipal communication and cooperation is a critical success factor hence the newly established District Labour Relations Forum.

5.5.2 Performance Management

Legislative enactments which govern performance management in municipalities are found in the Batho Pele Principles; the White Paper on Local Government; Municipal Systems Act, 2000; Municipal Planning and Performance Management Regulations, 2001; Municipal Finance Management Act 2003; Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006; the Framework on Managing Performance Information and lastly the Directive on Performance Information of the Public Audit Act, 2004 published under Notice 646 of 2007.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 57 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels. The performance of the OPMS is reflected in the SDBIP.

Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals; and
- facilitate decision-making processes

The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the Emalahleni Local Municipality's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

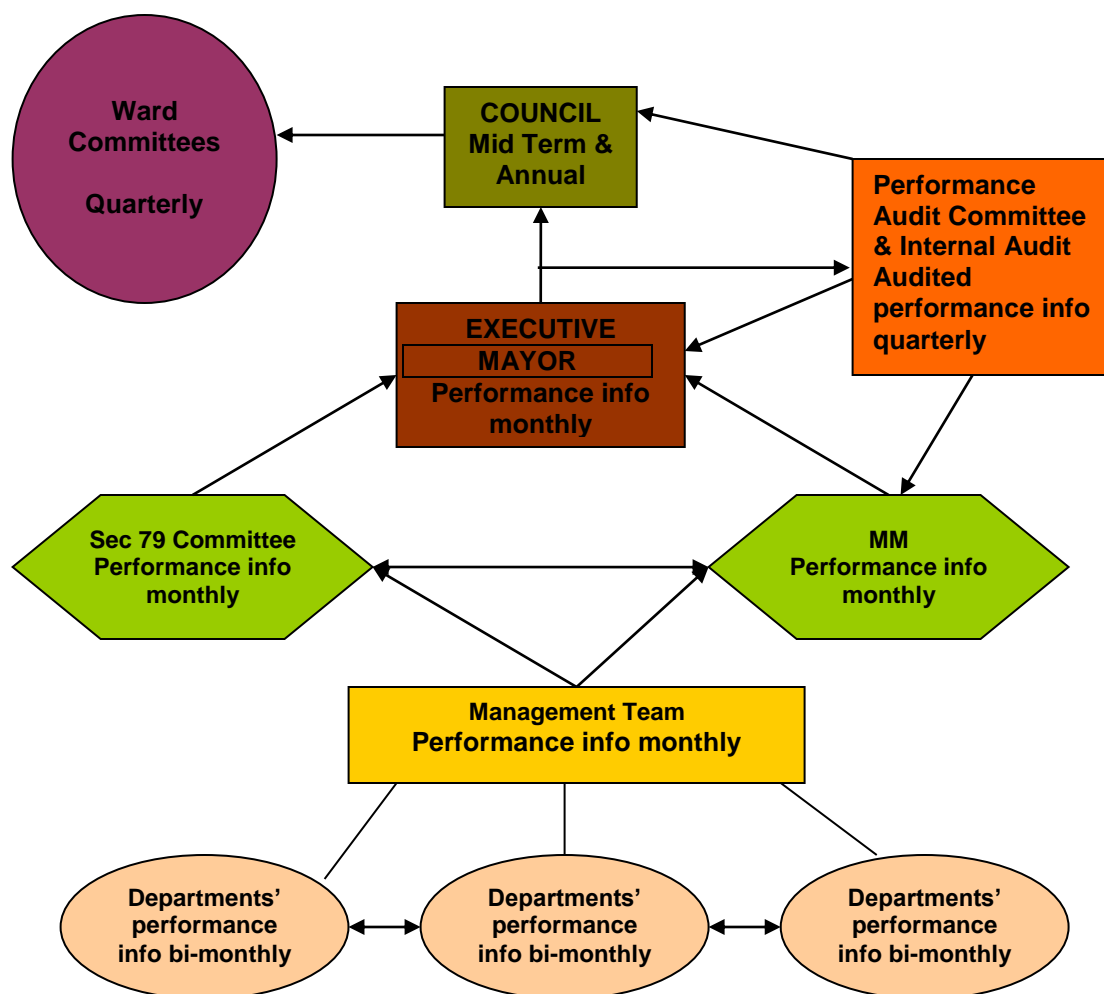
Developing the Organizational Scorecard and Outlining the Scorecard Concepts

An IDP drives the strategic development of eMalahleni Municipality. The municipality's budget is influenced by the strategic objectives identifies in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensure that the municipality implements programme and projects based on the indicators and associated budget.

During the IDP process a corporate vision and mission were formulated for the Emalahleni Local Municipality, together with broad key performance areas (KPA's), development objectives and key performance areas (KPA's) which feed into the vision and mission. It is now necessary to take this process further into the performance management system, by developing an organizational or strategic scorecard that will encompass all the relevant areas or concepts that will allow measurement of the performance of the organization using this

scorecard. This will be done by using relevant concepts to populate the organizational and service scorecards of the Emalahleni Local Municipality. This process of developing the organizational and service/departmental scorecards will be followed every year after adoption of the IDP and the budget and after evaluation of the previous year's scorecard or municipal performance. The organisational structure is attached as an annexure to the document.

Performance monitoring flow chart is illustrated as follows



5.5.2.1 Reporting on Performance

Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the different stakeholders for review. The Emalahleni Local Municipality adopted the reporting format as its uniform reporting template at all levels of reporting. The reporting format will remain simple and accessible to all users.

Critical Timelines

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
PLANNING	Development and approval of the SDBIP and organizational scorecard		March – May	Council
		Signing performance Contracts/Plans with rest of staff	31 July	Executive Mayor Section 57 Managers
		Signing performance Contracts/Plans with rest of staff	March – June	Municipal Manager All staff
MONITOR, MEASURE & REVIEW	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Section managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Executive Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward and Recognition	June and February	Executive Mayor Municipal Manager Senior Managers
	Quarterly and Mid-Term Reports	Quarterly Reports	September January	Management Team

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
REPORTING			March July Jan- Mid Term review Reports	Council
	Financial Statements		31 August (2 months after the end of the financial year)	Municipal Manager
	Audit Financial Reports	Audit Report	30 Nov (3 months after receiving financial statements)	Auditor-General
	Annual report	Annual Employee Performance Reports	31 August (2 months after the end of the financial year)	Executive Mayor Municipal Manager
		Departmental and Section Heads Reports	Monthly	Management Team Section managers
REPORTING	Annual report	Draft annual Report to be prepared	31 December (6 months after the end of the financial year)	Municipal Manager
		Tabling of municipal annual report to council	31 Jan (7 months after the end of the financial year)	Mayor
		Make annual report public and invite the local community to make representations.	After Tabling and Adoption in Council	Accounting Officer
		Submit annual report to Provincial Treasury and MEC for Local Government.	After Tabling and Adoption in Council	Mayor
		Adopt an oversight report containing the council's comments.	By no later than 31 March (Within 2 months after the tabling) submit to the Provincial Legislature	Council
		Copies of minutes of the council meeting which the quarterly and annual reports were adopted	Within 7 days after the meeting during which the oversight report was adopted by Council.	Accounting Officer of the Municipality
		Oversight report must be submitted to the Auditor-General, Provincial Treasury and MEC for Local Government	Within 7 days after the meeting during which the oversight report was adopted by Council.	Accounting Officer of the Municipality
		Submit oversight report and annual report to the Provincial Legislature	Within 7 days after the meeting during which the oversight report was adopted by Council.	

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
		Submit the annual report to the MEC for Local Government	Immediately after tabling the annual report before the municipal council Proposed 1 to 28 February	Municipal Council

EMALAHLENI REPORTING PROCESS

TIME-FRAME	MFMA REPORTING ON SDBIP	SECTION MFMA	MSA REPORTING ON PMS	SECTION IN MSA and MPPMRegs
MONTHLY REPORTING	The Municipal Manager reports monthly to the Mayor 10 days <u>after the month</u> end (on the prescribed Treasury format) The Internal Auditors (IA) of the municipality must advise the Accounting Officer (AO) of the performance of the municipality	Section 71(c) Section 165 (b)	The Municipality must report <u>regularly</u> to Council The Internal Auditors (IA) of the municipality must on a <u>continuous basis</u> audit the performance of the municipality	Section 41(c)(2) Regulation 14(1)(c)
	1st ALIGNMENT ASPECT It is recommended that the Municipal Manager report in terms of the MFMA and MSA to the Mayor on a <u>monthly</u> basis. As a second suggestion, but probably not essential, is for the Internal Auditors (IA) to audit on a <u>monthly</u> basis the performance so to make the MM's monthly reports authentic and that the IA need to report quarterly to the Performance Audit Committee			
QUARTERLY REPORTING	The Mayor must report <u>quarterly</u> to the Council (30 days after the close of the quarter) Audit Committee must meet <u>at least quarterly</u> per year to advise the Council and MM on PMS	Section 52 Section 166(4)(b)	The Internal Auditors (IA) of the municipality must submit <u>quarterly</u> reports to the Municipal Manager and to the Performance Audit Committee	Regulation 14(1)(c)
	2nd ALIGNMENT ASPECT It is recommended that the Mayor's report to the Council be the quarterly audited report done			

	by the Audit Committee of the municipality and submitted to the Municipal Manager (and such other necessary information required by the MFMA)			
BI-ANNUAL REPORTING	The Municipal Manager must do a <u>mid-year assessment</u> of budget performance to SDBIP by 25 January and report to the Mayor who reports to Council	Section 72(1)	The Performance Audit Committee must meet <u>at least twice per year</u> to audit the PMS and reports of the municipality. The Performance Audit Committee must submit at least <u>twice during the year</u> a report to Council. The Municipality must report to Council <u>at least twice a year</u> .	Regulation 14(4)(a) Regulation 13(2)(a)
	<p style="text-align: center;">3rd ALIGNMENT ASPECT</p> <p>The Audit/ Performance Audit Committee's report in January will inform the MM's mid-year assessment of budget performance and report to the Mayor (due to report to Council to MFMA). It will also be in compliance with the MSA requirement of a bi-annual audit of PMS. The Audit/ Performance Audit Committee's report in July will inform the Annual report to be submitted in terms of Section 121 of the MFMA and 46 of the MSA (as amended) .</p>			

5.5.2.2 Key Performance Indicators (KPIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community's development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The Emalahleni indicators are set out in the Municipal IDP 5 year plan which forms part of the document.

5.5.2.3 Individual Performance Management System

To ensure Organizational efficiency and effectiveness, and general organizational development in terms of how the municipality delivers on its core mandate to provide basic services; Council deems it necessary to ensure that the Municipality's most valuable and critical asset, being employees have means to deliver at the level that is at par with Council's Vision and Goals, and thus introduced Individual Performance Management which includes performance appraisal for all employees and employees development to ensure that they hone their skills which should be relevant to the allocated tasks of each job.

A resolution for the Performance Management System to be cascaded down to all employees of ELM, excluding the Municipal Manager and Section 56 Managers led to development of this policy. The Policy Framework for the Performance Management System has been reviewed to make provision for inclusion of all employees. The objective is to cascade performance in tranches. Commencing with employees from one to three in the 2019/20 financial year up until performance is targeted to all levels by 2021/2022.

5.5.2.4 Key Principles

The key principles underpinning the effective implementation of IPMS are closely linked to the MSA Regulations for Performance Management (Chapter 3, Regulation 7);

These Principles are as follows:

IPMS must be managed in a consultative, supportive and non-discriminatory manner in order to enhance organizational efficiency and effectiveness, accountability for the use of resources and the achievement of resources;

IPMS Processes will link to broad and consistent staff development plans and align with Municipal Strategic Goals and Council's Vision;

IPMS Processes shall be developmental but allow for effective response to consistent inadequate performance and for recognizing outstanding performance including the demonstration of agreed Core Managerial Competencies for managerial or supervisory positions; and

Performance Management Procedures should minimize the administrative burden on Senior Management while maintaining transparency and administrative justice.

5.5.2.5 Rewarding Performance

The non-Section 56 employees in these grades become eligible for pay progression, a cash bonus or a non-financial award, provided their annual performance assessment scores are at the prescribed level.

5.5.2.6 Pay progression

Only one notch progression per assessment cycle can be awarded to employees whose performance is at least "Acceptable" once the pay progression policy is in place otherwise no payment reward will be effected for "Acceptable" performance.

The pay progression cycle (assessment cycle) runs over a continuous period of 12 months, commencing on 1 July of a particular year.

Only employees who:

- have completed a continuous period of at least 12 months on her/his salary notch on 30 June of a financial year and
- who performed "Acceptably" in line with the IPMS will qualify for pay progression, which, if justified, will be paid annually on 1 January of each year.

The first pay progression for Municipal personnel, after the official implementation of the IPMS shall take place once it has been approved by Council and shall be based on:

- The outcome of the performance assessment for the period 1 July – 30 June of the year of implementation of IPMS (and one years' continuous service on the same salary level; and
- An assessment of at least “acceptable” performance for the said period of one year in line with the IPMS.
- This process will include employees who transferred from one occupational category to another or from one department to another where the employee remains on the same salary notch.

5.5.2.7 Poor Performance

Improving poor performance will be subject to an assessment of the root causes for poor performance as agreed between the supervisor and employee. Council would need to intervene by supporting and monitoring the employee's improvement/ remedial measures and creating an enabling environment for growth and development. If all measures recommended and implemented have little or no improvement in performance outcomes, the employee will be subjected to disciplinary processes.

5.5.3 ICT

The objective of ICT is to ensure that the ICT services are delivered timeously through technology mediums and ensuring that service delivery objectives of each department and the Council are met. The continuous system evaluation will be done to recommend usage of new technology innovations, implementation of less costly technology and ensuring the optimal usage of ICT resources. The

municipality aims to invest in the development and training of staff to provide a workforce capable of obtaining the best results from the technological investment.

The implementation of the IT Strategy aids in providing guidelines on projects to be undertaken. The commissioning of the disaster recover site improved the recovery time of application failure and general operations. The municipality aims to increase the use of latest technology in the municipal offices to improve the efficiency and effectiveness of the business process using technology such as biometric systems, electronic document management and VOIP.

Cyber Security enhancement is key to the municipal environment, our key focus is to conduct constant security user awareness and ethical hacking to establish any vulnerability thereafter ensure that all areas are secured.

The municipal leadership plays a role in the ICT space by participating actively in the IT Steering committee meetings, which take place quarterly. The committee provides strategic advice, guidance and direction to municipal Council on technology requirements and initiatives.

5.5.4 Institutional Development and Transformation strategies and sector plans status

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
The Human Resources Strategy	Yes	Draft Adopted	August 2019	The draft document has been approved for consultation.
Work Place Skills Plan	Yes	Adopted	September 2020	The plan was submitted to LGSETA on May 2020 and to Council for noting. Implementation still in progress
Recruitment Policy	Yes	Adopted	2018	Implementation still in progress

Education, Training and Development Policy	Yes	Adopted	June 2018	Implementation still in progress
Incentivized and retirement Policy and procedure	Yes	Adopted	27 October 2016	The policy is still relevant
Succession Planning and career path Policy	Yes	Adopted	27 October 2016	The policy is still relevant
IT Master Plan	Yes	Adopted	2006	Implementing the policy. Is being reviewed in 2021/22
IT Strategy	Yes	Adopted	2019	Strategy is under review. Will be adopted in May 2021
Occupation Health and Safety master plan	Yes	Adopted	2017	Implementing the plan
Staff retention policy	Yes	Adopted	Nov 2019	Implementing the policy
Promotion of Access to Information	Yes	Adopted	Oct 2019	Implementing the policy. Will be reviewed in 2021/2022 financial year
Change Management Strategy	Yes	Draft adopted	Nov 2019	The draft document has been approved for consultation
Performance Management Framework	Yes	Adopted	July 2020	Previously reviewed on July 2020.
Individual Performance Management policy	Yes	Adopted	April 2019	Has not been reviewed as its still in its early stages of implementation and does not have legal requirements for annual review.

5.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

5.6.1 Introduction

The municipality has a Finance Directorate which provides financial management advice and support to all directorates and political offices within the municipality. This support and advice is done through monthly reports in relation to the financial status of the municipality, preparation of the Annual Financial Statements and Annual Budget

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to achieve a Clean Audit Status. This will be achieved by aligning the service delivery performance processes (IDP and SDBIP) to the budget and organizational structure.

It is important that the financial affairs of the municipality are managed in an efficient and effective manner in order to attain a sound financial position towards sustainable service delivery.

The Financial Services Department is managed by the Chief Financial Officer.

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure sustainability for Emalahleni Local Municipality. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan Emalahleni will focus on greater financial health and sustainability making collaboration of capital

investment projects with other levels of government and private sector investment much easier. It is of utmost importance that Emalahleni stimulate the macro-economic environment to attract the private sector to invest in Emalahleni. Through this approach Emalahleni will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of Emalahleni's revenue resources in relation to its costs to ensure that the municipality stays a financial viable and a sustainable going concern. Emalahleni must use its financial resources in an effective, efficient and economical way to ensure that outputs have desired outcomes.

Organisational Structure was reviewed to keep up with the latest developments and most importantly to align it with the prescripts of the Municipal Finance Management Act on the Prescribed Key Focus Areas (Sections: 63, 64, 65 and 68) in order to function optimally and comply with legislation as stated above.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of the National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and two outer financial years thereafter; budget information supplied in this plan might only cover the next three financial years.

5.6.2 Financial Framework

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. eMalahleni can be categorised as a developing or growing municipality simply because it is the economic hub of Mpumalanga.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. The demand for growth comes with risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This financial plan and related strategies will need to address a number of key areas in order to achieve this goal.

The areas which have been identified are detailed as follows

5.6.2.1 Revenue Adequacy and Certainty

It is essential that Emalahleni has access to adequate sources of revenue from its own operations and inter-governmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

5.6.2.2 Cash/Liquidity Position

Cash and cash management is vital for the short and long-term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the municipality are:

The **Current Ratio**, which expresses the current assets as a proportion to current liabilities, A current ratio in excess of two to one (2:1) is considered to be healthy. Emalahleni as at June 2019 stood at the ratio 0.83:1. As at June 2018 the

current ratio was at 0.81:1, at June 2017 the ratio was at 0.62:1 and June 2016 the ratio was at 0.31:1. The results are seen as unfavourable in the medium to short-term and must be drastically improved. The operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected.

Debtors Turnover Ratio, which have a great impact on the liquidity of the municipality. The municipality as at 30 June 2016 took on average 129 days to recover its outstanding debts. It significantly increased to 318 days as at 30 June 2017 and then increased to 343 days as at 30 June 2018 and as at 30 June 2019 significantly increased to 495 days. The municipality will attempt to reduce the debtor's turnover ratio in (2019/20 financial year) through implementation of the strategies detailed on the financial recovery plan (e.g. encouraging consumers to pay their consumer's accounts, appointing a private company that will do debtor collection, cut-offs for non-paying consumers etc.). The municipality will ensure that there is decrease in the ratio over the medium and long-term.

The Collection Rate for 2019/20 budget was 70% and for 2020/21 was 70% and it is anticipated to be 75% for 2021/22 financial year. The municipality will enforce implementation of the revenue enhancement strategies and achieve a 75% collection rate.

5.6.2.3 Sustainability

eMalahleni needs to ensure that its budget is balanced and cash-funded (realistically anticipated revenue to received/collected that covers expenditure). As there are limits to revenue, it is necessary to ensure that services provided are affordable, and, that the full costs of service delivery are recovered. However,

to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is, therefore a need for the subsidisation of these households through an indigent support subsidy.

5.6.2.4 Effective and Efficient use of Resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an efficient and effective manner. Efficiency in operations and investment will increase poor people's access to basic services. It is, therefore, imperative for the operating budget to be compiled on both zero and incremental approach depending on the type of services and votes.

5.6.2.5 Accountability, Transparency and Good Governance

The municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames. Therefore, this raises a need for a Cost and Management Accounting System

5.6.2.6 Equity and Redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the way, the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to poorer households. In addition, the municipality will continue to

cross-subsidise between high and low-income consumers within a specific service or between services

5.6.2.7 Development and Investment

In order to deal effectively with backlogs in service delivery, there is a need for the municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies should encourage the maximum degree of private sector investment.

5.6.2.8 Macro-Economic Investment

As the municipality plays a significant role in the Mpumalanga Province, it is essential that it operates efficiently within the national and provincial macro-economic framework. eMalahleni's financial and development activities should, therefore, support national and provincial fiscal policy.

5.6.2.9 Borrowing

The strong capital market in South Africa (commercial banks and other lending institutions the DBSA, INCA, etc.) provides additional instrument to access financial resources. However, the municipality may not borrow to balance its operating budget and to finance any operating overspending. Safeguards should be put in place to ensure that the municipality borrows in a responsible way. In order to have access to this market, the municipality will need to have accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayments commitments.

The manner in which the municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the municipality.

5.6.3 Financial Strategies

Revenue management is fundamental to the financial sustainability and therefore municipal revenue strategy needs to be built around the following key components:

- Effective implementation of the credit control policy;
- Meter reading based on technology (Usage of devices that are online linked with the billing system);
- Removal of illegal connections;
- Protective structures to prevent tempering and theft;
- Improve customer relation and promote culture of paying;
- Reduction on distribution losses on electricity and water;
- Load curtailment strategy aiming at reducing demand and penalties to the Municipality;
- Indigent register management to make sure that only qualified households are benefitting from free basic services;
- Expand revenue base through implementation of valuation and all interim valuation rolls;
- Ensuring that the table budget is funded and
- Use of debt collectors to support the efforts on debt management

5.6.4 Asset Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

The implementation of an integrated asset management system. This programme will involve the investigation, identification and implementation of a suitable integrated asset management system. It will also include the capture of all assets into a system, the maintenance of this system and the production of a complete asset register in terms of GRAP 17, GRAP 102 and any other accounting Standards requirements.

The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risk in conjunction

with insurers and heads of departments. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

Allocations to repairs and maintenance and the renewal of existing infrastructure assets must be prioritised since an uncontrolled increase in renewal infrastructure backlogs will negatively impact on the financial sustainability and the reliability and quality of municipal services. The following must be addressed:

- Adequate budget provision for asset maintenance over its useful life
- Maintenance of assets according to an infrastructural asset maintenance plan
- Maintain a system of internal control of assets to safeguard them
- Replacement/Renewal of aging assets according to replacement programme to ensure the on-going health and municipal infrastructure and,
- Ensure all assets owned/controlled are insured except where specifically excluded by the policy.

5.6.5 Financial Policies

5.6.5.1 General Financial Philosophy

The financial philosophy of Emalahleni is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Emalahleni.

It is the goal of Emalahleni to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the municipality have to develop financial policies that support the above.

To keep the municipality in a fiscally sound position in both the long short-term.

To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.

To apply credit control policies which maximise collection while providing relief to the indigent

To implement credit control policies that recognise the basic policy of customer care and convenience

To operate utilities in a responsive and fiscally sound manner

To maintain and protect existing infrastructure and capital assets

To provide a framework for the prudent use of debt finance and,

To direct the municipality's financial resources toward meeting the goals of the municipality's Integrated Development Plan.

5.6.5.2 Budget Related Policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result in an Adjustment budget. These principles are embedded in the **Budget Policy**.

The **Budget Virement Policy** allows the Municipal Manager and his administration to transfer funds from one vote to another vote within policy directives to improve effective service delivery.

Adequate maintenance and replacement of the municipality's assets will be provided for in the annual budget. It will be informed by **Council's Asset Management Policy**

The budget shall balance recurring operating expenditure to recurring operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages

5.6.5.3 Revenue Policies

The municipality will estimate annual revenue targets through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. The municipality will set fees and user charges that fully support the total direct and indirect cost of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles will be embedded in a **Tariff Policy** that needs to be developed.

Municipality will implement and maintain a new valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other costs increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates will be contained in the **Property Rates Policy**.

5.6.5.4 Credit Control Policies and Procedures

A revenue protection unit has been established in the 2015/2016 financial year as part of our revenue enhancement strategy. Not only will this unit ensure that

Council's revenue collection policies are enforced but will also ensure that all justified revenue is correctly raised through the financial accounting system.

5.6.5.5 Supply Chain Management

The Supply Chain Management Policy will ensure that goods and services are procured in a fair, equitable, transparent, competitive and cost effective manner. It also includes the disposal of obsolete assets or inventory. Supply Chain Management must also comply with the legislative requirement as per Constitutional mandate and Municipal Finance Management Act.

Supply Chain Management will focus on contract management, training of Service Providers and compliance with Central Supplier Database and prompt reporting to improve the audit outcome.

A competitive bidding process generally consists of different stages, for example, compiling bid specifications, advertising the bid, the receipt and evaluation of bids, and the award and implementation of the contract.

The Municipal Supply Chain Management Regulations require a municipality's Supply Chain Management Policy to provide for a committee system to oversee the different stages.

Such committee system must, moreover, consist of at least a bid specification committee, a bid evaluation committee and a bid adjudication committee

1 Bid Specification Committee: The committee is responsible for compiling of bid specifications. The specifications committee must also consider whether all the required quality assurance standards have been met with regard to the type of goods that is requested.

2 Bid Evaluation Committee: The committee is responsible for the evaluation of bids received, which include verification of, the capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective .

3 Bid Adjudication Committee: The committee should consider the reports and recommendations made by the evaluation committee. The BAC must consider whether the recommendation made by the BEC, sufficiently indicates that all relevant factors have been taken into account, and that the recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal.

5.6.5.6 Asset Management

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant and Equipment (PPE), which are immovable and movable assets of the municipality, and, computer software which are intangible assets. These principles and policy statements will be embedded in the Asset Management Policy of Council.

5.6.5.7 Accounting Policies

The principles on which the municipality operate and with regard to the presentation, treatment and disclosure of the financial information forms part of the Accounting Policy adopted and compiled annual financial statements.

5.6.6 Budget Assumptions

- Proposed increase on tariffs be linked to inflation rate of 4,1%, except electricity and refuse tariff.
- Proposed increased on employee related cost for 2021/2022 budget year is 5,35%.
- Proposed increase on electricity tariff is 5.2% as per the MFMA circular no 107. Awaiting final communication on the electricity increase from NERSA.

- Reduction of distribution losses on electricity and water through reduction of theft on municipal services
- Both incremental and zero base budgeting were used
- Introduction of an incentives for whistle blower on illegal connection on municipal services
- Uprooting of all illegal connection within Emalahleni area
- Narrowing the deficit in the financial performance, through increasing revenue and managing expenditure
- Accelerating electricity and water infrastructure reforms to ensure power and water supply within Emalahleni municipality
- Load shedding on electricity to ensure cost curtailment and reduction of Eskom monthly bill

Conducting an investment symposium stimulate investments

5.6.6.1 Operating Income

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. These needs (capital and operational) always exceed the available resources. This becomes more obvious when compiling the annual budget and marrying it with the community needs as recorded in the IDP. This is worldwide problem and therefore available resources should be utilised where it derives the biggest impact on outcomes that will improve the quality of life of our local communities.

5.6.7 Operating Revenue

5.6.7.1 Operating Revenue by source

Below depicts the operating revenue per source for adjusted budget 2020/21 and 2021/2022 budget and outer years 2022/2023 and 2023/24.

Description		2021/22 Medium Term Revenue & Expenditure Framework
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R thousand	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24	Variance
Expenditure By Type					
Employee related costs	921 795	979 379	1 028 348	1 079 766	6,25%
Remuneration of councillors	32 528	32 499	34 124	35 830	-0,09%
Debt impairment	833 069	749 930	795 404	844 570	-9,98%
Depreciation & asset impairment	355 689	335 236	349 293	363 939	-5,75%
Finance charges	238 809	245 582	256 388	267 669	2,84%
Bulk purchases	1 277 605	1 332 502	1 399 127	1 469 083	4,30%
Other materials	69 721	70 530	73 566	76 733	1,16%
Contracted services	361 031	369 803	387 206	403 331	2,43%
Transfers and subsidies	1 850	2 000	2 000	2 000	8,11%
Other expenditure	200 650	171 871	181 191	189 252	-14,34%
Loss on disposal of PPE	3 083	3 083	3 219	3 361	0,00%
Total Expenditure	4 295 830	4 292 415	4 509 865	4 735 533	-0,08%
Surplus/(Deficit) for the year	(676 707)	(427 818)	(429 086)	(424 899)	-36,78%

Revenue management is fundamental to the financial sustainability and therefore municipal revenue strategy needs to be built around the following key components:

Effective implementation of the credit control policy;

Meter reading based on technology (Usage of devices that are online linked with the billing system);

Removal of illegal connections;

Protective structures to prevent tempering and theft;

Improve customer relation and promote culture of paying;

Reduction on distribution losses on electricity and water;

Load curtailment strategy aiming at reducing demand and penalties to the Municipality;

Indigent register management to make sure that only qualified households are benefitting from free basic services;

Expand revenue base through implementation of valuation and all interim valuation rolls;

Ensuring that the table budget is funded and

Use of debt collectors to support the efforts on debt management.

5.6.7.2 Analysis of Projected Operating Revenue

Revenue budget for 2021/2022 financial year amounts to R3,9billion and this reflects an increase of R245,5million when compared to revenue adjustment budget for 2020/2021 financial year amounting to R3,6billion. The increase is due to a hike in services charges tariffs and implementation of revenue enhancement strategies and increase in government grants allocation. Revenue budget for outers years amounts to R4,1billion for 2022/2023 and R4,3billion for 2023/2024 financial years.

- **Property rate budget** for 2021/2022 financial year amounts to R644,3million and reflects a increase of 9,3% when compared with the adjusted budget revenue of R644,3million. The increase is attributed to tariffs increase.
- **Electricity** remains the largest source of revenue with an amount of R1,2billion budgeted for 2021/2022 financial year. It constitute 30% of the revenue of the municipality. Budgeted revenue for electricity has increased by 10,6% when compared to the adjusted budget electricity revenue. The increase can be attributed to a proposed tariff increase of 5,2% and an additional revenue that will be realized through the implementation of the revenue enhancement and management strategies e.g. metering of unmetered properties, electrification of new households and replacement of tampered prepaid meters. The municipality is also in the process of restricting buying of electricity by defaulting customers.
- **Revenue from water** budgeted for 2021/2022 amounts to R533,1million and reflects an increase of 10,4% when compared with 2020/2021 adjusted budget of R482,8million. The increase is due to the proposed increase of 4,1% on water tariff.
- An amount of R166,1million has been budgeted for sanitation and will increased with an amount of R15,2million or 10,1% when compared with an adjusted budget of R150,8million for 2020/2021. Refuse budget will increased from R127,8million to R141,1million in 2021/2022 financial year. The increase on these line item can be attributed to tariff increased.

- **Revenue of rental** of facilities and equipment will increase from R10,9million to R11,4million in 2021/2021 financial year. The increase is linked to the inflation rate of 4,1% and additional municipal properties that will be realised through audit of municipal properties. The municipality will also engage in the process of reviewing lease contract to ensure that properties are strictly used for the purpose they have been leased out for.
- **Interest on investment** will increase by R0,4million when the 2021/2022 budget is compared with the adjustment budget for 2020/2021. Increase is attributed to additional investment that will be made on call investments. This call investments accounts are made of funds from the grants which are withdrawn as an when a service provider for the projects needs to be paid
 - a) Interest earned on outstanding debts has increased with an amount of R30,4million which is equivalent to 8,6%. The increase can be attributed to an increase in municipal debtors book which as at the end of February 2021 was R5,6billion.
 - b) Revenue on agency services will increase from R38,3million to R42,4million. Since the lockdown restrictions have been relaxed, more revenue is expected from issuing and renewal of licenses. The municipality collects 20% commission fees from revenue collected from issuing and renewal of licenses.

Government operational grants (transfers) decreased with R29,6million from R470,1million to R440,6million and it constitute 11% on the total revenue. National transfers (grants) are distributed to municipalities through Division of Revenue Act.

The Equitable Share Grant is an unconditional grant assisting Municipalities to supplement their operating revenue for their operational requirements and to provide relief to indigent household.

The number of indigent is expected to increase to 14500 in the 2021/2022 financial year, as many people were negatively affected by the lockdown as a result of Covid-19. The monthly Indigent subsidy as from 1 July 2021 is proposed to be R277,39 per indigent customer.

The following table reflects a subsidy per service.

Indigent subsidy broken down as follows:	2020/2021	2021/2022
	R	R
Electricity (50 units)	64.61	67,97
Refuse	77.79	80,98
Basic Sewer and additional sewer	31.90	33,21
Water Consumption (6 Kilolitre)	56.73	59,06
Subtotal	231.03	241,21
Plus 15% VAT	34.65	36,18
TOTAL	265.68	277,39

Other operational grants includes Financial Management Grant for R2,0million (2020/2021: R2,0million), Extended Public Works Program for R6,0million (2020/2021: R4,8million) and Municipal Infrastructure Grant for R6,3million (2020/2021: R5,9million).

Government capital grants decreased with an amount of R4,6million when compared with adjustment capital grants for 2020/2021 R173,8million. The decrease is due to Water Service Grant which has not been allocated in the current financial year.

For capital in-kind grant (NDM) an amount of R4,5million has been budgeted for 2021/2022 financial year. But it must be noted that budget amounts from Nkangala District Municipality are preliminary figures and subject to change after they tabled their final budget.

All transfers from capital conditional grants are directed to implementation of capital project.

Other revenue budget for 2021/2022 financial year amounts to R48,9million and it shows an increase of 8,5%. The increase is due to revenue increase in advertisement, printing of plans and entrance revenue. The municipality will be embarking on auditing of advertising spaces within municipal jurisdiction to ensure that contracts are in place and billed accordingly. Illegal adverts will be removed.

5.6.8 Operating Expenditure

The expenditure framework for 2020/2021 MTREF is informed by:

- Balance budget constraints where the operating budget expenditure must not exceed operating budget revenue.
- Funding of the budget over the medium term which is informed by section 18 of the MFMA.
- Repairs and maintenance
- Capital programme
- High petrol prices
- Bulk purchases costs for electricity and water
- Eliminating spending on non-priority items
- High petrol prices and
- Available financial resources towards meeting the projects as identified in the IDP

OPERATIONAL EXPENDITURE BUDGET FOR 2020/2021:

Description		2021/22 Medium Term Revenue & Expenditure Framework			
Description		2021/22 Medium Term Revenue & Expenditure Framework	R thousand	Adjusted Budget 2020/21	Budget Year 2021/22
R thousand	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24	Variance
Expenditure By Type					
Employee related costs	921 795	979 379	1 028 348	1 079 766	6,25%
Remuneration of councillors	32 528	32 499	34 124	35 830	-0,09%
Debt impairment	833 069	749 930	795 404	844 570	-9,98%
Depreciation & asset impairment	355 689	335 236	349 293	363 939	-5,75%
Finance charges	238 809	245 582	256 388	267 669	2,84%
Bulk purchases	1 277 605	1 332 502	1 399 127	1 469 083	4,30%
Other materials	69 721	70 530	73 566	76 733	1,16%
Contracted services	361 031	369 803	387 206	403 331	2,43%
Transfers and subsidies	1 850	2 000	2 000	2 000	8,11%
Other expenditure	200 650	171 871	181 191	189 252	-14,34%
Loss on disposal of PPE	3 083	3 083	3 219	3 361	0,00%
Total Expenditure	4 295 830	4 292 415	4 509 865	4 735 533	-0,08%
Surplus/(Deficit) for the year	(676 707)	(427 818)	(429 086)	(424 899)	-36,78%

The operational budget provides for the total operating expenditure for 2021/2022 financial year for R4,3billion, in 2022/2023 financial year for R4,5billion and 2023/2024 financial year for R4,7billion.

There is an increase of R3,4million when taking the adjustment budget for 2020/2021 financial year of R4,3billion into consideration and compare to the proposed budget of R4,3billion.

Main reasons for significant increases and decreases in 2021/2022 operational expenditure budget are the following:

- **Remuneration.** The employee element of the personnel budget amounts to 22% of the total expenditure budget and on the cash flow budget 31%, which falls within the norm of between 25% - 35%.
- **Remuneration for employee** related cost increased by 6,2% from R921,8million to R979,4million. Increase can be attributed to proposed budgeted increase of 5,35% and provision for vacant position and new positions deemed to be critical. Budget on overtime and standby has been reduced by 20% as management has committed in the strategic plan meeting to reduction of overtime and standby.
- The Salary and Wage Collective Agreement has expired and a new agreement must be structure. The increase on remuneration has been kept on inflation rate which is 4.1% plus 1.25%. According to circular 107, municipalities are advised to budget for salaries increase according to their affordability, while SALGA is finalizing the agreement on the increase.
- Remuneration of councillors will be decreased with an amount of R0,03 when the budgeted councillors remuneration for 2021/2022 of R32,5million is compared to the adjusted budget for 2020/2021 of R32,4million. It must be noted that Councillor's upper limit for 2020/2021 financial year have not been implemented and the proposed increase then (in the 2020/2021 budget) was 6,15%. For 2021/2022 a provision of 5,35% has been made for councilors upper limits. Hence there is a reduction in the budget.
- Bulk purchase. Bulk purchases(Electricity and Water) will increase by 4,3% from R1,27billion to R1,33billion. Bulk purchases constitute 28% of the operational expenditure budget and that makes it the largest component.
- A provision of R1,24billion was made for bulk purchases for electricity. As per circular MFMA circular 107, municipality are advised to increase bulk electricity by 5,2% . Since the municipality will be conducting load shedding within the Emalahleni area, it will assist in reducing the Eskom bill on electricity. This exercise of load shedding must also be seen as a cost curtailment measure.
 - Budget for bulk water purchase in 2021/2022 budget has increased from R85,0million to R91,0million. Budget for bulk purchases 2021/2022 was prepared on accrued invoices for current and previous years. Due to water

shortages within eMalahleni municipality a provision has been made for bulk water supply from Usuthu scheme to augment supply of water.

- External interest. External interest consists primarily of interest on Eskom account and interest on loans. The increase in finance charges from R238,8million to R245,6million is due to interest on Eskom account. No new loans have been taken, interest on loans decreases as the capital debt reduces.
- Provision for bad debts. For 2020/2021 financial year an amount of R749,9million is provided for provision of bad debts. The calculation for provision for doubtful debt is based on budgeted collection rate of 75% and also takes into account the revenue enhancement strategies.
- Other material and contracted services. The municipality remains committed to maintaining the infrastructure and an amount of R70,5 million is provided for materials and R369,8million for contracted services for 2021/2022 financial year. Most of the budget on contracted services is for the following services:
 - Road maintenance – R25,6million
 - Security service for the municipality – R21,2million
 - Maintenance of the financial system – R15million
 - Transportation of portal water – R25,5million
 - Maintenance of electricity infrastructure – R41,0million

- Depreciation. Provision for depreciation has been informed by the asset register. Budget appropriation on depreciation for 2021/2022 financial year amounts R335,2million.
- Transfers and subsidies. For the 2021/2022 financial year a budget of R2,0million has been made available for Mayors bursaries for non-employees.
- Other expenditure. Sundry expenditure decreased from R200,6million to R171,9million and it constitute 5% of total operational expenditure budget. The increase can be attributed to an increase on department charges(electricity), commission on prepaid electricity, wet fuel and provision for disaster fund for the municipality.

The overall budget for 2021/2022 financial year reflects a deficit of R427,8million, and for 2022/2023 a deficit of R429,1million and R424,9million for 2023/2024. The deficit is mainly cause by the increase in the provision for debt impairment as a result of a low payment rate.

5.6.9 Capital Expenditure

One of the greatest challenges facing municipalities is the public perception on service delivery.

Hence capital investment is critical important to sustain growth, rehabilitate ageing infrastructure and eradicate service delivery backlog. Therefore, capital financing has taken into consideration the following:

- Ensure that capital programme is based on the IDP
- Expedite spending on capital projects especially on projects that are funded from conditional grants
- Explore new ways to funds capital projects from municipal own fund
- Maximizing of infrastructural development through utilization of all available source.

The proposed capital budget for the 2021/2022 financial year amounts to R173,7million, R168,6million for 2022/2023 financial year and an amount of R175,8million for 2023/2024 financial year.

Capital donations from mines and private companies have not been included on the capital and operational budget as the municipality wait for memorandum of understanding or written confirmation on donations. Capital projects from Nkangala District Municipality are preliminary figures and subject to change.

The capital expenditure for 2021/2022 financial year will be funded as follow:

	DRAFT CAPITAL BUDGET 2021/2022	DRAFT CAPITAL BUDGET 2022/2023	DRAFT CAPITAL BUDGET 2023/2024
CAPITAL PROGRAM AS PER IDP	AMOUNTS	AMOUNTS	AMOUNTS
Nkangala District Municipality (NDM)	4 500 000	-	-
Municipal Infrastructure Grant (MIG)	120 680 400	130 791 250	136 827 550
Integrated National Electrification Program	47 500 000	36 833 000	38 000 000
Financial Management Grant	1 000 000	1 000 000	1 000 000
TOTAL CAPITAL PROGRAM	173 680 400	168 624 250	175 827 550

5.6.9.1 CAPITAL BUDGET FOR 2021/2022 - 2023/2024 FINANCIAL YEAR

OPERATIONAL GRANTS	2021/22	2022/23	2023/24
EQUITABLE SHARE	426,204,000	466,309,000	481,788,000
Local Government Financial Management Grant	3,000,000	3,000,000	3,000,000
Expanded Public Works Programme Integrated Grant for Municipalities	6,015,000		
	435,219,000	469,309,000	484,788,000
CAPITAL GRANTS	2021/22	2022/23	2023/24
Municipal Infrastructure Grant	127,032,000	137,675,000	144,029,000
Integrated National Electrification Programme (Municipal) Grant	47,500,000	36,833,000	38,000,000
	174,532,000	174,508,000	182,029,000
IN-KIND GRANT (NO CASH TO BE RECEIVED)			
Integrated National Electrification Programme (Eskom) Grant	755,000	724,000	749,000
Neighbourhood Development Partnership Grant (Technical Assistance)	20,000,000	44,000,000	38,703,000
	20,755,000	44,724,000	39,452,000
Municipal Infrastructure Grant			
Upgrading of Klipspruit WWTW and New Ferrobank Outfall Sewer Pipeline	R42,680,400.00	R42,680,400.00	R0.00
Empumelelweni bulk outfall sewerline and pump station	R5,000,000.00	R5,000,000.00	R5,000,000.00
Empumelelweni and KwaGuqa Ext 10 Water Distribution Network	R5,000,000.00	R5,000,000.00	R15,000,000.00
Leeuwpoort Construction of a Landfill Site	R5,000,000.00	R5,000,000.00	R0.00
Upgrading of Ferrobank Sewerage Treatment Works	R10,000,000.00	R12,110,850.00	R22,110,850.00

Upgrading of Naauwpoort Waste Water Treatment Works	R10,000,000.00	R10,000,000.00	R20,000,000.00
Construction of Engineering Services for Klarinet and Siyanqoba Phase 2 Link and Bulk Water Supply Lines	R5,000,000.00	R5,000,000.00	R25,000,000.00
Empumelelweni extensions Internal Sewers	R3,000,000.00	R3,000,000.00	R5,000,000.00
Establishment of a New Cemetery Phase 3	R5,000,000.00	R5,000,000.00	R5,000,000.00
Construction of Internal Roads in Empumelelweni Phase 1	R5,000,000.00	R5,000,000.00	R5,000,000.00
Construction of Pavilion at SY Mthimunye Stadium Phase 3	R2,000,000.00	R2,000,000.00	R2,000,000.00
Construction of Roads and Stormwater in Thubelihle Extension 5	R15,000,000.00	R15,000,000.00	R16,716,700.00
Emalahleni Water Infrastructure Rehabilitation for COVID-19	R2,000,000.00	R0.00	R0.00
Doornpoort Pump Station and Pumping Main	R5,000,000.00	R15,000,000.00	R15,000,000.00
Installation of community lighting infrastructure	R1,000,000.00	R1,000,000.00	R1,000,000.00
TOTAL	R120,680,400.00	R130,791,250.00	R136,827,550.00

Integrated National Electrification Programme (Municipal) Grant			
Siyanqoba Bulk Phase 4	R25,000,000.00	R10,000,000.00	R0.00
Electrification of stands Siyanqoba	R5,000,000.00	R5,000,000.00	R5,000,000.00
Electrification of stands Empumelelweni Extensions	R5,000,000.00	R5,000,000.00	R5,000,000.00
Electrification of stands in Phola	R6,000,000.00	R5,000,000.00	R5,000,000.00
Electrification of stands in Duhva	R0.00	R5,000,000.00	R5,000,000.00
Substation at Duvha	R0.00	R6,833,000.00	R18,000,000.00
TOTAL	R41,000,000.00	R36,833,000.00	R38,000,000.00

Financial Management Grant			
Computers and equipment	1,000,000	1,000,000	1,000,000
TOTAL	1,000,000	1,000,000	1,000,000

5.6.10 Cash Flow Budget

The projected net cash from operating activities for 2021/2022 financial year amounts to R159,2million, the projected cash used on investing activities amounts to R180,0million and budgeted cash used in financing activities amounts to R13,3million. For 2021/2022 financial year the municipality is expected to realise a surplus of R9,2million.

Cash flow statement (Table below) reflects a shortfall of R159,2million on the budgeted cash outflow to operating activities. The shortfall will be funded from funds that will be collected from prior debts (decrease in non-current receivable).

Description		2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	451 013	528 042	549 710	573 897
Service charges	1 277 799	1 512 730	1 618 288	1 731 997
Other revenue	125 259	103 733	108 264	112 245
Transfers and Subsidies - Operational	470 129	440 571	475 193	490 989
Transfers and Subsidies - Capital	173 788	169 180	168 624	175 828
Interest	248 650	290 474	297 590	311 492
Dividends received	248	259	270	282
Payments				
Suppliers and employees	(2 863 330)	(2 956 583)	(3 103 562)	(3 253 994)
Finance charges	(238 809)	(245 582)	(256 388)	(267 669)
Transfers and Grants	(1 850)	(2 000)	(2 000)	(2 000)
NET CASH FROM/(USED) OPERATING ACTIVITIES	(357 102)	(159 177)	(144 012)	(126 934)
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	3 150	4 685	4 891	5 106
Decrease (increase) in non-current receivables	672 864	344 500	326 000	301 000
Payments				
Capital assets	(277 319)	(169 180)	(168 624)	(175 828)
NET CASH FROM/(USED) INVESTING ACTIVITIES	398 695	180 004	162 266	130 278
CASH FLOWS FROM FINANCING ACTIVITIES				

Payments				
Repayment of borrowing	(17 158)	(13 289)	(12 259)	(10 914)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(17 158)	(13 289)	(12 259)	(10 914)
NET INCREASE/ (DECREASE) IN CASH HELD	24 436	7 539	5 996	(7 570)
Cash/cash equivalents at the year begin:	1 652	1 652	9 190	15 186
Cash/cash equivalents at the year-end:	26 088	9 190	15 186	7 617

The strategy used to fund the budget was to split trade creditors (Eskom debt) into short and long term. Debt that is more than 1 year was moved to a long term creditor. Eskom must be engaged so that a repayment plan that is affordable over a long period can be agreed upon.

STRATEGIES TO BE ADOPTED TO FUND THE BUDGET

The municipality has discovered that its revenue or cash flow challenges stems on distribution losses on electricity and water, Lack of consumer awareness on the need to payment municipal services, lack of implementation of credit control policy.

Hence the implementation of revenue management and revenue enhancement strategies is paramount for the realisation of additional revenue.

One of the main strategy adopted to fund the budget was to split trade creditors (Eskom as it's the main creditor which has a huge outstanding balance) into short and long term. Debt that is more than 1 year will be amortised over a long term liability (long term trade creditors). This brings the balance for current liabilities low. It must be noted that currently the municipality does not have any repayment plan agreement with Eskom.

The following strategies and assumptions have been adopted for a funded position:

- Removal of illegal connections;
- Load shedding in area with low payment rate;
- Enforcing of debt collection;
- Engage a meter replacement program;
- Intensifying cut-off on consumers not paying;
- Criminalizing illegal connection;
- Enforce Credit Control and Debt Collection Policy;
- Negotiate with top creditors on a repayment module of the debt; and
- Continuous installation of protective structures.

5.6.11 Conclusion

The continued improvement and development of an effective financial planning process aid the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that the municipality remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. Strategy towards cash backing and cash

funded budgets will certainly ensure the sustainability of the municipality over short-term, medium-term and long-term.

5.6.12 Financial viability and management strategies and sector plans status

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
Supply Chain Management Policy	Yes	Draft	Not yet adopted	Will be adopted by June 2021

5.7 SPATIAL PLANNING

The planning department known as the Spatial Planning Department is responsible for the management of land use, processing all development applications, guide and advice developers who want to invest in the municipality. The Department has developed the Spatial Development Framework which is used in the municipality. It also administers the alienation and disposal of temporary and permanent municipal land through the disposal and acquisition of immovable municipal property policy. Furthermore, the department is responsible for the management and control of outdoor advertising which is guided by the Emalahleni outdoor advertising by-law

The planning department engages with various stakeholders who are interested in housing development, commercial development and industrial development. It is a function of the department to identify suitable land for the various uses and to ensure also that integrated human settlement happens. The department has developed and finalized the Spatial Development Framework with which the municipality is using to identify and stimulate development and managing of land use in the municipality. Land Use Management scheme due for review as it has some short comings. The unit has draft CBD revitalization plan, which will be tabled to Council for adoption. It has started with the implementation of SPLUMA, by-law is developed and gazetted and Planning Tribunal has been established and gazetted. The Section consists of the following sub-sections:

- Land Administration
- Property Administration
- Land Use; and
- Building Control Section

5.7.1 OBJECTIVES OF SPATIAL PLANNING SECTION

The objectives of the Spatial Planning Section in the municipality is

- To identify and stimulate development opportunities through spatial frame work planning
- To monitor and initiate erf creation processes,
- To monitor and regulate building activities within the area of jurisdiction
- To monitor and regulate land uses through land use schemes,
- To monitor and regulate building activities within the area of jurisdiction
- To administer the alienation (temporary) and disposal (permanent) of municipal land
- To ensure integrated human settlement in line with the spatial development framework and the integrated development plan.

5.7.2 CHALLENGES OF THE SECTION

- Slow process of approving development proposals.
- No GIS unit
- Unprepared for migration
- Decline in potential growth points
- Land invasion
- Insufficient land for future development
- Illegal land uses and buildings
- Poor communication between spheres of government

5.7.3 SOLUTIONS

- Purchase land as identified in the SDF
- Partner with public & private sector
- Infill planning
- Advocacy and awareness around proper land use
- Review of the LUS of 2010

- Develop a communication plan to address the gaps
- Create awareness
- Law enforcement

5.7.4 Proposed Programmes: 2017-2022

- Renewal of the CBD – Implementation of the Precinct plan.
- Identification of nodes and corridors to guide investment.
- Purchase land as identified in the Spatial Development Framework – in partnership with external stakeholders
- Partner with public & private sector
- Infill planning – formalisation of informal settlements
- Advocacy and awareness around proper land use and illegal buildings – law enforcement where there is non-compliance
- Review of the Land Use Management Scheme of 2010
- Review of the Disposal and Acquisition of Immovable Property policy

The Spatial Development Framework for the Emalahleni Local Municipality forms part of the Emalahleni Integrated Development Plan. The SDF as one of the operational strategies of the IDP, is closely linked and is intended to function with the other operational strategies, i.e. Housing plans, Technical Services Plans, LED Plans, Environmental Programme etc.

5.7.5 EMALAHLENI LAND USE SCHEME, 2020

The Emalahleni land use scheme, 2020, promulgated by virtue of Notice No: 22 dated 20 March 2020 in the Mpumalanga Provincial Gazette No: 3143 determines the use and development of land within the municipal area which it relates to in order to promote:

Harmonious and compatible land use patterns;

Aesthetic considerations

Sustainable development and densification;

The accommodation of cultural customs and practices of traditional communities in land use management; and

A healthy environment that is not harmful to a person's health.

The Scheme is applicable to the area of jurisdiction of the Emalahleni Local Municipality, as proclaimed. The land may be used only in accordance with the land use rights held in terms of the Scheme. Where conditions of title purport to regulate the same subject matter as may be relevant in the land use scheme, and where such regulation differs, the most restrictive of the conditions (either those in the title deed or those in the land use scheme) will apply

The Scheme applies to all land within the municipal area of the Municipality, including land owned by the State. It binds every owner of land within the scheme area and their successor-in-title and every user of land, including the State.

This Land Use Scheme is prepared in terms of the Spatial Planning and Land Use Management Act of 2013, (Act No. 16 of 2013), as may be amended, and is in substitution of the following Schemes previously in operation in the Emalahleni Local Municipal area: a) Emalahleni Land Use Management Scheme, 2010.

All developments must comply with the regulations contained in the applicable zone and all applications for land use rights shall be considered against the regulations. The municipal area is divided into the following Land Use Zones:

Residential 1

Residential 2

Residential 3

Residential 4
 Business 1
 Business 2
 Business 3
 Commercial
 Industrial 1
 Industrial 2
 Institutional
 Tourism
 Agricultural
 Park
 Private Park
 Transportation Services
 17 Special
 Mining
 Public Road
 Private Road

5.7.6 EMALAHLENI MUNICIPAL SDF

5.7.6.1 Introduction

The eMalahleni municipal population is expected to increase from 395 418 people in 2011 to 516 399 in 2020 and 646 708 in 2030. This implies an increment of 120 980 people (13 442 per annum) up to 2020, and an additional 130 309 people (13 031 per annum) from 2020 to 2030.

The incremental population will be able to sustain an additional 254 058m² of retail space, 25 406m² of office space, and approximately 379,3 hectares of

industrial land. Note that the incremental capacity for retail in ELM represents just under 50% of the District incremental retail potential, and 62.5% of the District's incremental industrial potential.

In total, the urban footprint in Emalahleni Municipality will have to expand by about 3133 hectares of land to accommodate all the land uses associated with the increased population up to 2020.

The incremental population of 130 309 people for the period 2020 to 2030 will require an additional 40 721 residential units, and the urban footprint will expand by an additional 3721 hectares of land by the year 2030. In total, the urban footprint of the Emalahleni Local Municipality will thus increase by approximately 6854 hectares of land until the year 2030.

Figure 1 depicts the Spatial Development Framework for the Emalahleni Local Municipality. It is intended to provide a strategic regional perspective for the Emalahleni Local Municipality area as a functional entity, and is supplemented with more detailed proposals for the respective higher order towns within the municipal area. (Refer to sections 2, 3 and 4 below).

The Emalahleni municipal SDF is based on the following four strategic objectives:

Strategic Objective 1: To enhance the sustainability of the area by way of protection, management and enhancement of the natural environmental resources of the Municipality.

The management and maintenance of the natural environment is a key element towards the future sustainable development of the Emalahleni Local Municipality. The priority open space network comprises the Olifants River drainage system

and the Wilge Spruit drainage system supplemented by the Ezemvelo Game Reserve, Witbank Nature Reserve and Witbank Dam.

Strategic Objective 2: To improve spatial efficiency, justice and sustainability by consolidating urbanisation around existing nodes and corridors and within an urban development boundary.

i) Nodal Hierarchy and Corridor Development

The Emalahleni SDF seeks to focus the bulk of capital investment within and along a limited number of activity nodes and -corridors in the municipal area.

The proposed nodal hierarchy thus serves to inform spatial priority areas for Council and government investment within the eMalahleni, and also enhances private sector investment due to the strategic direction provided by the nodal and corridor structure defined. In this manner, the ELM is able to derive the maximum value/ achieve the greatest impact with its limited resources.

eMalahleni CBD is proposed as the Primary Activity Node in the ELM. The prominence of this node should be protected and enhanced to benefit the broader community in the municipal area.

Two second order activity nodes exist at the CBD of Ga Nala and Ogies respectively.

Thubelihle and Phola as well as the KG Mall, Klipfontein, Safeways, Highveld and Klarinet nodes are classified as third order activity nodes in the municipal area while the existing/proposed nodes around Lynville, Hlahlanikahle, eMpumelelweni, Klarinet, Ben Fleur, Rietspruit, Wilge and Van Dyksdrift are all classified as fourth order nodes.

From a strategic point of view, approximately 95% of the LM's population resides in the vicinity of these nodal points and will therefore benefit from this approach.

Corridor development is supported along the N4 and N12 freeways to optimise the development potential of especially the sections within and close to eMalahleni City. Furthermore, there is potential for corridor development along the railway line and route R555 to Middelburg which run parallel to the N4 freeway – known as the Midleni Corridor.

ii) Community Facilities

It is proposed that a full range of social services be provided at all identified activity nodes in the municipal area, in line with the Thusong Centre concept.

This approach necessitates cooperation from various government departments, including the Departments of Health and Education.

iii) Residential

In line with the National Development Plan, the integration of dispersed settlements (e.g. integration of Ga-Nala and Thubelihle) and the consolidation of fragmented urban structure (e.g. eMalahleni City) is favoured, as opposed to expansion of settlements onto pristine agricultural land.

In general, the SDF supports densification of brownfields sites, including mixed use development in and around identified activity nodes and along corridors.

The MSDF furthermore poses that the housing of mining and power station personnel be consolidated in existing nearby towns with a diversified economic base, e.g. Phola, Wilge, and eMalahleni.

Emalahleni is one of five focus areas in the Province for future housing provision according to the Mpumalanga Human Settlement Master Plan. As such, the Municipality should offer a wide range of housing programmes catering for urban and rural settlement, and for full tenure as well as rental stock.

Following from the above, a number of Strategic Development Areas (SDAs) were delineated which represent the priority sites for residential development in the Emalahleni area in the short to medium term. The SDAs are illustrated in the respective LSDFs discussed in the sections that follow. Feasibility studies should be conducted for each of the delineated SDAs to determine the extent of developable land/ undermining. Furthermore, land claims that affect the identified SDAs should be resolved as a priority.

iv) Engineering Services

In line with the Mpumalanga Infrastructure Master Plan (MIMP), the overarching approach with regards to investment in engineering infrastructure is proposed to be:

The maintenance and preservation of existing infrastructure as assets (part of a broader infrastructure life-cycle approach).

Investment in engineering infrastructure should be proactive, directing land development/unlocking the development potential of Strategic Development Areas identified.

Priority investment areas are namely activity nodes and strategic development areas (SDAs).

Strategic Objective 3: To maintain/enhance connectivity between the identified activity nodes, and with surrounding regional towns and activity areas.

Priority roads for maintenance include the N4 and N12 freeways, together with all regional routes through the ELM including R104, R544, R545, R547, R555, R575, and R580 (see Figure 1). Most of these routes serve as freight routes for the transport of coal from mines to the power stations in the municipal area.

Strategic Objective 4: To build a diverse, efficient and resilient local economy and to optimise the spatial distribution of conflicting economic sectors

i) Mining, Energy and Agriculture

The area to the south of the N12 freeway hosts a combination of mining activity, power stations and extensive agricultural use (mostly crop farming). These southern parts of the municipality form part of the Energy Mecca of South Africa, due to its rich deposits of coal reserves and power stations such as Kendal, Matla, Duvha and Kriel. The mining belt also extends northward towards eMalahleni City. This area is thus characterised by conflicting demand between mining, electricity generation and agriculture.

The primary objective should be to prevent mining activity from encroaching onto high potential agricultural land and areas of high biodiversity; and to ensure that the areas of mining activity are properly rehabilitated and that the agricultural value of the land be restored once the mineral resources are depleted.

ii) Business Activities

The bulk of business and commercial activity should be consolidated around the identified activity nodes. As far as retail is concerned the eMalahleni CBD represents the highest order node in the municipal area (and one of five Primary Activity Nodes in Mpumalanga Province). The prominence of the eMalahleni CBD

as regional node should be protected and enhanced, and urban decay counteracted.

Furthermore, additional business activities in the form of shopping centres/spazas shops are supported in Ga Nala and Ogies but should be consolidated with the existing activity cores.

iii) Industrial Development, Manufacturing

The existing industrial and manufacturing activities within the ELM should be strongly supported. This includes nine major industrial areas, most of which are situated within or around eMalahleni City.

Spatially, it is recommended that the bulk of new industrial development be consolidated along the N4 and N12 Development Corridors. Similar to the recommendations for mining activity in the ELM, industrial development should not be allowed to negatively affect high potential agricultural land or identified environmentally sensitive and/or tourism precincts.

iv) Tourism

The ELM has limited opportunities for tourism development. For this reason, the limited resources have to be optimally developed. Firstly, the area around the Witbank Dam was identified as one of the Tourism Product Development Nodes in Mpumalanga Province, for the development of a Theme/ Amusement Park (Mpumalanga Tourism Growth Strategy). The SDF supports this initiative, together with general maintenance and promotion of the Witbank Nature Reserve. The Ezemvelo Nature Reserve should also be actively supported by Council to ensure it remains a weekend tourist attraction to especially nearby Gauteng residents.

Sections 2, 3 and 4 below provides a summary of the most salient LSDF proposals for eMalahleni City, Ga Nala-Thubelihle and Ogies-Phola.

5.7.6.2 EMALAHLENI CITY LSDF

- Figure 2 reflects the proposed Local Spatial Development Framework (LSDF) for eMalahleni City and surrounds.
- eMalahleni City is the highest order node in the municipal area. It is intended to serve the high order needs of the entire town its associated communities, and the surrounding rural areas.
- It is proposed that the eMalahleni CBD, as first order node, be supported by a network of 3rd and 4th order activity nodes distributed throughout the City as illustrated on Figure 2 (note that Ga Nala and Ogies are the two second order nodes in the ELM).
- In line with the nodal development philosophy for the MSDF, it is proposed that the bulk of economic activities (retail, office, commercial) and community facilities be consolidated at the identified activity nodes, in line with the proposed local nodal hierarchy.
- Visual exposure to the regional road network should be optimally utilised at a local level. In this regards, it is proposed that corridor development be supported parallel to the south of the N4 freeway and route R104, from the Rondebult area at the D432-N4 interchange adjacent to Highveld Steel, right up to Schoongezicht to the east as illustrated on Figure 2. Land uses along the proposed development corridor could be accessed from the existing and proposed secondary road network around the N4 freeway.
- Route R555 from the Rand Carbide industrial area towards Middelburg (at least one row of erven on both sides of the road) is earmarked to accommodate mixed land uses (residential, commercial, light industrial and business) in future.
- Furthermore, seven local activity spines are also proposed, including:
 - Watermeyer Street linking the N4 and N12 freeways to one another;
 - Mandela Drive between the CBD, past the Safeways Shopping Centre and up to Highveld Mall and the casino;
 - O.R. Tambo Road which links route R555 with Mandela Drive and R544/ Watermeyer;
 - Beatty and Jellico Streets in and around the CBD;

- Willy Ackerman Drive in the Lynnville-Ackerville area;
- Route D328 (Matthews Phosa Drive) from the KG Mall interchange, through Hlahlanikahle and right up to the future outer ring road.
- It is proposed that industrial development be consolidated as far as possible around the N4 freeway (Maputo Corridor) with specific focus on the western section from Ferrobank up to Highveld Steel which is closer to the disadvantaged communities); and also route R514 to Vandyksdrift in the vicinity of Naauwpoort.
- The area between the eastern extensions of eMalahleni City and the Olifants River/ Witbank Dam system to the east should be reserved for conservation and eco-focused type of developments. Land uses should be of low intensity, should be sensitive to the environment, and should contribute to the local tourism/ recreation product.
- It is proposed that the Seekoeiwater Agricultural Holdings and the portions of the Jackaroo Agricultural Holdings which are removed from the Middelburg-eMalahleni Road be retained as rural residential areas. Hospitality uses may be allowed in these precincts, but no industrial or commercial uses.
- The Riverview Agricultural Holdings should be utilised for residential purposes, though densification and infill development to the existing could be allowed.
- It is also proposed that Council allow mixed use redevelopment in KwaMthunzi Vilakazi precinct.
- All infill residential development in the short to medium term should be consolidated within the delineated Strategic Development Areas (SDAs) in order to enhance the density of the urban fabric and to protect surrounding agricultural land from encroaching urban development
- Typologies could range from bonded housing to subsidised housing, including making provision for the relocation of identified informal settlements.
- Based on the growth projections the delineated SDAs should be sufficient to satisfy the demand for well-located, developable land in eMalahleni City while simultaneously leading to a more consolidated urban footprint.
- An Urban Development Boundary (UDB) is proposed for eMalahleni City as a growth management tool to promote the vision of a compact City around all the nodal areas identified in the municipal area.

5.7.7 GA NALA, THUBELIHLE LSDF

The long term vision for Ga Nala and Thubelihle as depicted on **Figure 3** is to consolidate the urban fabric of the two towns along route R547.

It is proposed that retail and office development be consolidated on vacant erven in the existing Ga Nala CBD (Ext 00) and Thubelihle activity node respectively.

Light industrial uses and service industries should be consolidated on vacant erven in the industrial area (Ga Nala Ext 04).

Non-residential land uses (home industries, spaza shops, home offices etc.) may be established along the proposed activity spine serving Thubelihle as illustrated on Figure 3).

Professional services and selected businesses may be allowed to establish along Springbok Crescent in Ext 1 (between Road P120-2 and Mooi Avenue) to strengthen the emerging activity strip.

A new industrial township, Ga-Nala Extension 17, is planned south of Thubelihle adjacent to Road 547.

Due to the shortage of developable land it is suggested that the portion of X17 fronting onto the main road be earmarked for mixed use (light industrial/commercial) while the remainder of the area can be developed for residential purposes over time.

In line with the Ga-Nala CBD Revitalisation Strategy, it is proposed that additional community facilities in Ga Nala be consolidated on the vacant land near the CBD entrance.

Furthermore, it is proposed that the possibility of utilising the former Council Chambers premises for a Multi -Purpose Service Delivery Centre be investigated.

It is proposed that the future residential expansion of the town be accommodated both to the south towards road R545 (SDA's 1 and 2), and to the north towards Thubelihle (SDA's 3 and 4).

Although there is currently limited pressure for expansion of Thubelihle, the town can also expand both the north and south. Thubelihle Ext 5 to the south will hold about 630 stands, and Ext 4 (SDA 5) to the north will comprise about 650 stands.

5.7.7.1 OGIES AND PHOLA LSDF

In Ogies the main objective is to maintain and enhance the existing business core, and to consolidate infill development on developable land along route R555 to the east (Refer to **Figure 4**).

It is proposed that retail, office and commercial uses be promoted on vacant erven along the town's east-west spine (route R555/ eMalahleni Road).

When the precinct closest to the intersection with route R545 has been fully developed, additional land for business activities is reserved in the new township to the east of Ogies Ext 00 (Council-owned land).

Service industries should preferably be consolidated in the existing Ogies activity node along the north-south spine (route R545/ Bethal Road).

Although pressure for expansion is low, it is proposed that the vacant precinct in the south-western quadrant of the intersection between routes R555 and R545

be earmarked for mixed uses including commercial, business and residential uses, in order to consolidate the town's urban fabric.

Future residential expansion in Ogies will be accommodated in SDA1, SDA2 and SDA3.

The main objective in Phola is to capitalize on regional traffic along the N12 freeway and to earmark suitable land for residential expansion.

It is therefore proposed that the land adjacent to route R545 from the N12 freeway to Phola be earmarked for commercial, industrial and mixed use development to capitalize on visual exposure to, and physical access from the regional road network

There is also potential to strengthen the two localised activity nodes in Phola, situated along the main collector road in Phola Proper and Phola Ext 1 respectively.

Future mining is planned to the east of the town, leaving no alternative but for Phola to expand to the west and north and south-east in future. (Refer to SDA 1, SDA 2 and SDA 3 on Figure 4). Re-planning is required of Phola Extensions 3 and 5 due to the planned future mining activity.

Council is in the process of buying and formalising Portions 5, 6, and 7 of Wildebeesfontein to the north of Phola.

5.7.8 Spatial planning strategies and sector plans status

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
The Spatial Development Framework	Yes	Adopted	October 2015	Review is in process due to internal process challenges and covid-19. Will be completed in March 2021.
The Land Use Management Scheme	Yes	Adopted	July 2010	Proclaimed in March 2020

5.8 INTERGOVERNMENTAL PROJECTS BOTH PUBLIC AND PRIVATE

Municipality has various external stakeholders both public and private and below are projects confirmed by the stakeholders.

5.8.1 Public Sector

For 2021/2022, the municipality is awaiting the sector's final plans which will benefit the municipality.

5.8.2 Private Sector

5.8.2.1 Anglo American

Colliery	Project Name	Location / beneficiaries	SLP Budget	Year of Implementation
Greenside	Community Skills Development and Capacity Building (Operator Machine and Portable skills)	Emalahleni	R3mil	2019 – 2023
Greenside	Infrastructure Health Care – (Impungwe)	Emalahleni	R5mil	2019 – 2020
Greenside	Community Scholarship/Bursary scheme (University, Technicon & TVET)	Emalahleni	R3mil	2019- 2023
Greenside	Purchasing of Obstetrician Ambulance for Department of Health	Emalahleni	R2mil	2020 – 2021
Greenside	Purchasing of Solar streetlights for Communities	Emalahleni	R1mil	
Greenside	Purchasing of pothole patching machine for eMalahleni local Municipality	Emalahleni	R6mil	2022
Greenside	Purchasing of Sewer Machine for eMalahleni local municipality	Emalahleni	R9mil	2021
Greenside	Purchasing of Compactor Waste Truck with wheelie Bin	Emalahleni	R2,5mil	2022

	Mechanism for eMalahleni local municipality			
Greenside	Township Economic Regeneration (Infrastructure – Industrial Park)	Emalahleni	R3,5mil	2021
Khwezela	Community scholarship scheme	Kopanang, Witbank high and Elukhanyisweni	R1,5mil	2020
Khwezela	Upgrade – Schoongezicht pump station	11	R5mil	2018
Khwezela	Skills Development	1, 2, 13, 8, 19, 21	R4mi	2014 - 2018
Khwezela	Multipurpose (Community) hall in Clewer (KwaMthunzi Vilakazi)	9	R5mil	2020
Khwezela	Health Care (Impungwe TB hospital)	10	R10mil	2019-2020
Khwezela	Community Scholarship (University, Technicon & TVET)	Emalahleni	R1mil	2019 - 2023
Khwezela	Experiential learning for TVET (S1/S2 & P1/P2)	Emalahleni	R1mil	2019 - 2023
Khwezela	Community skills Development and capacity building	Emalahleni	R1,5mil	2019 - 2023
Khwezela	Waste Management - Mini Transfer Stations	Emalahleni	R3,5mil	2019 - 2020
Khwezela	Purchasing of Solar street Lights for Communities	Emalahleni	R1mil	2021
Khwezela	Purchasing of Obstetrician Ambulance for Department of Health	Emalahleni	R2mil	2020
Zibulo	Upgrade Phola fire station	Phola	R 5 mil	2020
Zibulo	Economic Development	28, 30, 31	R1 500 000	2016-2020
Zibulo	Education, Training and Capacity Development	28, 30, 31	R8 500 000	2016-2020
Zibulo	Construction of Ogies Taxi Rank	Ogies	R 1,5 mil	2020
Zibulo	Green City Project (Environmental/ Enterprise Developmental Projects)	28, 30, 31	R 7 mil	2018-2020

5.8.2.2 Exxaro – Matla

Project	Location	Budget	Year of Implementation
Ga-Nala Landfill	Ganala	R2 400 000	2019

Site			
Ganala Sportfield Upgrade	Ganala	R2 000 000	2020
Business Incubator	Ganala	R8 880 000	2020
Educational Programme (Bonginhlanhla)	Ganala	R10 000 000	2020-2021
Reconstruction of Road at Ga-Nala	Ganala	R5 000 000	2021
Thubelihle substation	Ganala	R5 000 000	2022
Waste Trucks (with wheelie bin mechanism)	Emalahleni	R2 500 000	2020
Phola landfill site	Phola/Ogies	R2 500 000	2023
Refurbishment of ablution block at Witbank recreational park	Emalahleni	R500 000	2022

5.8.2.3 Exxaro Coal Central (2017 – 2022)

Project Description	Location	Amount	Year of Implementation
Construction of community facility – Ga-Nala	26, 27	R6 752 256	2019
Maths and Science School Programme	25, 26, 27	R1 600 000.00 (for 2019)	2017-2022
Community Bursary Programme – Tertiary Education	25, 26, 27	R2 500 000.00	2017-2022
Bursaries and Internships	25, 26, 27, 32	R8 253 963.00	2017-2022
Plant Learnership (Skills programme)	25, 26, 27	R4 000 000.00	2017-2022
Thubelihle x5 water and sewer infrastructure project	25, 26, 27	R2 755 478.00	2020

5.8.2.4 V LAKFONTEIN (2019 – 2023)

PROJECT	WARD /BENEFICIARIES	BUDGET	YEAR OF IMPLEMENTATION
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Water Tanker	All wards	R1 800 000,00	2021
Electrification of Phola houses	30	R1 500 000,00	2020
Upgrade security at key strategic areas (CCTV)	All wards	R4 000 000,00	2022
Refurbish/Upgrade and renovate sports ground/Facilities (Lynville Tennis Courts, Empumelweni sport ground, Eric Liberty sports ground and Phola and Ogies sports grounds/facilities)	17, 29, 28, 30, 31,	R8 375 000,00	2023
Renovate King George Park	All wards	R1 500 000,00	2020
Custom made bakkies	All wards	R1 500 000,00	2021
Traffic Fleet Vehicles	All wards	R3 030 000,00	2020-2021
Way bridge (in town)	All wards	R2 500 000,00	2023
Enhance Kroomdraai cemetery and Phola cemetery	All wards except 25, 26, 27	R3 125 000,00	2023

5.8.2.5 Inyanda Mining Holdings (2018-2022)

PROJECT NAME	LOCATION/ BENEFICIARIES	BUDGET	Year of Implementation
Education Intervention Programm	15	R3 485 930.20	2018 – 2022
Community Based Artisan Development	15	R2 511 069.07	2018 – 2022
Construction of the Library	15	R4 970 870.00	2018 – 2022
Business Incubator	15	R6 000 000.00	2018 – 2022

5.8.2.6 Wescoal - Khanyisa Colliery SLP Projects (2017 – 2021)

PROJECT	WARD	BENEFICIARIES	BUDGET	YEAR of IMPLEMENTATION
Training, education and capacity building	28, 30, 31	Phola / Ogies	R4 000 000	2017-2020
Economic and Enterprise development	28	Phola/Ogies	R 2 000 000	2017-2021
Vegetable farming project	28	Two Line Community	R1 400 000	2019-2020
Construction of 24 houses	30	Phola	R15 000 000	2020-2021

5.8.2.7 Sasol Mining (2018 -2019)

PROJECT	LOCATION	BIDGET	YEAR OF IMPLEMENTATION
Upgrading of Mashaba and Vulindlela Streets	28, 30, 31	R3 000 000	2020

5.8.2.8 Glencore (2018 -2022)

PROJECT NAME	LOCATION/BENEFICIARIES	ESTIMATED VALE	YEAR OF IMPLEMENTATION
Phola, Bulk infrastructure and formalization	28, 30, 31	R14m	2018
Phola, Electrification of Glencore houses	28, 30, 31	R6m	2020
Phola, cemetery upgrade	28, 30, 31	R1,5m	2022
Ogies, Urban renewal and town upgrade	30	R10m	2020
Rietspruit, Infrastructure upgrade – Raw water purification and sewerage plant upgrade	32	R10m	2021
Rietspruit, Build fly ash plant	All wards	R5m	2021
Industrial Park	All wards	R10m	2022
Emalahleni, hospital mini laundry upgrade	All wards	R1,5m	2019
Klarinet, satellite office at multi- purpose centre	12	R2m	2021
KwaGuqa, construction of tire station at ext 6 including fire engine and service vehicle	All wards	R15m	2022

5.8.2.9 SOUTH32**Khuthala Colliery (2018 – 2022)**

PROJECT	WARD (Beneficiaries)	TOTAL BUDGET	YEAR OF IMPLEMENTATION
Vulindlela road rehabilitation	28, 30, 31	R5 000 000	2020
Electrification of Phola houses	30	R5 000 000	2021
Phola Community Health Centre	30	R30 000 000	2020
Land provision and monitoring of Fly Ash project	All wards	R1 500 000	2020
Waste Management	10, 16, 17, 20, 24	R2 200 000	2019
Technical Skills Development Project	All wards	R3 000 000	2018-2022
Community Skills Development(Bursaries)	All wards	R3 000 000	2018-2022
South32 After Schools Program(Incubation)	28, 30, 31	R2 500 000	2018-2022
MSTA Winter School Program	All wards	R3 000 000	2018-2022

Klipspruit (2018 – 2022)

PROJECT	WARD(Beneficiaries)	TOTAL BUDGET	YEAR OF IMPLEMENTATION
ELM Water Relief Project	Extended Buffer zone	R7 000 000.00	2020
SMME training	All wards	R3 000 000.00	2018-2022
Vulindlela road rehabilitation	28, 30, 31	R4 200 000	2020
Reseal 10km of surface roads	Greater Emalahleni	R30 000 000	2022
Phola substation (KPSX)	28, 30, 31	R20 000 000.00	2019
Community Skills Development	All wards	R3 000 000.00	2018-2022
South32 Community Bursary Fund	28, 30, 31	R2 500 000.00	2018-2022

5.8.2.10 KRIEL(SERITI) (2019-2023)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
Skills Development	All wards	R4 200,000.00	2020-2023
Enterprise and Supplier Development Program (ESD)	All wards	R14 800,000.00	2020-2023
Infrastructure and support to basic services	All wards	R12 500,000.00	2020-2022

5.8.2.11 NEW CLYDESDALE COLLIERY (2018 – 2020)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
Refurbishment of Klipfontein dam (Phase1)	21	R1 300 000	2018
Refurbishment Thubelihle stadium – Ablution block	25	R378 000	2019
Ga-Nala Recreational park	26, 27	R1 300 000	2020
Computer Lab	32	R400 000	2020

5.8.2.12 AFRISAM (2019 – 2020)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
eMalahleni recreation resort super cub	24	R400 000	2019/20
Ethembeni Children's Haven Phase 2	29	R1 050 000	2019 - 2020

5.8.2.13 WELTEVREDEN COLLIERY (2019-2020)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
Upgrade of Streetlights	09	R180 000	2019/20
Green City Project	09	R180 000	2019/20
Skills Development and Training Projects	09	R180 000	2019/20

5.8.2.14 ELANDSFONTEIN COLLIERY (2019 – 2020)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
High Mast Lights	09	R1 200 000	2020
Green City Projects	09	R500 000	2019
Skills Development and Training Projects	09	R500 000	2020

5.8.2.15 MBALI COAL (2019 – 2020)

PROJECT	WARD (Beneficiaries)	BUDGET	YEAR OF IMPLEMENTATION
Mobile Car Wash Plant	28	R400 000	2020

5.8.2.16 UITSPAN COLLIERY 2019-2023

PROJECT	WARD	BUDGET	YEAR OF IMPLEMENTATION
Electrification of Siyanqoba	15	11 000 000	2019-2023
Waste removal trucks	All	2 000 000	2019-2023
Enterprise development	All	2 000 000	2019-2023

5.8.2.17 MZIMKULU MINE 2019-2023

PROJECT	WARD / BENEFICIARIES	BUDGET	YEAR OF IMPLEMENTATION
Support SMME's Enterprise Development Project	all	R781 923	2019-2023
Construction of storage reservoir at Wilge	29	R10 000 000	2020-2021

5.8.2.18 HOWARD QUARRY 2020 – 2023

PROJECT	WARD/BENEFICIARIES	BUDGET	YEAR OF IMPLEMENTATION
Tennis Court and Putt Putt course	34	R250 000.00	2020
Refurbishment of swimming pool (and any other project agreed upon if remaining funds are available)	34	R250 000.00	2021
Refurbishment of 1 ablution facility	34	R200 000.00	2021
Provision of black wheelie bins (to be confirmed by the municipality once operation ready or implementation)		R200 000.00	2021
Training of Cooperatives and SMMEs	All wards	R100 000.00	2020-2023

6 PERFORMANCE MANAGEMENT

For the purpose of performance management, the municipality has council meeting, Mayoral Committee, section 80 Committees, section 79, MPAC, Audit Committee and Risk Management, Anti-Fraud and Anti- Corruption Committee.

During the covid-19 lockdown, municipal Council committee meetings are facilitated through virtual meetings platforms. The availability of a web portal ensures that all stakeholders can access documents online for every meeting, this caters for all council committee.

6.1 SECTION 80 COMMITTEES

The Portfolio Committees (Section 80) are chaired by the Members of Mayoral Committee's (MMSCs). It makes recommendations to the Mayoral Committee and report back on resolutions taken in terms of its delegated powers. It further accounts to their respective oversight committees. It is composed of a chairperson who is a Mayoral Committee member with other Councillors.

6.2 SECTION 79 COMMITTEES

Section 79(2)(a) and (b) of the Municipal Structures Act provide that the Municipal Council must determine the functions of a section 79 committee and that it may delegate powers to such committee. The Business Plan envisages political oversight committees, to be established in terms of section 79 of the

Municipal Structures Act, viz. Municipal Public Accounts Committee, Rules Committee, etc.

Members of the Mayoral Committee will have to report back to the Municipal Council. Importantly, the Business Plan makes it clear that the Municipal Public Accounts Committee does not have any decision making powers. This means that their task is to exercise oversight over the Mayoral and Portfolio Committees. They may thus interrogate the submissions made by these committees and demand explanations. This does not mean that the oversight committees possess any authority over the Municipal Council or the Mayoral Committee (or its members) other than the authority to demand information. The Municipal Public Accounts Committee does not, for example, have the power to instruct the Mayoral Committee (or a member of the Mayoral Committee) to do something or refrain from doing something. It also does not have the power to dismiss a member of the Mayoral Committee or dissolve any committee. The only sanction, at the disposal of the oversight committee, is a recommendation to the Municipal Council to use its authority to do any of the above.

The extent to which they may demand ad hoc information and submissions from Mayoral Committee will be detailed in more dedicated governance instruments (such as the Terms of Reference in terms of section 53 of the Municipal Systems Act, Rules and Orders in terms of s 160(8) of the Constitution etc.). Similarly, the extent to which they have to rely on ordinary municipal reporting cycles (i.e. budget updates, the Service Delivery and Budget Implementation Plan, annual reports etc.) will also be detailed in those dedicated governance instruments. The same applies to how, and the extent to which, oversight committees may demand members of the Mayoral Committee to appear before them.

6.3 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The municipality established MPAC's in terms of the Provisions of Local Government Municipal Structures Act, Act 117 Of 1998, specifically section 79 and the MFMA.

The MPAC's primary purpose is:

- To serve as an oversight to determine the effective institutional functionality of the Municipal Council and Municipality;
- To monitor good governance where there is optimal utilisation of the municipalities resources to enhance and sustain service delivery and functional management;
- To ensure that the outcomes of its oversight function enable the Municipal council and municipality to implement and manage remedial measures so as to realign the good governance requirements;
- To undertake its work in an independent and non- partisan manner over the executive of the municipal council.

The MPAC's will assist council to hold the executive and municipal entities to account, and to ensure the efficient use of municipal resources.

6.4 AUDIT COMMITTEE

The municipality has a fully functional Internal Audit Unit. The independent external Audit Committee is appointed and it provides opinions and recommendations on financial processes and performance. Audit committee meetings are held quarterly.

The Audit Committee, which is an external committee, report to the Council on issues pertaining to, amongst others, the external audit, internal audit, compliance, etc. Its members are appointed by the Municipal Council and consists at least of 5 (five) external members. No Councillor serves on the Audit Committee, Financial Issues, Performance Management and Risk Management.

The Local Government: Municipal Planning and Performance Management Regulations, 2001, GN 796, Government Gazette 22605, 24 August 2001, contain rules with regard to a municipality's compulsory performance audit committee. The MFMA contains rules with regard to the compulsory financial audit committee. The Audit Committee is also responsible for risk and performance management.

6.5 RISK MANAGEMENT COMMITTEE

Risk Management, Anti-Fraud and Anti- Corruption Committee was established in terms of the Local Government: Municipal Finance Management Act 56 of 2003. The committee has developed the Charter which was approved for 216/2017 which talks about the composition, meetings, roles and responsibilities of the committee. The Risk Management, Anti-Fraud and Anti- Corruption Committee reports to Audit Committee and to the Accounting Officer.

7 ORGANISATIONAL SCORE CARD

KPA 1: PUBLIC PARTICIPATION AND GOOD GOVERNANCE									
BACK TO BASICS					<ul style="list-style-type: none">➤ Put people and their concerns first – listen & communicate➤ Good governance and sound administration				
Strategic Objective(s)			<ul style="list-style-type: none">➤ To strengthen good governance and public participation➤ To create a clean, healthy and safe sustainable environment		Strategic Risk(s)	<ul style="list-style-type: none">➤ Inadequate adherence to regulations, systems, procedures and policies➤ Fraud and corruption➤ Inability to recover provision of services in case of disaster and disruption➤ Inability to create clean, healthy and safe sustainable environmental			
Municipal Goal			Clean administration and good governance						
IDP Reference Number	Key Focus Area (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI's)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Responsible Department
AA-1	Administration and Auxiliary	To render a comprehensive, integrated human resource and administration function	Improve management, compliance and accountability	Number of Council meetings Facilitated	11 Council Meetings held per annum	Facilitate 11 Council meetings annually	Facilitate 11 Council meetings	OPEX	Corporate Services
AA-2	Administration and Auxiliary	To promote a safe and healthy working environment for all employees	Improve management, compliance and accountability	Number of Occupational Health and Safety (OHS) inspections per annum	OHS Inspection	Conduct 10 OHS inspections per annum	Conduct 4 OHS inspections	OPEX	Corporate Services (Disaster related)
IDP-1	Integrated Development Plan (IDP)	To develop and review IDP	Improve public participation and accountability	Adopted IDP	2017/18 IDP adopted	Compile and review IDP annually	Compile and develop IDP-2021/22	OPEX	Office of the MM

IDP-2	Integrated Development Plan (IDP)	To develop and review Process Plan		Adopted Process Plan	2017/18 process plan adopted	Develop and review Process Plan annually	Developed Process Plan-2021/22	None	Office of the MM
IDP-3	Integrated Development Plan (IDP)	To Promote good governance and public participation, through IDP processes		Adopted Mayoral imbizo reports	Annually compile reports	Compile IDP reports for Mayoral Imbizos	Compile IDP reports for Mayoral Imbizos	None	Office of the MM
IDP-4	Integrated Development Plan (IDP)	To ensure good governance and sound administration.	Improve public participation and accountability	Adopted long term strategy	No long term strategy	Develop and adopt municipal long term strategy	Develop municipal long term strategy-phase1	R1,5m	Office of the MM
A-1	Audit	To ensure good governance and sound administration.	Ensure good governance	Number of audit committee meetings held	Audit Committee is taking place	Coordinate 20 audit committee meetings	4 audit committee meetings to be held per annum	Opex	Office of the MM
A-2				Percentage of projects on the approved internal audit plan implemented	Internal Audit plan is execute	Execute 100% of the Approved internal audit plan	Execute 100% of the Approved internal audit plan each year Execute 100% Annual Risk Based Internal Audit Plan	Opex Opex	Office of the MM
A-3				Percentage of adhoc audits performed	Audits are performed	100% Ad-hoc Audits performed;	100% Ad-hoc Audits performed	Opex	Office of the MM
A-4	Audit	To implement and monitor internal controls	Ensure good governance	Percentage of follow up audits conducted	23% of recommendations implemented and 70% not implemented	100% of internal Audit Recommendations followed up	100% of internal Audit Recommendations followed up	None	Office of the MM

A-5	Audit	To ensure sound control environment, risk evaluation, compliance to regulations, analysis of operations and confirming information relating to the operations	Ensure good governance	Percentage of AG's recommendations implemented.	55% is implemented, 45% not implemented	Facilitate 100% of the implementation of the Auditor General recommendations	Facilitate 100% of the implementation of the Auditor General recommendations	None	Office of the MM
RM-1	Risk Management	Promote good governance	Ensure effective and efficient Systems of Risk Management	Reviewed and implemented Risk Management Framework.	Reviewed Risk Management Policy, Strategy, Charter and Plan.	Review and Implement: Risk Management Policy, Strategy, Charter and Plan. Develop Risk Appetite and tolerance Framework	Review and Implement: Risk Management Policy, Strategy, Charter and Plan.	None	Office of the MM
RM-2	Risk Management	To ensure that the Municipality has and maintain effective, efficient and transparent system of Risk Management and internal controls.	Ensure effective and efficient Systems of Risk Management	Number of Mitigation measures established and implemented	Strategic, Operational, ICT, OHS, Fraud and Project risk assessments conducted	Conduct Risk Assessment and monitor the Implementation of 120 risk mitigation measures	Conduct Risk Assessment and Monitor the Implementation of 24 risk mitigation measures	None	Office of the MM
				Procured system	New indicator	Procure compatible Risk Management system	Procure compatible Risk Management system	R100 000	Office of the MM
RM-3	Risk Management	To intensify the fight against fraud and	Promote Anti- Fraud and Anti-corruption	Approved & Monitored the	Approved fraud prevention and	Review and implementation of	Review and implementation of	None	Office of the MM

	nt	corruption in the municipality	environment	implementation of the reviewed fraud prevention and anti- Corruption plan and Policies.	anti- Corruption: Policy, Strategy, Plan and Whistle Blowing Policy in place.	fraud prevention and anti- Corruption: Policy, Strategy, Plan and Whistle Blowing Policy monitored.	n of fraud prevention & anti- Corruption: Policy, Strategy , Plan & Whistle Blowing Policy monitored		
				% of investigation conducted	fraud prevention and anti- Corruption: Policy in place	Undertake 100% Forensic investigations where applicable	Undertake 100% Forensic investigations where applicable	R100 000	Corporat e Services
CM-1	Compliance Management	Promote good governance	Ensure compliance Management	100% adherence to the municipal adherence register	Incomplete Compliance Register and no monitoring of the register	Develop, review and monitor Compliance register	Reviewed Compliance register monitored	None	Office of the MM
PP-1	Public Participation	To enhance Public Participation through creating platforms for community engagements and evaluating service delivery programs	Improve public participation and accountability	Number of Ward Committee Meetings and Community Meetings held per ward in the financial year	Ward committee meetings are taking place	12x5 years Ward Committee Meetings and 6 Community Meetings held per ward until 2022	12x34 Ward Committee Meetings and 12x6 Community Meetings annually in all wards	Opex	Office of the Speaker
PP-2	Public Participation	To enhance Public Participation through creating platforms for	Improve public participation and accountability	Number of functional War Rooms	22 War rooms are established	12 x 5 years Monitoring and Evaluation the	Establish 12 war rooms	None	Office of the Speaker

		community engagements and evaluating service delivery programs				functionality of War Rooms and reporting to the Local Council of Stakeholders Monthly			and Office of the Executive Mayor
PP-3	Public Participation	To enhance Public Participation through creating platforms for community engagements and evaluating service delivery programs	Improve public participation and accountability	Annual Ward Committee/CDW Summit	Done in 2014/15	Annually hold the Ward Committee/CDW Summit	To annually hold the Ward Committee/CDW Summit	Opex	Office of the Speaker
PP-4			Improve public participation and accountability	Number of Development of Ward Operational Plans	Draft Ward operational plans are developed	34x5 Developed Ward Operational Plans	Reviewed 34 ward committee Operational Plans	None	Office of the Speaker
			Improve ward governance and accountability	Approved Community Profiles in all 34 wards	No profile	Developed Community Profiles in all 34 wards to quantify households	Develop Community Profiles in all 34 wards to quantify households	Opex	Office of the MM
YD-1	Youth Development	Promote education amongst the youth	promote education in local communities	Number of students supported	Ten students allocated bursaries in the 2017 academic year. In 2016 14 were allocated bursaries.	Support 75 students academically	100% spent on budget allocated for mayoral bursary scheme	R1,5m	Office of the MM
YD-2	Youth Development	Promote skills development amongst the youth	promote education in local communities	Number of activities in support of youth development	Forty five (45) young people are currently being trained in various	Facilitate training of 225 young people in various fields of trade	facilitate training of 45 young people annually in various fields	None	Office of the MM

					construction trades.				
					High levels of unskilled job seekers amongst the youth members in Emalahleni	Launch the Youth Employment Services (YES) Presidential program and mobilize all key stakeholders to participate	Encouraging external stakeholders participation in YES programme	OPEX	Office of the MM
YD-5	Youth Development	Promote skills development amongst the youth	Develop local economies and create jobs	Number of youth plans/strategies develop, updated and reviewed	No plans/strategies	Develop Emalahleni Youth development Strategy	Develop Emalahleni Youth development Strategy	OPEX	Office of the MM
COM-1	Communication	To enhance communication in the Municipality, both internal and external.	Improve communication	Number of newsletters developed	No newsletters	Develop 20 newsletters until 2022	Develop 4 newsletters annually	OPEX	Office of the MM
COM-3	Communication	To enhance communication in the Municipality, both internal and external.	Improve communication	Number of engagements	No engagements	Introduce 55 media houses engagements	11 engagements with media houses	OPEX	Office of the MM
COM-4	Communication	To develop, promote and maintain the good image of Emalahleni Municipality	Improve the image of the municipality	Branded and marketed municipality	New project	Branding & Marketing the municipality	Continue Branding & Marketing of the municipality	OPEX	Office of the MM
TM-1	Transversal Management	To ensure proper coordination and facilitation of gender mainstreaming for sustainable livelihood	Ensure that the Transversal programs of the municipality respond to the social cohesion and nation building through gender	Number of mayoral special projects on poverty alleviation	None	Establish poverty alleviation projects	Coordinate and facilitate 4x special projects on poverty alleviation Facilitate	OPEX	Office of MM

TM-2			mainstreaming				Agricultural and Agro processing projects	R100 000	
				Number of coordinated gender mainstreaming programmes	Inadequate coordination of gender mainstreaming programmes	Coordinate and facilitate thirteen (13) gender programmes	Awareness Campaigns on GBV with Civic organizations and sector departments (SA Violence prevention Model & Action Plan)	OPEX R100 000	Office of the MM
TM3		To ensure proper coordination and facilitation of HIV/AIDS, TB and STI mainstreaming to prevent and mitigate the negative socio-economic impact	To ensure that the Municipality contribute to the promotion of health and primary healthcare in the community.	Number of HIV/AIDS, TB and STI programmes	Functional Local Aids Council inadequate coordination and implementation of programmes	12x HIV/AIDS, TB and STI health Awareness campaign.	Coordinate and facilitate 8x HIV, TB and STI programmes	OPEX	Office of the MM
							Hold 1 x Local Aids Council	R 10 000	
							Establish 50 % functional Ward AIDS Council	R 10 000	
TM-4	Transversal	To ensure proper	Ensure that the	Number of	Functional	Twenty programmes	Support	R500 000	Office of

	Management	coordination and facilitation of support to vulnerable groups (children, people with disability and elderly) for sustainable livelihood.	Transversal programs of the municipality respond to the social cohesion and nation building through support to vulnerable groups.	programmes to support vulnerable groups (children, people with disability and elderly)	Forums for vulnerable groups (children, people with disability and elderly)	for vulnerable groups (children, people with disability and elderly)	formation of support groups, rehabilitation and aftercare programs through Local Drug Action Committee (National Drug Master Plan) Re-establish the MRM	R10 000	the MM (Disaster related)
TM-6	Transversal Management	To ensure proper coordination and facilitation of transversal issues	Ensure that the Transversal programs of the municipality respond to the social cohesion and nation building	Number of plans developed	New indicator	Development and Implementation of the Transversal Strategy	Development and Implementation of the Transversal Strategy	OPEX	Office of the MM
FR-1	Fire and rescue	To promote traffic, safety and security services and enforcement of	Promotion of safety and security	Number of new fire stations constructed	Shortage of fire stations - 2 available	Construction of 4 new fire station	Construct new fire station at Ferrobank	R15m External	Community services (Disaster related)
DM-1	Disaster Management	To Provide Emergency and Disaster management services	Ensure provision of emergency services	Number of fire hose to be purchased	Insufficient fire hose	Purchase relief material (1000 x fire hose and fire rope)	200 fire hose to be purchased	600 000 (NDM and internal)	Community services (Disaster related)
DM-2	Disaster Management	To Provide Emergency and Disaster management services	Ensure provision of emergency services	Number of blankets, tents and salvage sheets	Insufficient relief material	Facilitate the Purchasing of 1000 blankets, 100 tents	Facilitate the purchasing 20 tents, 250	R500 000	Community services

				purchases		and 100 salvage sheets	blankets, 20 salvage sheets		(Disaster related)
LS-2	Licensing Services	To provide licensing services	Bring services to the people	Established satellite licensing service	No licensing office	Establish satellite licensing office at Ogies Phola	Establish satellite licensing at Kwa Guqa and main building	R4M	Community Services
SS-2	Safety and Security	To promote traffic, safety and security services and enforcement of council by-laws	Promote safety and security in the municipality	Number of weigh bridge	2 weigh bridge	Install 1 weigh bridge	Install weigh bridge	R3.5m	Community services
SS-3	Safety and Security	To promote traffic, safety and security services and enforcement of council by-laws	Promote safety and security in the municipality	Developed by-law	New project	Develop metal scrap dealers by -law	Develop metal scrap dealers by -law	OPEX	Community services
SS-7	Safety and Security	To Provide social services	fight crime in communities	Number of activities in pursue for fighting crime	New project	Profiling all identified crime areas	Profiling all identified crime areas	OPEX	Community Services
SS-9	Safety and Security	To promote traffic , safety and security services and enforcement of council by-laws	Protect municipal property	Number of access control systems installed	None	Install access control system in 3 municipal buildings	Installation of access control at civic centre	R12M and R4M per annum	Community Services and corporate services
SS-10	Safety and Security	To promote traffic , safety and security services and enforcement of council by-laws	Eliminate and reduce theft in the buildings	Number of CCTV installed	Inactive system	Install CCTV in municipal key points areas and facilities	Facilitate the Installation of CCTV in hot spot areas	R30M	Community Services
W-1	Welfare	To promote social welfare	To update indigent register	Updated indigent register	2019/20 indigent register	Annually update the indigent register	Annually update the indigent register Procurement / leasing of	Opex	Community Services

							verification system for indigents applications		
EMC-1	Environmental Management and Compliance	Reduce impact on climate change through developing and implementing a climate change strategy for the municipality	To create a clean, healthy and safe sustainable environment	Developed and implemented climate change adaptation and response strategy for ELM	No climate change strategy	Develop and Implement the climate change adaptation and response strategy	Development of a Climate Change Vulnerability and Adaptation Strategy for Emalahleni LM	R850 000 (External)	Environmental and Waste Management (Disaster related)
EMC-2	Environmental Management and Compliance	Increase visibility and the enforcement of the Environmental By-Laws	To create a clean, healthy and safe sustainable environment	Developed ELM air quality management plan (AQMP) for ELM	No AQMP in place for ELM	Develop and implement AQMP for ELM	Upgrade and Operate an Air Quality Monitoring Station Purchase of Hartridge Smoke Meter	R2.2m R250 000	Environmental and Waste Management
				Updated Environmental Management Framework	No framework	Update Environmental Management Framework	Review of the Integrated Environmental Management Framework (IEMF)	R750 000	Environmental and Waste Management and technical Services (Disaster related)
EMC-3	Environmental Management	Increase visibility and the enforcement of the Environmental By-Laws	To create a clean, healthy and safe sustainable	Established air quality monitoring system	The current air quality station is outdated	Establish air quality monitoring system by installing air	Develop and implement a Vehicle	OPEX	Environmental and Waste

	nt and Compliance		environment			quality monitoring station and vehicle emission testing equipment	Emission Control and Testing Strategy		Managem ent (Disaster related)
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KPA2: SERVICE DELIVERY AND INFRASTRUCRURE DEVELOPMENT									
BACK TO BASICSS						Deliver municipal services to the right quality and standard			
Strategic Objective(s)			<ul style="list-style-type: none">➤ To provide access to habitable, sustainable and affordable intergraded human settlements➤ To increase access to efficient and sustainable basic services➤ To provide an enabling environment for social and recreational development			Strategic Risk(s)	<ul style="list-style-type: none">➤ Insufficient provision of access to sustainable and integrated human settlement➤ Unsustainable and efficient provision of basic services➤ Unconducive environment for social and recreational development		
Municipal Goal			Sustainable and affordable services						
IDP Reference Number	Key Focus Area (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI's)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Responsible Department
ESI-1	Energy Services and Infrastructure	To Improve the delivery of basic services on energy supply	Increase connection of houses to electricity	Number of households connected	59 000 backlog And 4 063 household electrified	10 000 households connections	1500 households' connections: <ul style="list-style-type: none">• Siyanqoba• Empumelelweni• Phola	R5m (DMR&E) R5m (DMR&E) R6m(DMR&E)	Technical services & DOE
ESI-3	Energy Services and Infrastructure	To Improve the delivery of basic services on energy supply	Improve the bulk supply network	Construct and Upgraded electrical supply	Substations are operating above the NMD	Construct new electricity intake points	Siyanqoba Bulk Phase 4	R25m (DMR&E)	Technical services & DOE

ESI-5	Energy Services and Infrastructure	To Improve the delivery of basic services on energy supply	Improve safety and security in communities	Number of installed high must and street lights	New Installation	Install and energize 100 high must and street lights	Installation of community lighting infrastructure	R1m (MIG)	ELM (MIG)
ESI-6	Energy Services and Infrastructure	To Improve the delivery of basic services on energy supply	Improve revenue collection	Number of installed smart metering	New connection and replacement	70 000 installed smart meters	3000 electrical meters to be installed (Reduce electrical distribution losses by 5%)	R5m	Technical and Finance
WSI-1	Water Services and Infrastructure	To Improve the delivery of basic services on water supply	To increase source of bulk water supply	Kilometres of bulk water pipelines constructed and number of new connections	Current supply is 82ML/d (incl 35% losses) versus a demand of 148ML/d	Augment water supply by 51ML	Introduce 10ML/d modular package plant for Doornpoort scheme Introduce modular package plant for sewer treatment at Bankenveld, Reyno Ridge and Benfluer	R418m R1.5 million / month R1 million	Technical Services
WSI-2	Water Services and Infrastructure	To Improve the delivery of basic services on water supply	Improve bulk water infrastructure	Constructed 5km bulk water pipelines and 2000 new connections	Shortage of 25km bulk water supply services for new developments and lack water services for 55000 households	Construction of bulk water supply services and 10 000 new water connections	7,5 kilometres of new bulk water supply infrastructure constructed (Doornpoort water scheme, Siyanqoba/Point A) Construction of engineering services for Klarinet and Siyanqoba phase2 link and bulk water supply line	R25m (MIG) R5m (MIG)	Technical Services

							Emalahleni Water Infrastructure Rehabilitation for COVID-19 4500 households connected into the municipal water supply system (Empumelweni and KwaGuqa Ext 10).	R2m (MIG) R5m (MIG)	
WSI-3	Water Services and Infrastructure	To Improve the delivery of basic services on water supply	Improve bulk water infrastructure	Facilitated project	Dilapidated water infrastructure	Facilitate regional bulk water infrastructure upgrade	Refurbishment and automization of Witbank WTP	R10m	Technical Services
WSI-4	Water Services and Infrastructure	To Improve the delivery of basic services on water supply	Improve sustainability of water supply	Develop and implements water safety plans improve blue drop status	Currently developing and implementing water safety plans improve blue drop status	Develop and implements water safety plans to improve blue drop status	Implement water safety plans to improve blue drop status	R20m (Internal)	Technical Services
WSI-7	Water Services and Infrastructure	To Improve the delivery of basic services on water supply	Improve compliance and optimal functionality	Refurbished pump stations	12 pump station needs refurbishment and upgrading	Refurbish 8 pump stations	Doornpoort Pump Station and Pumping Main	R5m(MIG)	Technical Services
SSI-1	Sanitation Services and	To Improve the delivery of basic services on	Improve compliance and optimal	Upgrade wastewater	Waste water plants are	Upgrade wastewater treatment plants by	Upgrading of Klipspruit and new	R42m (MIG) (for Klipspruit	Technical Services

	Infrastructure	sanitation	functionality	treatment plants by 60MI	operating above design capacity	60MI (Klipspruit, Ferrobank)	Ferrobank wastewater treatment works Upgrading of ferrobank sewerage treatment works Upgrading of Naauwpoortwastewater treatment works	and Ferrobank) R10m (MIG) R10m (MIG)	
SSI-3	Sanitation Services and Infrastructure	To Improve the delivery of basic services on sanitation	Improve compliance and optimal functionality	Constructed bulk outfall sewer and connections	No bulk services and connection	Construction of bulk outfall sewer and connections	Empumelelweni bulk outfall sewerline and pump station Upgrading of New Ferrobank Outfall Sewer Pipeline 2000 households connected to the municipal sewer system in Empumelelweni Extension	R5m(MIG) R10 000 000 R5m (MIG)	Technical Services
SSI-4	Sanitation Services and Infrastructure	To Improve the delivery of basic services on sanitation	Improve sustainability of sewer networks	Constructed internal sewer	No internal reticulation	Construction of internal sewer – at Empumelelweni, Thala, Mondoankomo, Hlalanikahle and Phola	Empumelelweni extensions Internal Sewers	R3m (MIG)	Technical Services
SSI-9	Sanitation Services and	To Improve the delivery of basic services on	Improve compliance and optimal	Developed and	Currently developing	Develop and implements risk	Implement risk abatement plan to	R10m	Technical Services

	Infrastructure	sanitation	functionality	implemented risk abatement plan to improve green drop status	and implementing risk abatement plan	abatement plan to improve green drop status	improve green drop status		
RS-1	Roads and Storm-water	To Improve reliability of roads infrastructure network	Ensure that the roads are drivable	Resealed and rehabilitated surfaced roads	480km of municipal surfaced roads are in a poor condition	Reseal and rehabilitate 50km of surfaced roads	100 000 square meters of surfaced roads maintained (pothole patching)	R22 Million	Technical Services (Disaster related)
RS-2	Roads and Storm-water	To Improve reliability of roads infrastructure network	Ensure that the roads are drivable and reduce traffic congestion	Upgraded major intersection and adjacent roads or ITP related infrastructure to Improve traffic flow	9 major intersections are congested during peak hours	Upgrade 5 major intersection and adjacent roads or ITP related infrastructure	Upgrade 3 major intersection and adjacent road or ITP related infrastructure (N4 and OR Tambo, Botha and Hectorway roads, R544 Verena road)	R12m	Technical Services (Disaster related)
RS-3	Roads and Storm-water	To Improve reliability of roads infrastructure network	Improve drivability and maintain accessibility	Re-graveled and graveled roads	The municipality has 556km of gravel roads and 91% is in very poor condition	Re-gravel 500km and eradicate 25km of gravel roads	300 kilometers of gravel roads maintained in identified areas	R5 Million	Technical Services (Disaster related)
RS-5	Roads and Storm-water	To Improve reliability of roads infrastructure network	Improve drivability and maintain accessibility	Facilitated project	559km of gravel roads	Construct 10km of new roads	Construction of Internal Roads in Empumelweni Phase 1	R5m (MIG) R15m (MIG)	Technical Services

							Construction of Roads and Stormwater in Thubelihle Extension 5		
							constructed paved roads to be in Matthew Phosa drive		
TSI-1	Transport Services and Infrastructure	To comply with legislation	To improve infrastructure for revenue generation	Upgraded infrastructure	Dilapidated and unsafe infrastructure	Maintain Aerodrome for compliance with the legislation	Maintain Aerodrome for compliance with the legislation	R100m (Internal) and external	Technical Services and LED
TSI-2	Transport Services and Infrastructure	To comply with legislation	To improve infrastructure for revenue generation	Upgraded infrastructure	Dilapidated and unsafe infrastructure	Maintain railway siding for compliance with the legislation	Maintain railway siding	R100m (Internal) and external	Technical Services and DDP
TS-1	Technical Services	To Improve the delivery of basic services	Ensure effective and efficient supply of services	Number of sector plans developed	Outdated and non-availability of sector plans	Develop new and review outdated sector plans	Develop Comprehensive Integrated Infrastructure Plan (CIP) Review Water Services Development Plan	R15m	Technical Services
MM-1	Municipal Building Maintenance	To Improve the delivery of basic services	Improve the delivery of basic services	Upgraded and maintained municipal buildings	Dilapidation of 25 municipal buildings	Maintain 10 municipal buildings	Maintain 2 municipal buildings	R25million R4m	Technical Services
ISHS-1	Integrated Sustainable Human	To create Sustainable Human Settlements through creating a	Provision of housing opportunities	Number of subsidized units	Backlog of 45 000 units	Facilitate building of 6 000 units	Facilitate building of 1 000 subsidized units	R618m	Development Planning

	Settlement	range of housing opportunities		constructed.					
ISHS-2	Integrated Sustainable Human Settlement	To create Sustainable Human Settlements	Provide sustainable Human Settlements	Developed Management and Control of informal Settlement by-law	New indicator	Develop and Implement Management and Control of informal Settlement by-law Develop Land Invasion plan	Established 1x Land Invasion Reaction Unit	R200 000	Development Planning
ISHS-3	Integrated Sustainable Human Settlement	To improve current housing conditions for the vulnerable	Upgrading of informal settlements.	Number of informal settlements relocated	Backlog of 69 informal settlements	10 informal settlements relocated	2 informal settlements relocated	R227 739 888m	Development Planning
ISHS-4	Integrated Sustainable Human Settlement	To create Sustainable Human Settlements through creating a range of housing opportunities		Upgraded informal settlements. Number of informal settlements Enumerated	22 settlements enumerated	5 informal settlements enumerated	1 informal settlement enumerated	R19 500 000	Development Planning
ISHS-5	Integrated Sustainable Human Settlement	To improve the security of tenure	Improving security of tenure through issuing of title deeds	Number of title deeds issued	15 000 title deeds	Facilitate issuing of 15000 title deeds	Facilitate issuing of 3000 title deeds	DHS	Development Planning

WMI-1	Waste Management and Infrastructure	To Create a sustainable culture in the handling, collection, transportation, disposal and management of waste	To increase access to efficient and sustainable basic services	Section 78 study implemented recommended new waste management practices conducted	Outdated waste collection method Inadequate recycling practices Lack of transfer stations Number of available refuse trucks do not meet demand Increase number of households	Conduct section 78 study , Implement and monitor New operations as per best practice results of the study	Phased-in implementation of the S. 78 Study recommendations, including: <ul style="list-style-type: none"> Promotion of recycling Rolling out of the Wheelie-bin project in the pilot area Procurement of waste management equipment Distribution of 3 500 x 240L Wheelie bins in Ga-Nala	R10 mil (internal and external)	Environmental and Waste Management (Disaster related)
WMI-2	Waste Management and Infrastructure	To Create a sustainable culture in the handling, collection, transportation, disposal and management of waste	To increase access to efficient and sustainable basic services	Developed and implemented Integrated Waste Management	Draft ELM Integrated Waste Management Plan (IWMP)	Develop and Implement the integrated waste management plan (IWMP)	Develop and implement an IWMP for ELM	R750 000 (internal / External)	Environmental and Waste Management

				Plan					
WMI-3	Waste Management and Infrastructure	To Create a sustainable culture in the handling, collection, transportation, disposal and management of waste	To increase access to efficient and sustainable basic services	Increased Number of households to receive refuse removal services	54 643 houses not receiving a refuse removal service	15 000 Additional households to receive refuse removal service	4000 households to be serviced Extend kerbside refuse collection to 250 x households in Duvha Park Ext 11 and part of Siyanqoba township	R55m (External)	Finance Department Environmental and waste management
WMI-4	Waste Management and Infrastructure	Create a sustainable recycling and reuse culture within the municipality	To create a clean, healthy and safe sustainable environment	Constructed and operational material recovery plant	no recover plant and transfer stations	Develop and Operate recovery plant and transfer stations	Facilitate the construction of 3x transfer stations	R30m (External)	Environmental and waste management (Disaster related)
WMI-8	Waste Management and Infrastructure	Ensure compliance to all statutory requirements	To create a clean, healthy and safe sustainable environment	Upgraded and operational landfill sites to meet legal requirements	All 3 Landfill sites are not meeting legal requirements	Upgrade and operate 3 landfill sites to meet legal requirements	Leeuwpoort Construction of a Landfill Site	R5m(MIG)	Environmental and waste management

PFO-1	Parks, Facilities and Open Space Management	To Improve human dignity within the burial system	To increase access to efficient and sustainable basic services	Number of programmes to improve human dignity in cemeteries	Kromdraai Cemetery has a 7 year life span Annual population growth of 3% Increase in the number of households	Upgrade and construct the cemetery	Establishment of a New Cemetery Phase 3	R5m (MIG)	Environmental and Waste Management
					New project	Develop a policy on Indigent Pauper Burial Policy	Develop a policy on Indigent Pauper Burial Policy.	OPEX	Environmental and Waste Management
					New project	1x heroes' acre policy approved by Council	1x heroes' acre policy approved by Council	OPEX	Environmental and Waste Management
PFO-2	Parks, Facilities and Open Space Management	To Improve human dignity within the burial system	To increase access to efficient and sustainable basic services	New developed cemetery	Kromdraai Cemetery has a 7 year life span Annual population growth of 3% Increase in the number	Conduct feasibility study and Develop a new alternative	Develop and implement a grave reservation system	OPEX	Environmental and Waste Management

					of households				
PFO-3	Parks, Facilities and Open Space Management	Reduce impact on climate change through developing and implementing a climate change strategy for the municipality	To create a clean, healthy and safe sustainable environment	20 000 indigenous trees planted	New and planned township developments will require tree planting	Develop a plan for the planting and branding of trees.	Plant 300 trees	R 300 000	Environmental and Waste Management
PFO-5	Parks, Facilities and Open Space Management	To be good stewards over environmental infrastructure	To create a clean, healthy and safe sustainable environment	Enhanced and landscaped of 10 main entrances and internal roads	No defined entrances	Enhance 10 main entrance and landscape internal roads	Upgrade 2 entrances and 2 internal roads	R25m (internal and external)	Environmental and Waste Management Technical Services Department
PFO-6	Parks, Facilities and Open Space Management	To be good stewards over environmental infrastructure	To create a clean, healthy and safe sustainable environment	Number of programmes for the purpose of creating clean, healthy and safe sustainable environment	New project	Develop and implement a policy for cleaning of neglected, unkempt and overgrown privately owned properties	Develop and implement a policy for cleaning of neglected, unkempt and overgrown privately owned properties	OPEX	Environmental and Waste Management
						Develop and implement Adopt A Spot policy	220 x illegal dumping spots cleaned as per cleaning schedule	OPEX	Environmental and Waste Management
SAC-2	Sport, Arts, Culture and recreation	Promotion of Arts, Culture and Sports	Attract and promote arts and culture and social cohesion	Hosted and facilitated arts and culture events	Hosting and Facilitating the events	Host and facilitate 5 Arts and Culture events	Conduct 4 Arts & Culture Programmes Implemented	R200 000	Community services

SAC-3	Sport, Arts, Culture and recreation	Promotion of Arts, Culture and Sports	Attract and promote arts and culture and social cohesion	Number of developed community members in Arts and Culture	Currently facilitating	Facilitate 250 the development of community members in Arts and Culture	Facilitate 50 the development of community members in Arts and Culture	Capex R2.5m (Internal & external)	Community services
SAC-4	Sport, Arts, Culture and recreation	To promotion of Arts, Culture and Sports	Provision of leisure and entertainment facilities and social cohesion	Number of sports fields Refurbished, upgraded and renovated	Sports facilities not meeting required	Refurbish, upgrade and renovate 7 sports grounds/facilities	Construction of Pavilion at SY Mthimunya Stadium Phase 3	R2m	Community services
SAC-7	Sport, Arts, Culture and recreation	To promotion of Arts, Culture and Sports	Promote sport development amongst the youth of Emalahleni	Number of Sports tournament held	Mayoral games are facilitated annually	Facilitate 5 ELM mayoral game (Soccer, Netball, Chess, Volley ball, Rugby, cricket, tennis, Kgati, Morabaraba, diketo)	Facilitate 1 ELM mayoral game Facilitate participation in NDM mayoral games	Opex R2.5M (internal)	Office of MM and community services
SAC-8	Sport, Arts, Culture and recreation	To promotion of Arts, Culture and Sports	Promote history and social cohesion in the municipality	Number of streets, building and facilities named and renamed	Backlog in naming and renaming of streets, buildings and facilities	Name and rename 30 streets, buildings and facilities	Name and rename 6 streets, buildings and facilities	R1M	Community services
LIB-1	Social Services	To Provide social services	Promote education in local communities	Number of social services constructed, upgraded and refurbished	There are 4 libraries	Facilitate the construction, upgrading and refurbishment of libraries	Facilitate the construct 1 Library, Upgrade 1 Library and refurbish 2 Libraries	External	Community Services

KPA 3: LOCAL ECONOMIC DEVELOPMENT									
BACK TO BASICS							None		
Strategic Objective(s)			To create an attractive and conducive environment for sustainable economic development and tourism				Strategic Risk(s)	Unconducive environment to attract sustainable economic development and growth	
Municipal Goal			Socio-economic growth and a safe environment						
IDP Reference Number	Key Focus Areas (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI's)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Responsible Department
JC-1	Job Creation	To administer and stimulate economic development within the area of jurisdiction of the municipality,	Job Creation and poverty alleviation	Number of support programmes to assist in job creation and poverty alleviation	High unemployment rate	Facilitate creation of 2 500 job opportunities	Facilitate 500 job opportunities	Capital budget and external funding	All Departments
			SMMEs and Cooperatives are not fully supported due to budget constraints		Support 100 SMME's 20 Cooperatives	Support 20 SMME's 4 Cooperatives	R350.000 (External stakeholders)	Development Planning	
					Emalahleni annual flea market and Business Expo	Emalahleni annual flea market and Business Expo	R500 000	Development Planning	

					Skills Audit report	Facilitate, administer the development of Skills Audit in greater Emalahleni	Facilitate, administer the development of Skills Audit in greater Emalahleni	R3.2 million external	All Departments
EGD-1	Economic growth and development	To Ensure Economic growth and development	Ensure Local Economic transformation and Development and create job opportunities	Number of strategies, policies, by-laws developed, Reviewed and Implemented for economic growth and development	2014 informal Trader's by-law	Review an Informal Traders By Law	Review an Informal Traders By Law	R50 000 (OPEX)	Development Planning
					No strategy in place	Develop Investment strategy	Development of Investment strategy and implementation plan	R10 000 (internal and external)	Development Planning
EGD-2	Economic growth and development	To Ensure Economic growth and development	Ensure Local Economic transformation and Development and create job opportunities	Number of Local Economic stimulators/programmes established	New indicator	Establish an Economic Development Agency	Establishment of an Economic Development Agency	R10m/annum	Development Planning
						Development of a Precinct Plan along N4 (Industrial Park)	Development of a Precinct Plan along N4 (Industrial Park)	R1 000 000 (External)	
					No functional industrial parks	Facilitate development and revamping of industrial parks	Facilitate the construction of Industrial Workshops in Ferrobank	R 37 Million (External)	Development planning

					Currently land is needed for the implementation of the project	Facilitation of acquisition of land for the development of Fly Ash project	Facilitate the construction of a Fly Ash Project in Rietspruit	R10m	Development planning
					Market not functional	Revitalize mini fresh produce market	Revitalize mini fresh produce market	R5m	Development planning and finance, Technical Services
					Facility in a state of disrepair	Refurbish Witbank Dam and Nature Reserve	Refurbishment of the Resort and the Nature Reserve	R10m	Development Planning
							Explore a PPP for future management and operation	R8m	Development Planning

KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
BACK TO BASICS							Building institution and administrative capabilities		
Strategic objective(s)			To provide support, advice and facilitate through alignment of the institutional arrangements				Strategic Risk	➤ Inadequate Institutional arrangement and transformation	
Municipal Goal			Clean administration and good governance						
IDP Reference Number	Key Focus Areas (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI's)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Responsible Department
OS-1	Organisational Structure	To render a comprehensive, integrated human resource and administration function	Improve capacity of the municipality	Approved and implemented of OS	OS was last reviewed in 2014 Annual review	Review, approve and implement Organisational Structure (OS)	Conduct work study exercise and a skills audit to redesign the organogram	OPEX	Corporate Services
OS-2	Organisational Structure	To render a comprehensive, integrated human resource and administration function	Improve capacity of the municipality	80% of budgeted vacancies filled	1471 of 1564 budgeted positions are filled	Fill 80% of the budgeted vacancies	As planned and budgeted by departments	OPEX and Remuneration Budget	Corporate Services
CG-1	Corporate Governance	To render a comprehensive, integrated human resource and administration function	Improve capacity of the municipality	Number of Councillors and officials trained in terms of WSP	2499 trained Councillors and officials	Train 1500 Councillors and officials	Train 300 Councillors and officials	OPEX	Corporate Services
CG-2	Corporate Governance	Promote sound employee	Enhance relationship	number of Local Labour Forum	11 Local Labour Forum	Facilitate 55 Local Labour	Facilitate 11 LLF meetings	OPEX	Corporate Services

		relations and labour stability	with employees	meetings Facilitated	meetings per annum	forum meeting annually			
CG-3	Corporate Governance	To improve security and safety	Improve, security and safety	Number of activities assisting in improving security and safety	Lack of efficient and effective related resources	Number of activities assisting in improving security and safety	Install electronic access control and surveillance	R10m	Corporate Services and Community services
CG-4	Corporate Governance	To enhance the welfare of all employees.	Improve well-being of employees	Number of awareness programmes conducted	Awareness campaigns are conducted	Facilitate ten (10) awareness campaign through Employee Assistant Programme (EAP)	Facilitate 2 awareness programmes through Employee Assistant Programme (EAP)	R2500 000 (OPEX)	Corporate Services
CG-5	Corporate Governance	To render a comprehensive, integrated human resource and administration function	Improve the capacity of the municipality	Reviewed and implemented policies	Reviewing and implement policies	Review and implement 10 outdated policies	Finalize the approval of the Human Resource Strategy and the Change Management Policy.	OPEX	Corporate Services
				Promulgated by-laws	Outdated by-laws	Facilitate promulgation of by-laws	Facilitate 25% on the review and promulgation of By-Laws		Corporate Services

DIM-1	Document and Information Management	To render a comprehensive, integrated human resource and administration function	Improve management of contracts	Number of contracts managed and up-dated on the contract register	Decentralized contract management	Manage contract register	Manage contract register	None	Corporate Services
PM-1	Performance Management	To encourage a culture of excellence and high work ethic	Improve performance and accountability	Adopted PMS framework policy	PMS framework last adopted 2015/2016	Adopted PMS framework annually	Adopted PMS framework annually	None	MM
PM-2				Number of performance agreements signed	Only executive directors have signed performance agreements	Develop Individual Performance Management Policy and Cascade performance management to lower levels	Cascade Individual Performance Management (IPMS) to levels 4-6	OPEX	MM
				100% of Technical Indicators in the SDBIP described	New indicator	100% of Technical Indicators contained in the SDBIP described annually.	100% of Technical Indicators contained in the SDBIP described annually.	None	All Departments
ICT-1	ICT	To provide support on Information and Communication	Provide continuous availability of ICT services	Number of programmes/activities for sustainable ICT services and resources	No plan	Develop a Business Continuity Plan	Develop a Business Continuity Plan	OPEX	MM

		Technology	and resources
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No App		Develop and publish a mobile communication App	OPEX	
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KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
BACK TO BASICS					Sound financial management and accounting				
Strategic Objective(s)			<ul style="list-style-type: none">➤ To ensure sound financial and asset management➤ To ensure sustainable provision of suitable transport		Strategic Risk(s)	<ul style="list-style-type: none">➤ Poor financial and Assets Management➤ Possibility of the municipality not achieving full compliance to MSCOA requirements by 1 July 2017			
Municipal Goal			Financial viability						
IDP Reference Number	Key Focus Areas (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI's)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Respon sible Depart ment
FR-1	Financial reporting	To ensure sound financial management	Improve Audit outcome	Clean Audit	Disclaimer	Clean audit outcome	100% adherence to submitting AFS to the Auditor General, Provincial Treasury and Internal Audit	R250 000	Finance
								Continuous 75% implementation of the 2019/20 action plan	R250 000
FR-2			Compliance with National Treasury	100% Uploading of verified data	Not MSCOA compliant	MSCOA compliant: Budget & IDP	implement new financial system will be as from 01 July	R15 000 000	Finance and Corpora

			reporting requirements	strings to the National Treasury portal			2021 Financial system project and implementation plan 100% developed & signed off.		te Services
SC-1	Supply Chain	To ensure sound financial management	Supply chain management	Reviewed and implemented SCM policy	Review standard operating procedures	Review and implement SCM	Review and implement SCM All Bid Committee Members quarterly trained and conversant with SCM Processes namely: Irregular awarding of tenders, Irregular quotations	None	Finance
RM-1	Revenue Management	To ensure sound financial management	Improve revenue management	100 % billing	Unbilled municipal accounts	100% Bill all Known customers	90% of properties in valuation roll billed for municipal services	OPEX	Finance
RM-2	Revenue Management	To ensure sound financial management	Improve collection rate from the municipal revenue streams	Developed Revenue Enhancement strategy	New project	Develop Revenue Enhancement strategy	Review Revenue Enhancement strategy	None	Finance
				80% collection rate	20% backlog in revenue collection	100% revenue collection from all revenue sources	Quarterly roadshows scheduled (Malls)Newspaper articles and social media to encourage consumers	OPEX	Finance

							Increase cash collection by minimum R500million	OPEX	
BCM-1	Budgeting and cost management	To ensure sound financial management	Preparing a credible budget	Adopted Medium Term Revenue and Expenditure Framework (MTREF) and mid-year budget assessment report	2016/17 approved budget	Tabling draft and final budget on time	Tabling draft and final budget on time 100% Funded budget and against projected expenditure patterns	None None	Finance
BCM-2	Budgeting and cost management	To ensure sound financial management	Sound financial management	100% reduction in irregular and unauthorised expenditure	High unauthorised and irregular expenditure	100% reduction in unauthorised expenditure	60% reduction in unauthorised expenditure (conduct one on one meetings with departments)	None	Finance
						100% reduction in unauthorised expenditure	60% reduction in irregular expenditure by June 2021	None	Finance
ESM-1	Expenditure and salaries management	To manage systems and procedure to ensure that all creditors are paid within legislated or contractual period	Payment of service providers on time	% of invoices paid within 30 days of receipt of an invoice	Current creditors period in terms of the ratio is 513 days	100% of invoices received within 30 days from the date of receipt of the invoice	Payment of trade, Sundry and civil creditors paid within 30 days Payment of Eskom within 60 days.	OPEX	Finance
AM-1	Assets Management	To ensure sound financial management	Compliance with Grap 17	Conduct 100% assets verification	Incomplete assets register	100% assets verification	100% Maintenance of the asset register and compliant to Grap17 standards	OPEX	Finance

FM-1	Fleet and Equipment Management	To ensure sustainable provision of suitable transport and equipment	Improve provision of fleet and equipment	Developed fleet management strategy	No strategy	Develop fleet management strategy	Facilitate and implementation of the fleet strategy	None	Finance and all departments
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KPA 6: SPATIAL OR CROSS CUTTING ISSUES									
BACK TO BASICS						Deliver municipal services to the right quality and standard			
Strategic Objective(s)			To promote Spatial concentration and facilitate, manage and control integrated land use and spatial planning			Strategic Risk(s)	Uncontrolled development		
Municipal Goal			Spatial transformation and social cohesion						
IDP Reference Number	Key Focus Areas (KFA)	Departmental Objective	Strategy	Key Performance Indicators (KPI’s)	Backlog/ status quo	Performance Targets (5 year Plan)	2021/2022	Required funding	Responsible Department
LUM-1	Land Use Management	To monitor and regulate land uses through land use schemes	Build spatially integrated communities	Established System	No system	Establish GIS System	Procurement and operationalization GIS	R1, 5m	Development Planning
				Approved and implemented spatial planning related policies		Review and implement SDF	Review SDF	R1.5m	Development Planning

SP-3	Spatial Planning	To ensure integrated human settlement in line with the spatial development framework and the integrated development plan		Number of informal settlements formalised	69 informal settlements and adopted informal settlement upgrading strategy	Formalize 14 informal settlements	Formalization of Informal Settlement (i.e Empumelweni X7, Empumelweni X 9 Marikana Empumelweni Extension 10 Substation (Sehlaeng, Stadium and Portion of KwaGuqa properties), Santa Village, Erven 1975, 1976, old ZCC church site and Hlalanikahle Taxi Rank Facilitate the purchase of Malikane, Sekgokodi and Mashifane , Siyabonga and Ga-Nala	R10 000 000 (Internal & External) R10 000 000 (Internal & External)	Development Planning
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1.2.1.1 Audit Outcome and Action Plan

The audit outcome for 2019/2020 is pending, still awaiting Auditor General South Africa to finalise audit.

8 ANNEXURES

8.1 5 YEAR PLAN

8.2 2020/2021 UNFUNDED PROJECTS

8.3 FIGURE 1 (SDF MAP)

8.4 FIGURE 2 (SDF MAP)

8.5 FIGURE 3 (SDF MAP)

8.6 FIGURE 4 (SDF MAP)

8.7 SDF (AS PER REQUEST)

8.8 DISASTER MANAGEMENT PLAN (AS PER REQUEST)