



# EMALAHLENI LOCAL MUNICIPALITY

# IDP

INTEGRATED DEVELOPMENT PLAN  
2022/2023 – 2026/2027

VISION

"TO BE A CENTRE OF EXCELLENCE AND INNOVATION"

# TABLE OF CONTENTS

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**PERSPECTIVE FROM THE EXECUTIVE MAYOR.....I**

**LIST OF ABBREVIATIONS.....II**

**1. BACKGROUND..... 1**

**1.1 LOCATION ..... 1**

**1.2 GUIDING PARAMETERS..... 5**

1.1.1. LEGISLATIVE BACKGROUND..... 5

1.2.2 MPUMALANGA VISION 2030..... 11

1.2.3 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)..... 13

1.2.4 STATE OF THE NATIONAL AND PROVINCE ADDRESS ..... 14

1.2.5 DISTRICT DEVELOPMENT MODEL ..... 15

**1.3 PROCESS PLAN ..... 16**

1.3.1 COMMUNITY PARTICIPATION MEETINGS ..... 29

**2. SITUATIONAL ANALYSIS..... 32**

**2.1 INTRODUCTION ..... 32**

**2.2 DEMOGRAPHIC TRENDS..... 32**

2.2.1 POPULATION SIZE ..... 32

2.2.2 POPULATION DISTRIBUTION..... 34

2.2.3 DISABILITY..... 37

**2.3 SOCIO ECONOMIC TRENDS..... 38**

**2.4 DEVELOPMENT INDICATORS ..... 40**

2.4.2 UNEMPLOYMENT ..... 43

2.4.3 SOCIAL GRANTS ..... 44

**2.5 HOUSEHOLD PROFILE AND SERVICES ..... 46**

2.5.1 ACCESS TO PIPED WATER ..... 47

2.5.2 ACCESS TO FLUSH/CHEMICAL TOILETS ..... 48

2.5.3 CONNECTION TO ELECTRICITY ..... 48

**2.6 INFORMAL HOUSING ..... 49**

2.6.1 OWNERSHIP IN EMALAHLENI..... 50

**2.7 HEALTH ASPECTS ..... 51**

**2.8 ECONOMIC INDICATORS IN EMALAHLENI..... 53**

**2.9 SWOT ANALYSIS..... 55**

**2.10 TOP CHALLENGES ..... 56**

<b>3.</b>	<b><u>EMALAHLENI DEVELOPMENT STRATEGY .....</u></b>	<b>58</b>
3.1	DEVELOPMENT VISION .....	58
3.2	MISSION STATEMENT .....	58
3.3	CORE VALUES .....	58
3.4	TOP 5 MUNICIPAL GOALS .....	59
3.5	IDP PRIORITIES 2022 -2027 .....	59
3.6	STRATEGIC OBJECTIVES .....	60
3.7	KEY PERFORMANCE AREAS.....	60
<b>4.</b>	<b><u>KPA1: PUBLIC PARTICATION AND GOOD GOVERNANCE .....</u></b>	<b>61</b>
4.1	IDP .....	61
4.2	SUMMARY OF THE COMMUNITY PRIORITIES .....	65
4.3	RISK MANAGEMENT .....	65
4.4	COMMUNICATION.....	67
4.4.1	COMPLAINTS MANAGEMENT .....	68
4.5	PUBLIC PARTICIPATION .....	69
4.5.1	BACKGROUND.....	69
4.5.2	LEGAL REQUIREMENTS.....	71
4.5.3	MAYORAL IZIMBIZO MEETINGS .....	72
4.5.7	WARD COMMITTEES.....	73
4.5.8	WARD OPERATIONAL PLANS .....	73
4.6	TRANSVERSAL MANAGEMENT.....	76
4.7	YOUTH DEVELOPMENT.....	78
4.8	WELFARE (FREE BASIC SERVICES AND INDIGENT SUPPORT).....	81
4.9	COMMUNITY SERVICES .....	85
4.10	DISASTER MANAGEMENT .....	86
4.10.1	DISASTER MANAGEMENT PLAN .....	87
4.10.2	HAZARDS IDENTIFIED.....	87
4.10.3	DISASTER RISK REDUCTION PLANS.....	88
4.10.4	PREVENTION AND MITIGATION STRATEGIES.....	89
4.10.5	PREPAREDNESS PLAN (EARLY WARNINGS) .....	89
4.10.6	RESPONSE PLAN TO COVID-19 PANDEMIC.....	90
4.11	SAFETY AND SECURITY.....	91
4.11.1	EMERGENCY SERVICES .....	91
4.11.2	LAW ENFORCEMENT.....	91
4.12	GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIES AND SECTOR PLAN STATUS .....	91
<b>5.</b>	<b><u>KPA2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....</u></b>	<b>92</b>
5.1	INTRODUCTION .....	92
5.1.1	TECHNICAL SERVICES .....	92
5.1.2	ENVIRONMENT AND WASTE MANAGEMENT .....	104
5.1.3	CEMETERIES, PARKS AND OPEN SPACE MANAGEMENT DEPARTMENT .....	114
5.1.4	PARKS AND OPEN SPACES MANAGEMENT .....	114
5.2	HUMAN SETTLEMENT .....	117
5.2.1	INTRODUCTION .....	117

5.2.2	OBJECTIVES OF THE SECTION: .....	118
5.2.3	FUNCTIONS OF THE SECTION .....	118
5.2.4	HUMAN SETTLEMENT CHALLENGES .....	118
5.2.5	HOUSING BACKLOG SUMMARY: HOUSING DEVELOPMENT PLAN, 2017 .....	119
5.2.6	IMPLEMENTATION STRATEGY:.....	119
<b>5.3</b>	<b>LAND INVASIONS.....</b>	<b>122</b>
5.3.1	INTRODUCTION .....	122
5.3.2	STATUS QUO OF INFORMAL SETTLEMENTS.....	122
5.3.3	STRATEGY FOR PREVENTION OF LAND INVASIONS .....	123
5.3.4	ADOPTED POLICIES TO ADDRESS INFORMAL SETTLEMENTS AND LAND INVASIONS .....	124
5.3.5	LAND INVASION RELATED CHALLENGES .....	124
5.3.6	INTERVENTION REQUIRED FOR LAND INVASION .....	125
<b>5.4</b>	<b>SPORT AND RECREATION.....</b>	<b>125</b>
<b>5.5</b>	<b>ARTS AND CULTURE .....</b>	<b>126</b>
<b>5.6</b>	<b>LIBRARIES .....</b>	<b>127</b>
5.6.1	CHALLENGES .....	129
<b>5.7</b>	<b>SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT STRATEGIES AND SECTOR PLAN STATUS .....</b>	<b>132</b>
<b>6.</b>	<b><u>LOCAL ECONOMIC DEVELOPMENT (LED) .....</u></b>	<b><u>134</u></b>
6.1	INTRODUCTION .....	134
6.2	OBJECTIVES OF ECONOMIC DEVELOPMENT AND TOURISM UNIT .....	135
6.3	FUNCTIONAL AREAS/S WITHIN THE DIRECTORATE .....	135
6.4	STATUS OF SMME, RURAL DEVELOPMENT, INVESTMENTS & PROJECT MANAGEMENT .....	136
6.5	STATUS OF THE TOURISM, RECREATION & CBD .....	136
6.6	CHALLENGES OF LED .....	137
6.7	SOLUTIONS .....	138
6.8	PROJECTS/ STRATEGIES/SECTOR PLANS TO ADDRESS THE SITUATION .....	138
6.9	MUNICIPAL PROFILE .....	139
6.9.1	EMALAHLENI ECONOMY .....	141
6.9.2	CONTRIBUTION BY SECTORS.....	142
6.9.3	INVESTMENT OPPORTUNITIES .....	144
6.10	LOCAL ECONOMIC GROWTH AND DEVELOPMENT STRATEGIES AND SECTOR PLANS STATUS .....	146
<b>7.</b>	<b><u>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....</u></b>	<b><u>147</u></b>
7.1	INTRODUCTION .....	147
7.2	EMALAHLENI MACRO ORGANISATIONAL STRUCTURE .....	149
7.3	WORKFORCE PROFILE .....	153
7.4	LABOUR RELATIONS .....	157
7.5	LEGAL SERVICES.....	158
7.6	PERFORMANCE MANAGEMENT .....	159
7.6.1	ORGANIZATIONAL PERFORMANCE MANAGEMENT .....	159
7.6.2	OBJECTIVES OF PERFORMANCE MANAGEMENT .....	160
7.6.3	KEY PERFORMANCE INDICATORS (KPIs) .....	165
7.6.4	INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM .....	165
7.6.5	REWARDING PERFORMANCE .....	167
7.6.6	PAY PROGRESSION .....	167

7.6.7	POOR PERFORMANCE.....	168
7.6.8	INDIVIDUAL PERFORMANCE MANAGEMENT (PERFORMANCE AGREEMENTS AND REVIEWS).....	168
<b>7.7</b>	<b>ICT .....</b>	<b>175</b>
<b>7.8</b>	<b>INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION STRATEGIES AND SECTOR PLANS STATUS.....</b>	<b>176</b>
<b>8.</b>	<b><u>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.....</u></b>	<b><u>178</u></b>
<b>8.1</b>	<b>INTRODUCTION .....</b>	<b>178</b>
<b>8.2</b>	<b>FINANCIAL FRAMEWORK .....</b>	<b>179</b>
8.2.1	REVENUE ADEQUACY AND CERTAINTY.....	180
8.2.2	CASH/LIQUIDITY POSITION.....	180
8.2.3	SUSTAINABILITY.....	182
8.2.4	EFFECTIVE AND EFFICIENT USE OF RESOURCES .....	182
8.2.5	ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE .....	183
8.2.6	EQUITY AND REDISTRIBUTION .....	183
8.2.7	DEVELOPMENT AND INVESTMENT .....	183
8.2.8	MACRO-ECONOMIC INVESTMENT .....	184
8.2.9	BORROWING .....	184
<b>8.3</b>	<b>FINANCIAL STRATEGIES .....</b>	<b>184</b>
8.3.1	ASSET MANAGEMENT STRATEGIES AND PROGRAMMES .....	184
<b>8.4</b>	<b>FINANCIAL POLICIES .....</b>	<b>185</b>
8.4.1	GENERAL FINANCIAL PHILOSOPHY .....	185
8.4.2	BUDGET RELATED POLICIES .....	186
8.4.3	REVENUE POLICIES.....	187
8.4.4	CREDIT CONTROL POLICIES AND PROCEDURES.....	188
8.4.5	SUPPLY CHAIN MANAGEMENT.....	188
<b>8.5</b>	<b>ASSET MANAGEMENT.....</b>	<b>189</b>
<b>8.6</b>	<b>ACCOUNTING POLICIES.....</b>	<b>190</b>
<b>8.7</b>	<b>BUDGET ASSUMPTIONS.....</b>	<b>190</b>
<b>8.8</b>	<b>OPERATING INCOME.....</b>	<b>190</b>
<b>8.9</b>	<b>OPERATING REVENUE .....</b>	<b>191</b>
8.9.1	OPERATING REVENUE BY SOURCE.....	191
8.9.2	ANALYSIS OF PROJECTED OPERATING REVENUE .....	193
8.9.3	CAPITAL EXPENDITURE BUDGET: .....	208
<b>8.10</b>	<b>CAPITAL BUDGET FOR 2022/2023 - 2024/2025 FINANCIAL YEAR.....</b>	<b>210</b>
<b>8.11</b>	<b>CASH FLOW BUDGET .....</b>	<b>213</b>
<b>8.12</b>	<b>STRATEGIES TO BE ADOPTED TO CHANGE THE BUDGET FROM UNFUNDED TO A FUNDED THE BUDGET OVER A PERIOD: .....</b>	<b>214</b>
<b>9.</b>	<b><u>CONCLUSION.....</u></b>	<b><u>215</u></b>
<b>10.</b>	<b><u>SPATIAL PLANNING.....</u></b>	<b><u>217</u></b>
<b>10.1</b>	<b>OBJECTIVES OF SPATIAL PLANNING SECTION.....</b>	<b>218</b>
<b>10.2</b>	<b>CHALLENGES OF THE SECTION .....</b>	<b>218</b>
<b>10.3</b>	<b>SOLUTIONS.....</b>	<b>218</b>
<b>10.4</b>	<b>PROPOSED PROGRAMMES: 2022-2027 .....</b>	<b>219</b>
<b>10.5</b>	<b>EMALAHLENI LAND USE SCHEME, 2020 .....</b>	<b>219</b>

<b>10.6</b>	<b>EMALAHLENI MUNICIPAL SDF.....</b>	<b>222</b>
10.6.1	INTRODUCTION .....	222
10.6.2	EMALAHLENI CITY LSDF.....	228
10.6.3	GA NALA, THUBELIHLE LSDF .....	230
10.6.4	OGIES AND <i>PHOLA</i> LSDF .....	232
<b>10.7</b>	<b>LAND AUDIT .....</b>	<b>234</b>
<b>10.8</b>	<b>SPATIAL PLANNING STRATEGIES AND SECTOR PLANS STATUS .....</b>	<b>234</b>
<b>11.</b>	<b><u>INTERGOVERNMENTAL PROJECTS BOTH PUBLIC AND PRIVATE .....</u></b>	<b><u>235</u></b>
<b>11.1</b>	<b>PUBLIC SECTOR .....</b>	<b>235</b>
<b>11.2</b>	<b>PRIVATE SECTOR.....</b>	<b>235</b>
11.2.1	THUNGELA COAL SA .....	235
11.2.2	SERITI .....	239
11.2.3	GLENCORE MINING (2018 -2022).....	241
11.2.4	VLAKFONTEIN (2019 – 2024).....	242
11.2.5	EXXARO COAL.....	244
11.2.6	SASOL MINING 2018-2019 .....	246
11.2.7	SASOL MINING 2021 - 2025 .....	246
11.2.8	NEW CLYDESDALE COLLIERY 2018-2020 .....	246
11.2.9	NEW CLYDESDALE COLLIERY 2021-2025 .....	247
11.2.10	AFRISAM 2019-2020 .....	247
11.2.11	WESCOAL/KHANYISA COLLIERY 2017-2021 .....	248
11.2.12	WESCOAL/KHANYISA COLLIERY 2022 - 2026.....	248
11.2.13	INYANDA MINING HOLDINGS 2017-2022 .....	248
11.2.14	WELTEVREDEN COLLIERY 2019-2020 .....	249
11.2.15	ELANDSFONTEIN COLLIERY 2019-2020 .....	249
11.2.16	UITSPAN COLLIERY 2019-2023 .....	250
11.2.17	HOWARD QUARRY 2020 - 2023.....	250
11.2.18	BERYL COAL MINE 2019 – 2023.....	251
11.2.19	MZIMKULU MINE 2021- 2025 .....	251
11.2.20	MADINI MINE -2020 -2024.....	252
<b>12.</b>	<b><u>PERFORMANCE MANAGEMENT .....</u></b>	<b><u>253</u></b>
<b>12.1</b>	<b>SECTION 80 COMMITTEES.....</b>	<b>253</b>
<b>12.2</b>	<b>SECTION 79 COMMITTEES.....</b>	<b>253</b>
<b>12.3</b>	<b>MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC).....</b>	<b>254</b>
<b>12.4</b>	<b>AUDIT COMMITTEE .....</b>	<b>256</b>
<b>12.5</b>	<b>RISK MANAGEMENT COMMITTEE.....</b>	<b>256</b>
<b>13.</b>	<b><u>ORGANISATIONAL SCORE CARD .....</u></b>	<b><u>258</u></b>
<b>14.</b>	<b><u>AUDIT OUTCOME AND ACTION PLAN .....</u></b>	<b><u>287</u></b>
<b>15.</b>	<b><u>ANNEXURES .....</u></b>	<b><u>291</u></b>

<b>15.1</b>	<b>5 YEAR PLAN .....</b>	<b>291</b>
<b>15.2</b>	<b>FIGURE 1 (SDF MAP).....</b>	<b>291</b>
<b>15.3</b>	<b>FIGURE 2 (SDF MAP).....</b>	<b>291</b>
<b>15.4</b>	<b>FIGURE3 (SDF MAP) .....</b>	<b>291</b>
<b>15.5</b>	<b>FIGURE 4 (SDF MAP).....</b>	<b>291</b>
<b>15.6</b>	<b>SDF (AS PER REQUEST).....</b>	<b>291</b>
<b>15.7</b>	<b>DISASTER MANAGEMENT PLAN (AS PER REQUEST) .....</b>	<b>291</b>



#### PERSPECTIVE FROM THE EXECUTIVE MAYOR

On behalf of the Emalahleni Local Municipality leadership collective I introduce the draft Integrated Development Plan (IDP) for the 2022/2027

being the proposed five (5) year road map of the current administration.

The Municipality takes pride that this draft IDP is a function of yet another extensive consultation process with the Community and multi-Sectoral Social partners. In this regard every effort has been taken to ensure that it resonate with both the electoral and legislative mandate underscored by Community needs and aspirations of a better life for all.

The PESTEL analysis of Macro External factors affecting our Municipality as amplified by the provincial Socio-Economic Review Outlook report presents contrasting realities about the Municipality.

One side of the coin is that, the ELM has always been and continues to remain one of the key economic hubs in terms of its contribution to the District Gross Value added (GVA), Provincial economy and national Gross Domestic Product (GDP) through growth sectors such as mining and Energy value chain.

Notwithstanding the immense potential of ELM, on the other side of the coin the Municipality is faced with extremely Negative Socio-economic Development Indicators such as high levels of youth unemployment, the majority of households living below the bread line, Social and Economic infrastructure not coping with exponential population growth. Inevitably, the impact of Covid-19 hard lockdown had aggravated the adverse macro – environment.

Accordingly, the draft IDP for the period under consideration is aligned to the National Development Plan (NDP), Provincial Economic Growth and Development Priorities and the District Development Model-One Plan catalytic Projects.

To this end, this draft Plan outlines strategic interventions required with clearly defined five (5) year targets on inter-alia key organisational priorities which can be summarised as follows:

- Develop and implement Local Economic Reconstruction and Recovery Plan to urgently respond to the challenges of subdued local economy and

concomitant negative Socio-Economic development indicators.

- Accelerated plans to tackle service delivery backlogs coupled with a resource mobilization strategy to progressively address the challenges of aging infrastructure.
- Strengthen and broaden Revenue streams to ensure that the municipality is financially viable with a healthy going concern status. Implementation of Financial Recovery Plan remains a mandatory organisational blue print.
- Promote Social Cohesion through spatial transformation and diversified transversal Services.
- The draft plan, has also underlined the importance of community Safety, healthier environment and the climate change agenda in the context of a Green Economy.
- Finally, the draft 5 year road map prioritises institutional capacity, Good governance, accountability and anti-corruption by setting commitment targets to implement by setting commitment targets to implement preventative controls and Auditor General's Action Plan, and most importantly to utilise the assurance providers in every step of the process to improve audit outcomes and municipal corporate image anchored on an effective communication strategy.
- Emalahleni Local Municipality wishes to express its profound appreciation in advance to all the residents and social partners for taking time to go through this important five (5) year draft, Integrated Development Plan. Your valuable inputs will go a long way to reboot the un-reversible journey of building a better Emalahleni Community together guided by the historic vision of a better life for all

**Thank you**  
**Executive Mayor, Cllr C.N. Nkalitshana**

## LIST OF ABBREVIATIONS

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

# 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 km<sup>2</sup> 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 have 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

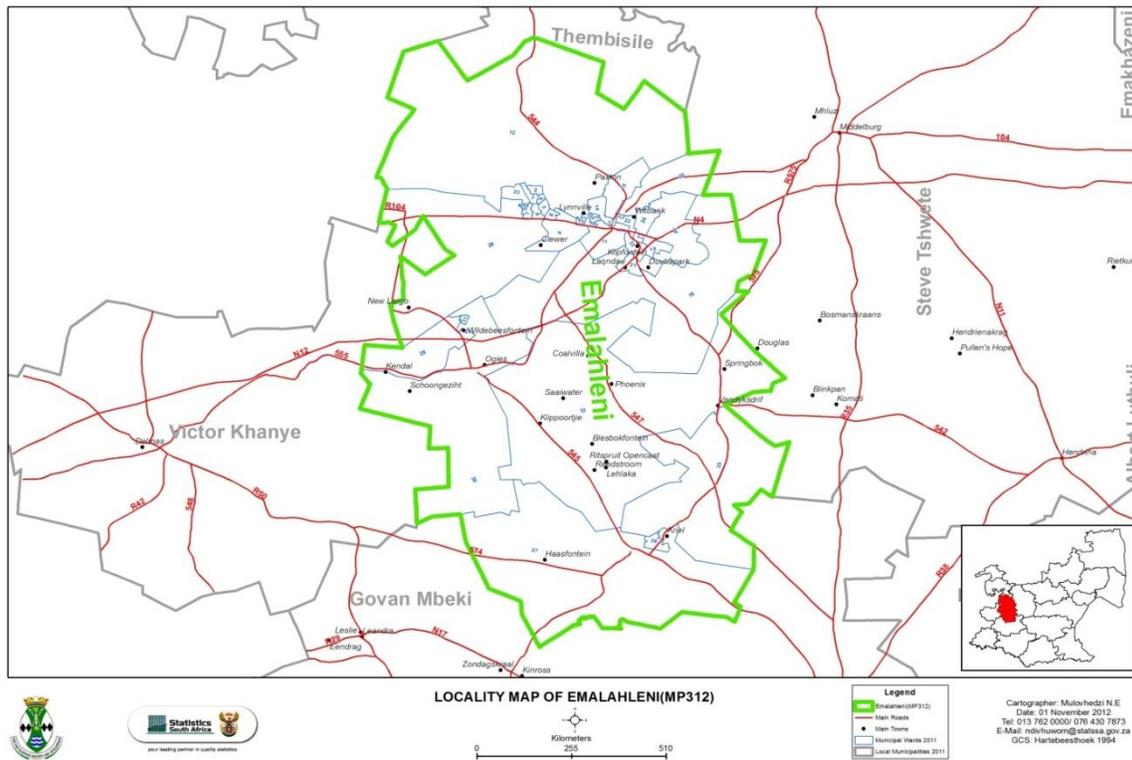
Southward road and rail network connect the eMalahleni area to the Richards Bay and Maputo harbours, offering export opportunities for the coal reserves.

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.

#### *1.2.1.1 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.

#### ***1.2.1.2 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.

### ***1.2.1.3 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.

#### ***1.2.1.4 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.

#### **1.2.1.5 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.

### 1.2.1.6 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

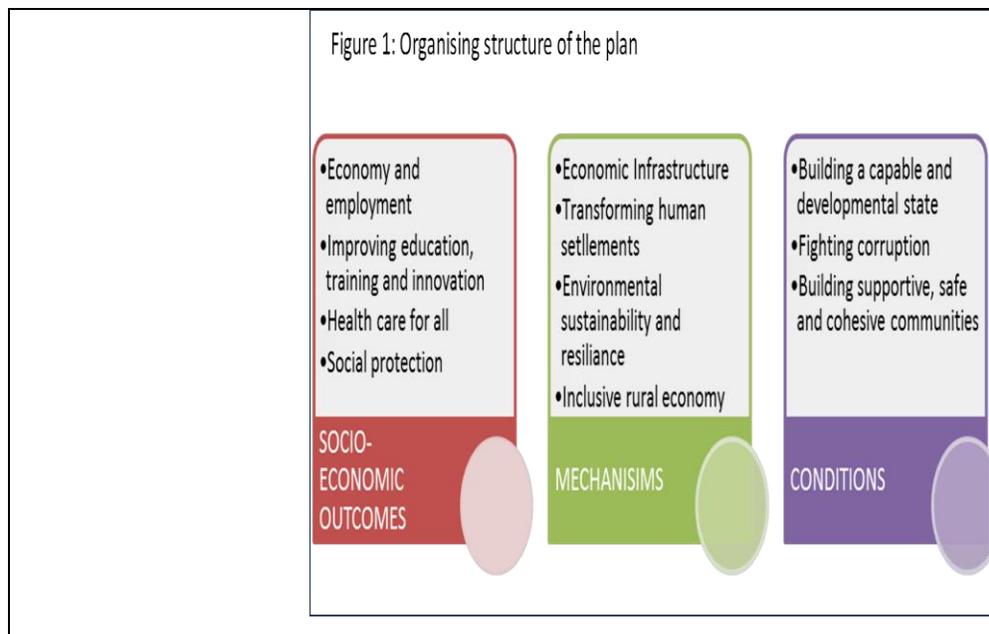
1. Output 1: Implement a differentiated approach to municipal financing, planning and support
2. Output 2: Improving access to basic services
3. Output 3: Implementation of the Community Work Programme
4. Output 4: Actions supportive of the human settlement outcome
5. Output 5: Deepen democracy through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

### 1.2.2 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.

### 1.2.3 Medium Term Strategic Framework (MTSF)

The National 2019-24 Medium Term Strategic Framework (MTSF) is the country plan which outlines the priorities of the electoral mandate of the sixth administration, towards the implementation of the National Development Plan (NDP). The 2014-19 MTSF was themed as taking the first step towards the 2030 vision for South Africa as described in the NDP. The 2019-24 MTSF is the second step towards this vision and the third step will be in 2029.

In line with the National MTSF, the Mpumalanga Provincial Government (MPG) developed this Provincial Five Years Plans for the 2019-24 MTSF period, taking into consideration, the policy directives from the State of the Province Address (SOPA).

In line with the following national 7 Priorities, announced by the President during the State of the Nation Address in July 2019 and February 2020, Mpumalanga Provincial Government will implement key strategic interventions during the 2019-24 MTSF period and the municipality has aligned its projects to priority area:

- **Priority 1:** A Capable, Ethical and Developmental State (ELM covers this priority under municipal financial viability and management projects)
- **Priority 2:** Economic Transformation and Job Creation (ELM covers this priority under Local Economic Development projects)
- **Priority 3:** Education, Skills and Health
- **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 5:** Spatial Integration, Human Settlements and Local Government

- **Priority 6:** Social Cohesion and Safe Communities
- **Priority 7:** A better Africa and World

#### 1.2.4 State of the National and Province Address

The 2022 State of the Nation address, injunctions were amplified in the 2022 State of the Province address underpinned by the following priorities:

- Economic reconstruction and Recovery plan
- Create a conducive environment for all sectors for employment opportunities
- Cut red tape across government
- Prioritise infrastructure projects to support economic growth and better livelihood
- Fight ongoing climate change
- Drop experience as a hiring requirement to give young people opportunities
- Fight corruption
- Fight Gender-based violence and femicide
- Build a capable, ethical and developmental state

Accordingly, the 5-year municipal IDP has prioritized infrastructure projects such as water, sanitation, energy and roads with the aim of supporting the economic growth of the city and better livelihood for all and inevitable create a conducive environment for investors.

The municipal LED unit through strategic partnerships is driving the Local Economic Recovery Plan, which will inevitably focus on accelerating implementation of skills development, SMMEs and cooperatives support programmes.

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. Furthermore, the municipality has strengthened 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, and 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 has plans in place to resolve all fraud reported cases.

With the rising number of gender-based violence and femicide, the municipality has approved the gender base violence plan and there are sustainable programmes planned for Transversal Programme for vulnerable groups

Climate change poses environmental hazards for both current and future generation. In this regards the municipality has Air Quality Management Plan and is finalising Climate Change Response Strategy.

#### **1.2.5 District Development Model**

Cabinet in August 2019 adopted the District Development Model (DDM), which is “an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation”.

The Nkangala District municipality has made strides in developing the DDM towards One Plan, a programme launched by the President of the Republic, which the ELM is sweating towards achieving the goals it has set out to achieve through its participation in the District Development model working groups. The One Plan deemed to be strategic and Long-Term in nature, with medium term strategic plans and short-term operational plans all expressing the commonly agreed diagnostics, strategies and actions fits the plan to develop a 5-year strategy for ELM. Furthermore, ELM is participation in the establishment District DDM Technical and Political structures and teams.

### 1.3 PROCESS PLAN

Council adopted the process plan in order for eMalahleni to develop 2022/2022 – 2026/2027 IDP. The following engagements will be followed as the municipality develops the 2022/2022 – 2026/2027 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	<b>IDP PROCESS</b>		
		Adoption of draft IDP / Budget and performance process plan	IDP Manager	30 July 2021
		Consulting on IDP / Budget and performance process plan	IDP Manager	July - August 2021
		Adoption of the final IDP / Budget and performance process plan	IDP Manager	26 August 2021
		IDP Steering Committee	Municipal Manager	August 2021
		<b>BUDGET PROCESS</b>		

		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	Municipal Manager	July 2021
		<ul style="list-style-type: none"> <li>• Finalising of all plans and budget working paper files to implement the approved budget.</li> </ul>	CFO / MM	June 2021
<b>PERFORMANCE MANAGEMENT</b>				
<b>PROCESS</b>				
		<ul style="list-style-type: none"> <li>▪ Municipal Manager to submit the <b>2021/22</b> draft SDBIP to the Executive Mayor.</li> </ul>	Municipal Manager/PMS Manager	June 2021
		<ul style="list-style-type: none"> <li>▪ Executive Mayor approves the <b>2021/22</b> SDBIP</li> </ul>	Executive Mayor/PMS Manager	June 2021
		<ul style="list-style-type: none"> <li>▪ Municipal Manager to submit the draft <b>2021/21</b></li> </ul>	Municipal Manager /PMS Manager	July 2021

		performance agreements to the Executive Mayor		
		<ul style="list-style-type: none"> <li>Approval &amp; signing of <b>2021/22</b> performance agreements</li> </ul>	Executive Mayor and Municipal Manager	July 2021
<b>2</b>	<b>PLANNING &amp; ANALYSIS PHASE</b>	<b>IDP PROCESS</b>		
		<ul style="list-style-type: none"> <li>Assessment of the previous IDP performance, level of development &amp; backlogs (IDP Steering Committee)</li> </ul>	Municipal Manager	September 2021
		<ul style="list-style-type: none"> <li>Public participation meetings</li> </ul>	Executive Mayor/ Speaker/IDP Manager	13, 16 and 20 November 2021
		<b>BUDGET PROCESS</b>		
		<ul style="list-style-type: none"> <li>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)</li> </ul>	Executive Mayor	July - August 2021

		<ul style="list-style-type: none"> <li>▪ Tabled an IDP and budget process plan to council for approval.</li> <li>▪ Tabled to council an adjustment budget for Roll over capital projects in terms of section 28(2)(e)</li> <li>▪ To enable preparation of a budget that is mSCOA compliant.</li> <li>▪ Reviewing of past financial year and performance as at 30 June 2020.</li> <li>▪ Prepare and commencing with the budget process and engaging departments on budget related issues.</li> <li>▪ Conducting workshops with departments and budget steering committee on</li> </ul>		
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		budgeting on mSCOA.		
		<ul style="list-style-type: none"> <li>▪ Submit Annual Financial Statement to Audit committee</li> </ul>	CFO	August 2021
		<ul style="list-style-type: none"> <li>• Submit the <b>2020/2021</b> Annual Report and Annual Financial Statements to office of the Auditor General</li> </ul>	Municipal Manager/PMS Manager/CFO	August 2021
		<b>PERFORMANCE MANAGEMENT PROCESS</b>		
		<ul style="list-style-type: none"> <li>▪ Approve <b>2021/2021</b> Reviewed PMS Framework Policy</li> </ul>	Municipal Manager/PMS Manager	July 2021
		<ul style="list-style-type: none"> <li>▪ Finalise performance agreements and plans for section 56 Managers within 30 days after the beginning of new financial year</li> </ul>	Municipal Manager/PMS Manager	July 2021
		<ul style="list-style-type: none"> <li>▪ Publish <b>2021/2021</b> performance agreements and</li> </ul>	Executive Mayor/PMS Manager	August 2021

		plans within 14 days after approval on municipal website		
		<ul style="list-style-type: none"> <li>Submit <b>2021/2021</b> performance agreements to MEC co-operative governance and traditional affairs.</li> </ul>	Executive Mayor	August 2021
		<ul style="list-style-type: none"> <li>Conduct Performance Appraisals for Senior Management</li> </ul>	Municipal Manager/Mayor	August 2021
		<ul style="list-style-type: none"> <li>PAC Meeting to review Draft <b>2021/2021</b> Annual Performance Report</li> </ul>	Performance Audit Committee and Municipal Manager	July 2021
		<ul style="list-style-type: none"> <li>Finalize Annual Performance Report for <b>2021/2021</b></li> </ul>	Municipal Manager/PMS Manager	July 2021
		<ul style="list-style-type: none"> <li>PAC Report to Audit committee &amp; Council on Year end</li> </ul>	Chairman PAC and Municipal Manager	July 2021
		<ul style="list-style-type: none"> <li>Publication of <b>2021/2021</b> SDBIP</li> </ul>	PMS Manager	July 2021

		on Municipal web-site		
		<ul style="list-style-type: none"> <li>Table <b>2019/2021</b> draft Annual Report before Council</li> </ul>	Executive Mayor	August 2021
		<ul style="list-style-type: none"> <li>Submit the <b>2019/2021</b> Annual Report to office of the Auditor General</li> </ul>	Municipal Manager/PMS Manager	August 2021
<b>3</b>	<b>STRATEGY</b>	<b>IDP PROCESS</b>		
		<ul style="list-style-type: none"> <li>IDP Representative Forum</li> </ul>	Executive Mayor	November 2021
		<b>PERFORMANCE MANAGEMENT PROCESS</b>		
		<ul style="list-style-type: none"> <li>1<sup>st</sup> <b>2021/2021</b> quarterly reports</li> </ul>	Municipal Manager	November 2021
		<ul style="list-style-type: none"> <li>Verbal Assessment of section 56</li> </ul>	Municipal Manager/Executive Mayor	November 2021
		<ul style="list-style-type: none"> <li>Written performance Assessments for section 56 Managers</li> </ul>	Municipal Manager/Executive Mayor	September 2021 February 2022
<b>BUDGET PROCESS</b>				
		<ul style="list-style-type: none"> <li>Meeting with departments for adjustment budget 2021/22 inputs</li> </ul>	CFO	January – February 2022

		<ul style="list-style-type: none"> <li>Submit budget schedules to departments for 2021/22 budget inputs</li> </ul>	CFO	December – February 2022
		<ul style="list-style-type: none"> <li>Compile the adjustment budget for 2021/22</li> </ul>	CFO	February 2022
4	PROJECTS & INTEGRATION	<b>IDP PROCESS</b>		
		<ul style="list-style-type: none"> <li>Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc</li> </ul>	All Sector Departments	February / March 2022
		<ul style="list-style-type: none"> <li>Designs of project proposals, setting of project objectives, targets and indicators.</li> </ul>	All Departments	January - March 2022
		<b>BUDGET PROCESS</b>		
		<ul style="list-style-type: none"> <li>Meeting with departments to get inputs for 2022/23 Draft budget.</li> <li>Tabling the inputs</li> </ul>	CFO	January - February 2022

		of draft budget to the budget steering committee.		
		<ul style="list-style-type: none"> <li>Prepare draft budget for the ensuing year 2022/23 and the projections for the two outer years (MTREF).</li> </ul>	All Departments	February – March 2022
			<b>ADJUSTMENTS</b>	<b>BUDGET</b>
		<b>PROCESS</b>		
		<ul style="list-style-type: none"> <li>Finalization of the Mid-year assessment report for <b>2021/2022</b> for adoption by council</li> </ul>	Municipal Manager	25 January 2022
		<ul style="list-style-type: none"> <li>Finalisation of the <b>2021/2022</b> adjustments budget informed by the mid-year assessment report</li> <li>Submit to provincial and National treasury</li> <li>Place the Adjustment budget on</li> </ul>	CFO	28 February 2022

		municipal website		
		<ul style="list-style-type: none"> <li>Consolidation, integration and prioritisation of projects submitted in accordance with the IDP priorities.</li> </ul>	CFO	February 2022
		<b>PERFORMANCE MANAGEMENT</b>		
		<b>PROCESS</b>		
		<ul style="list-style-type: none"> <li>Table <b>2020/2021</b> final Annual Report before Council</li> </ul>	Executive Mayor/PMS Manager	January 2022
		<ul style="list-style-type: none"> <li>Annual report consultation</li> </ul>	Municipal Manager/PMS Manager	January 2022
		<ul style="list-style-type: none"> <li>Report on current year's budget implementation Mid-year performance assessment sec 72 of the MFMA.</li> </ul>	Municipal Manager/PMS Manager	January 2022
		<ul style="list-style-type: none"> <li>Mid-year written assessment for section 56 managers</li> </ul>	Municipal Manager/PMS Manager	January 2022
		<ul style="list-style-type: none"> <li>Adjusted SDBIP the <b>2021/2021</b></li> </ul>	Municipal Manager/PMS Manager	February 2022
<b>5</b>	<b>APPROVAL/TABLING/ADOPTION</b>	<b>IDP PROCESS</b>		
		<ul style="list-style-type: none"> <li>Tabling of the</li> </ul>	Municipal Manager	March 2022

		draft IDP to Mayoral committee		
		▪ Tabling of the draft IDP to Council	Municipal Manager	March 2022
		▪ Advertise the draft IDP for Comments	IDP Manager	March/ April 2022
		▪ Public participation meetings on IDP	Executive Mayor/ Speaker/IDP Manager	09, 12 and 23 April 2022
		▪ IDP/Budget Indaba	Municipal Manager/Executive Mayor	April 2022
		▪ Table the Final IDP before Mayoral Council	Municipal Manager	May 2022
		▪ Table the Final IDP before Council	Executive mayor	May 2022
		▪ Submit the approved IDP to the MEC of Local Government within 10 days, after approval	Municipal Manager	June 2022
		▪ Advertise the approved IDP	IDP Manager	June 2022
		<b>BUDGET PROCESS</b>		
		▪ Tabling of the draft 2022/23 Budget to Mayoral	Municipal Manager	March 2022

		<p>committee/Council committee</p> <ul style="list-style-type: none"> <li>▪ Submit the draft budget to Provincial and National Treasury</li> </ul>		
		<ul style="list-style-type: none"> <li>▪ Tabling of the draft Budget to IDP and Budget Steering Committee</li> </ul>	Municipal Manager	April 2022
		<ul style="list-style-type: none"> <li>▪ Make public the draft budget in local newspapers, libraries, municipal offices and invite public representations.</li> </ul>	Municipal Manager	April 2022
		<ul style="list-style-type: none"> <li>▪ Community consultation on the tabled draft budget</li> </ul>	Speaker/Executive Mayor	April 2022
		<ul style="list-style-type: none"> <li>▪ Review tabled budget to incorporate community consultation inputs</li> </ul>	CFO	April 2022

		<ul style="list-style-type: none"> <li>▪ Table <b>2022/2023 final</b> annual budget &amp; MTREF that is mSCOA complaint for council adoption</li> <li>▪ Submit to Provincial and National treasury</li> <li>▪ Place the final budget on the municipal website</li> </ul>	Executive Mayor	May 2022
<b>PERFORMANCE MANAGEMENT</b>				
<b>PROCESS</b>				
		<ul style="list-style-type: none"> <li>▪ Prepare an oversight report on <b>2020/2021</b> Annual Report.</li> </ul>	MPAC	March 2022
		<ul style="list-style-type: none"> <li>▪ Table oversight report to Council after consideration of the <b>2019/2021</b> Annual Report.</li> </ul>	MPAC	March 2022
		<ul style="list-style-type: none"> <li>▪ Make public the oversight report within seven (7) days of the adoption of the annual report.</li> </ul>	Municipal Manager	March 2022
		<ul style="list-style-type: none"> <li>▪ Submit the annual</li> </ul>	Municipal Manager	March 2022

		report and oversight report to MEC Local Government		
		▪ Verbal performance assessment of managers	Municipal Manager	April 2022
		▪ 3 <sup>rd</sup> Quarterly Performance report for <b>2021/2022</b>	Municipal Manager	April 2022
		▪ Draft 2022/23 SDBIP	Municipal Manager	May 2022
		▪ Approval of SDBIP	Executive Mayor	June 2022

### 1.3.1 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 2022/23 IDP, community participation meetings are planned as followed:

**Phase 1** of the meeting will be Reporting on the 2021/2022 IDP approved projects and collection of community needs for 2022/2023 IDP. Also, report on feedback on the 2020/2021 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	12 February 2022	Sinqobile Community Hall	Saturday	09h00
10,11,12,13,14,15,16,17	12 February 2022	Lynnville Hall	Saturday	14h00
28,30,31	13 February 2022	Phola Community Hall	Sunday	09h00
25,26,27 & 32	13 February 2022	Ga-Nala Community Hall	Sunday	14h00
12,15,17,18,19,20,21,22,24,33 & 34	15 February 2022	eMalahleni City Hall	Tuesday	17h00

**Phase 2** of meeting will be presenting the 2022/2023 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	09 April 2022	Hlalanikahle Multi-purpose centre	Saturday	09h00
10,11,13,14,16,17	09 April 2022	Lynnville Hall	Saturday	14h00
12,15,18,19,20,21,22,24,33 & 34	12 April 2022	eMalahleni City Hall	Tuesday	17h00
28,30,31	23 April 2022	Phola Community Hall	Saturday	09h00

<b>25,26,27,32</b>	23 April 2022	Ga-Nala Community Hall	Saturday	14h00

Moreover, the 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 advertisement is put in Witbank News for the purpose of public comments.

The top issues raised as challenges during the public participation meeting are Town planning, land and Human settlements, Roads and Stormwater, speed humps, Water, Sports and recreation, Community halls, crime preventions, libraries, Electricity, LED, Waste, environment and illegal dumping, cemeteries, Sanitation, Public facilities, Education,

## **2. SITUATIONAL ANALYSIS**

### **2.1 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.

### **2.2 DEMOGRAPHIC TRENDS**

#### **2.2.1 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. According to the CSIR Green Book estimated population in Emalahleni Municipality is 553 562 in 2021 and will be 648 163 in 2030. The 2021 estimated population represent Emalahleni Municipality as the second highly populated municipality in Mpumalanga Province after City of Mbombela; from the third position. From 2011 to 2016 the population of Emalahleni increased by 59 762 and from 2016 to 2021 by 98 334. Estimated Population of Emalahleni represents 33,8 % of the population of Nkangala District Municipality in 2021 and it estimated that it will be 34,7% in 2030.

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.

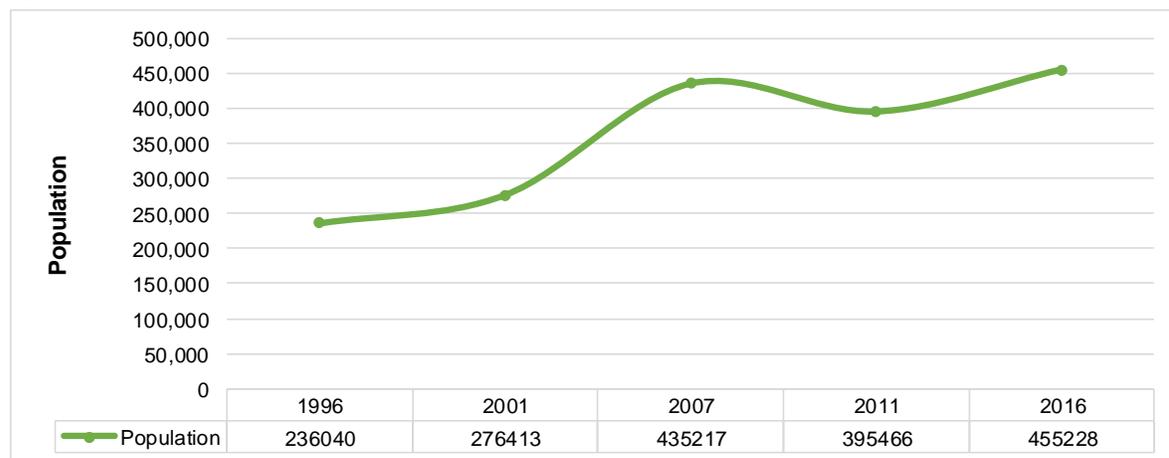
It is generally accepted that the significant increase in the mining-energy and industrialisation activity (manufacturing, trade, service sector and SMMEs) remains a catalytic sector to:

- 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.

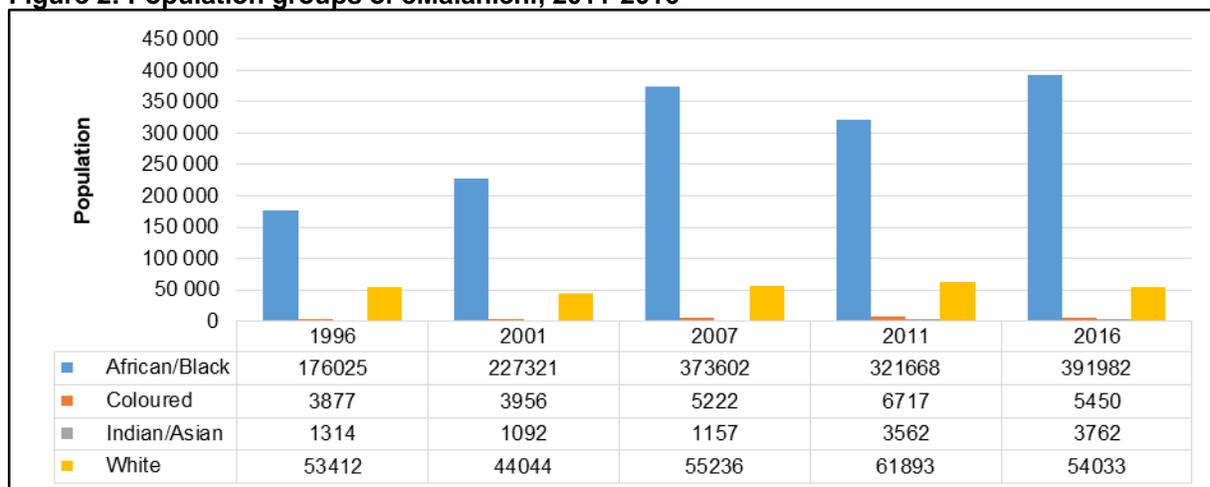
**Figure 1: eMalahleni population from 1996-2016**

Source: Statistics South Africa, Community Survey 2016

## 2.2.2 Population distribution

### 2.2.2.1 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, Community Survey 2016

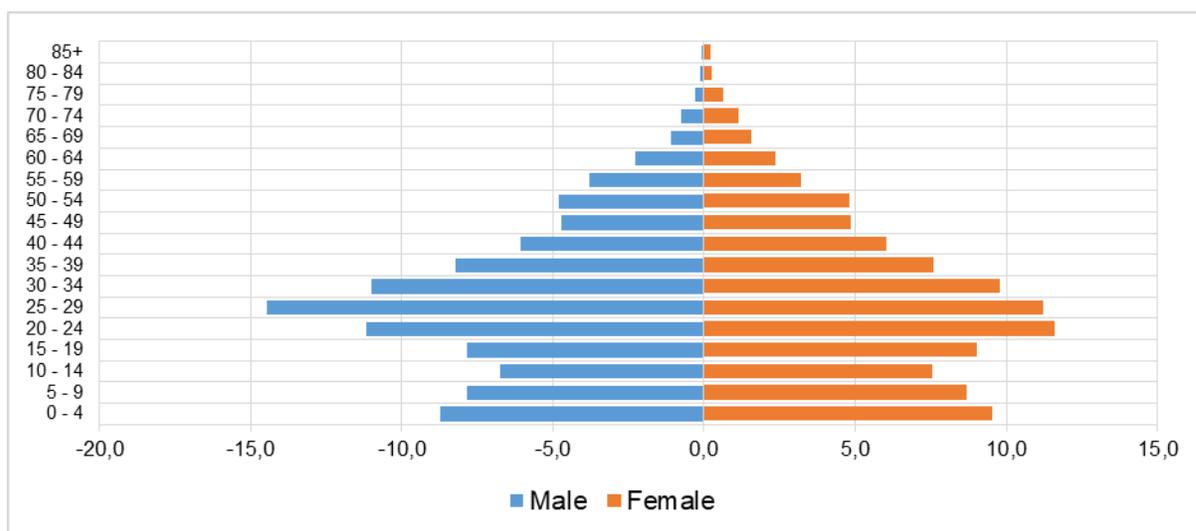
### 2.2.2.2 Population Pyramid

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**



Source: Statistics South Africa, Community Survey 2016

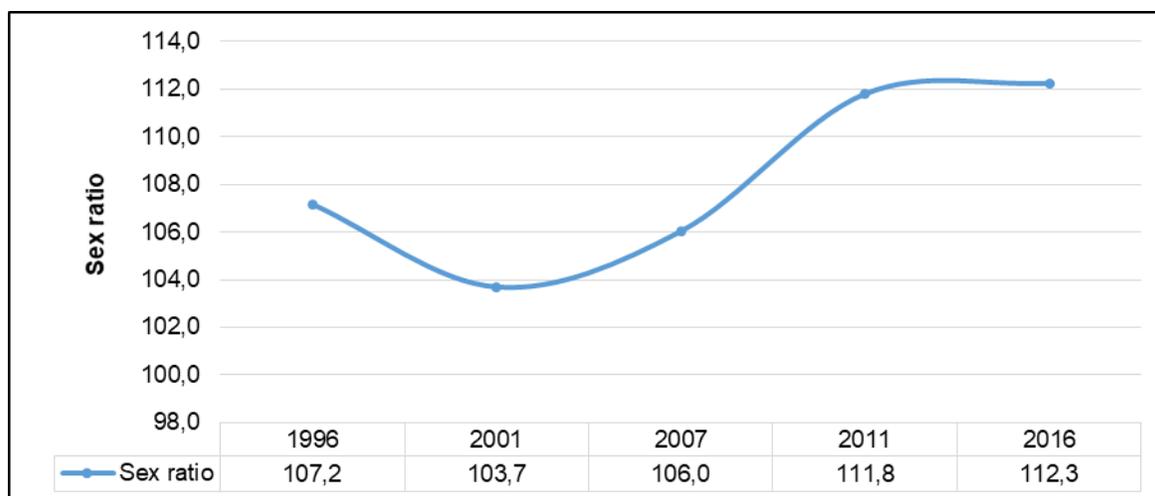
### ***2.2.2.3 Gender Distribution/ Sex Ratio***

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 Ratio, 1996-2016**

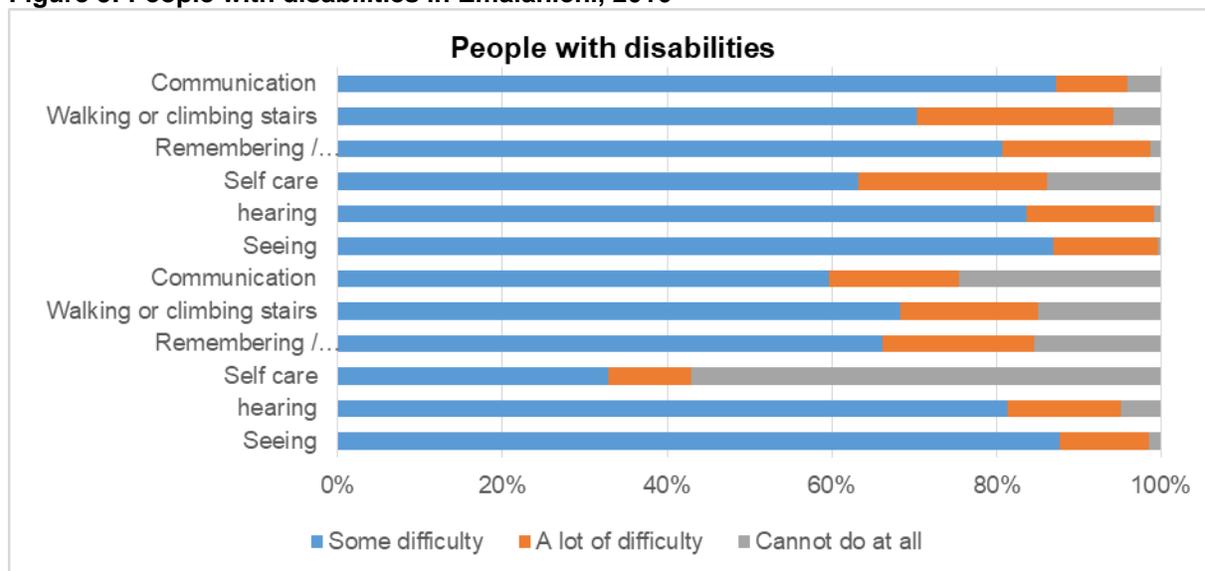


Source: Statistics South Africa, Community Survey 2016

### 2.2.3 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 indicates the rate of people leaving with disability and there are planned programmes intended for people leaving with disability. Figure 5 indicates certain difficulties encountered by people with disabilities.

**Figure 5: People with disabilities in Emalahleni, 2016**



Source: Statistics South Africa, Community Survey 2016

## 2.3 SOCIO ECONOMIC TRENDS

### 2.3.1.1 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. Matric pass rate has been satisfying in the previous years and functional literacy increasing in eMalahleni as is shown below.

The table below indicates statistics on educational achievements since 1996 to 2016 according Statistics South Africa and Mpumalanga Province Department of Education. eMalahleni percentage of people with no schooling declining from 14% in 1996 to 5% in 2016. Schooling is basic right up to a particular level in South Africa, therefore it is expected that we no longer having people with no schooling at all.

**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, Community Survey 2016

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 result in some schools underutilised and others overcrowded. 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 institutions. Another challenge is to accommodate and integrate the educated young people in the area into the labour market, especially those with Grade 12 certificates and incomplete; the unemployment rate of these people differ according to the level of education. 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	2019			2020			2021		
	Entered	Wrote	Achieved	Entered	Wrote	Achieved	Entered	Wrote	Achieved
<b>Emalahleni</b>	3483	2869	2329	3395	3256	2565	3984	3855	3067
<b>Thembisile Hani</b>	4137	2963	2344	4209	3997	2947	5309	5109	3656
<b>Dr. JS Moroka</b>	3734	2570	1944	3423	3309	2183	4216	4052	2690
<b>Victor Khanye</b>	792	624	488	816	744	468	1094	1008	532
<b>Steve Tshwete</b>	2191	1846	1643	2273	2158	1828	2414	2371	1949
<b>Emakhazeni</b>	465	412	344	462	443	390	691	665	425

*Source: Department of Education, Mpumalanga Province*

In 2021 Emalahleni Municipality registered 79,6 % pass rate. Even though the matric pass rate is high and satisfying, it is worrying that pass rate with admission to degree studies is low; 31,9% in 2020 and 34,5% in 2021 for Emalahleni. Functional literacy is 90, 9%, which is the highest in Nkangala District Municipality and the whole province.

## 2.4 DEVELOPMENT INDICATORS

### 2.4.1.1 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.

In 2021 the lower-bound poverty line was R890,00 per person per month. According to the 2022 SERO Report the lower-bound poverty line deteriorated from 28,5 % in 2016 to 34,6% in 2020 and still the second favourable in the Province. National Treasury Local Government Equitable Share calculations estimates that there were 76 842 poor households in Emalahleni in 2020 and the number of people below lower-bound poverty line was 164 137. The numbers indicate we have lots of poverty and inequality. The numbers imply that the municipality should come with poverty alleviation strategies to alleviate poverty and inequality. They also imply that the high number of pupils passing matric should be guided to enrol on post matric qualifications that will help them get jobs and create jobs themselves.

#### ***2.4.1.2 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, and
- 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. In terms of the 2022 SERO Report HDI in eMalahleni was 0.68 in 2020; the same as that one of 2018. HDI is second highest in the province. 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
<b>Emalahleni</b>	<b>0,63</b>	<b>0,66</b>	<b>0,68</b>
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*

#### **2.4.1.3 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.

#### 2.4.2 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.

According to the 2022 SERO Report Covid-19 pandemic changed the unemployment situation in eMalahleni; it let it to deteriorate. In 2020 expanded unemployment rate was 33,3%, that of females was 41,2 % that of youth (15-34 years) was 45,9%. In 2016 expanded unemployment rate was 31,8%, that of

INDUSTRY	ESTIMATE ECONOMIC GROWTH IN 2020
Agriculture	7.6%
Mining	-6.7%
Manufacturing	-13.6%
Utilities	-8.3%
Construction	-20.7%
Trade	-13.3%
Transport	-16.7%
Finance	-0.1%
Community services	-3.5%
<b>TOTAL</b>	<b>Between -8% &amp; -9%</b>

females 39,8% and youth 42,7 %. Estimated number of jobs lost in 2020 because of Covid-19 was 14 705. This is not surprising because of the negative growth in a number of sectors of the economy in Emalahleni except in agriculture. The table below indicates the economic growth performance at the municipality. Mining declined by -6.7%, manufacturing -13.6%, utilities-8.3%, construction -20.7%, trade -13.3% transport -16.7%, finance -0.1 % and community services by -3.5%.

**Table 4: Economic Growth**  
*Source: Mpumalanga SERO, 2022*

### 2.4.3 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 yearly since the programme started. In 2019 95,621 people received social grants, in 2020 98,385 and 100,275 in 2021. The grant with the largest recipients is the child support grant followed by old age grant.

In eMalahleni the number of households that received indigent support in 2019 were 10 522. That meant that the municipality gave free indigent support on water, electricity, sanitation and waste removal to a high number which had effect on revenue generation.

**Table 5: Social grant beneficiaries in absolute numbers, 2019-2021**

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
<b>TOTAL</b>	<b>95,621</b>	<b>98,385</b>	<b>100,276</b>

Source: SASSA

Furthermore, for the purpose of combating high unemployment rates, from June 2020 National Government introduced the Covid-19 special grant for unemployed. Emalahleni figures are as follows:

**Table 6: Covid-19 Special Grant**

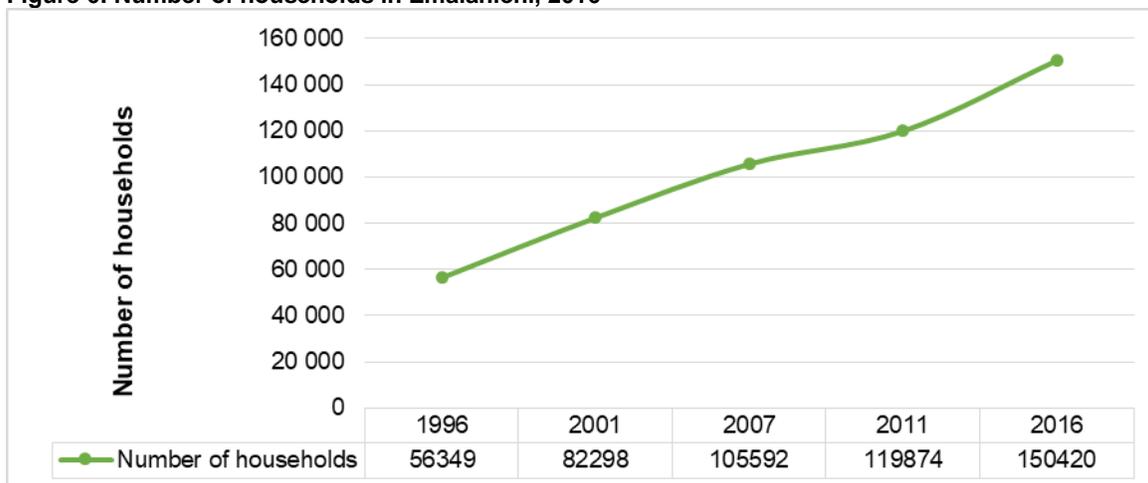
MONTH	BENEFICIARIES
JUNE 2020	7 095
JULY 2020	10 364
AUGUST 2020	21931
SEPTEMBER 2020	9316
OCTOBER 2020	20033
NOVEMBER 2020	19290
DECEMBER 2020	23475

JANUARY 2021	16242
FEBRUARY 2021	17764
MARCH 2021	9893
APRIL 2021	17370
MAY 2021	19550
JUNE 2021	4743
JULY 2021	2351
AUGUST 2021	1992
SEPTEMBER 2021	5313
OCTOBER 2021	8319
NOVEMBER 2021	19548
<b>TOTAL</b>	<b>234589</b>

Source: SASSA

## 2.5 HOUSEHOLD PROFILE AND SERVICES

Figure 6: Number of households in Emalahleni, 2016



Source: Statistics South Africa, Community Survey 2016

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

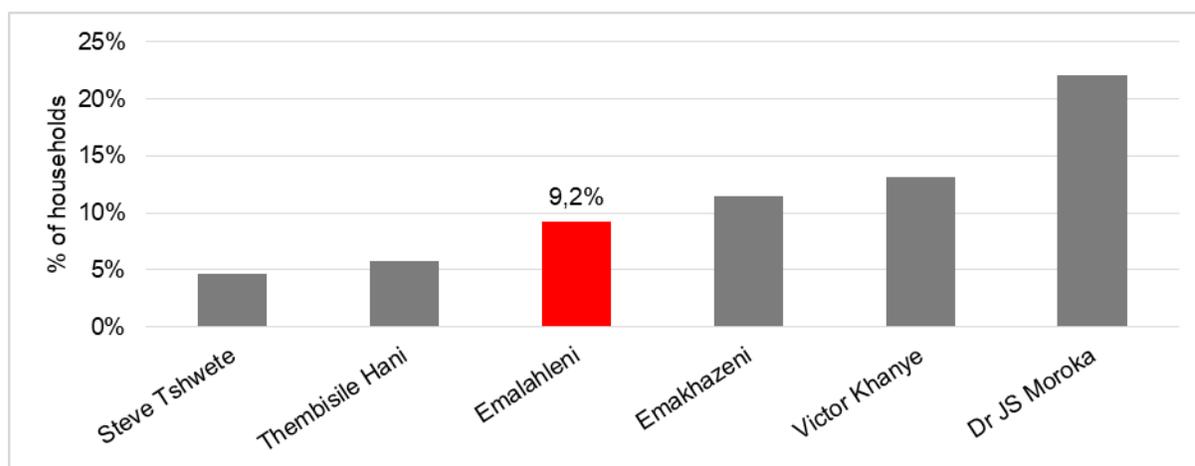
According to CSIR Green Book estimated number of households in eMalahleni was 194 507 in 2021 which represent an increase of 44 87 households from 2016. It is estimated that households will have 233 142 households in 2030. The increase could be due to new house built by Provincial Department of Human Settlements.

Accelerated service delivery is highly recommended because increase in population and households will put pressure on municipal infrastructure. 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.

### 2.5.1 Access to piped water

The number of households with access to piped water was 92, 5 % in 2019 which translated to 142 967 households. In 2016 as per the figure below eMalahleni had 9,2% households without piped water.

**Figure 7: Access to Piped Water**



Source: Statistics South Africa, Community Survey 2016

### 2.5.2 Access to flush/chemical toilets

The table below depicts number of households without access to flush/chemical toilets between 2011 and 2016.

**Table 7: 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%
<b>Emalahleni</b>	<b>34 160</b>	<b>41 552</b>	<b>28.5%</b>	<b>27.6%</b>
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*

However, The SERO Report, 2022 indicates that in eMalahleni there is 91,3% flush connected to public sewerage, 2.6 % connected to septic tank, 0.0 % bucket system, 6.1% ventilated improved pit and 0.0 % others.

### 2.5.3 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 8: 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%
<b>Emalahleni</b>	<b>31 527</b>	<b>40 721</b>	<b>26.3%</b>	<b>27.1%</b>
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%

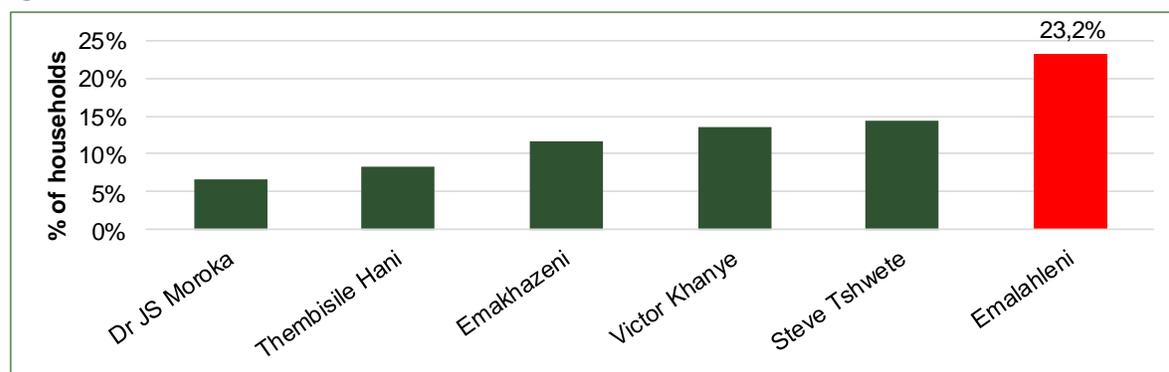
*Statistics South Africa: Community Services, 2016*

## 2.6 INFORMAL HOUSING

Number of informal dwellings increased from 23 138 in 2011 to 34 845 in 2016, which was an increase of more than 11 000 households, and the municipality had the highest number of informal settlements in the Nkangala District (see the below figure). This was an increase of 19, 3% and 23, 2% respectively in the same period. 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 9: Informal Settlements**

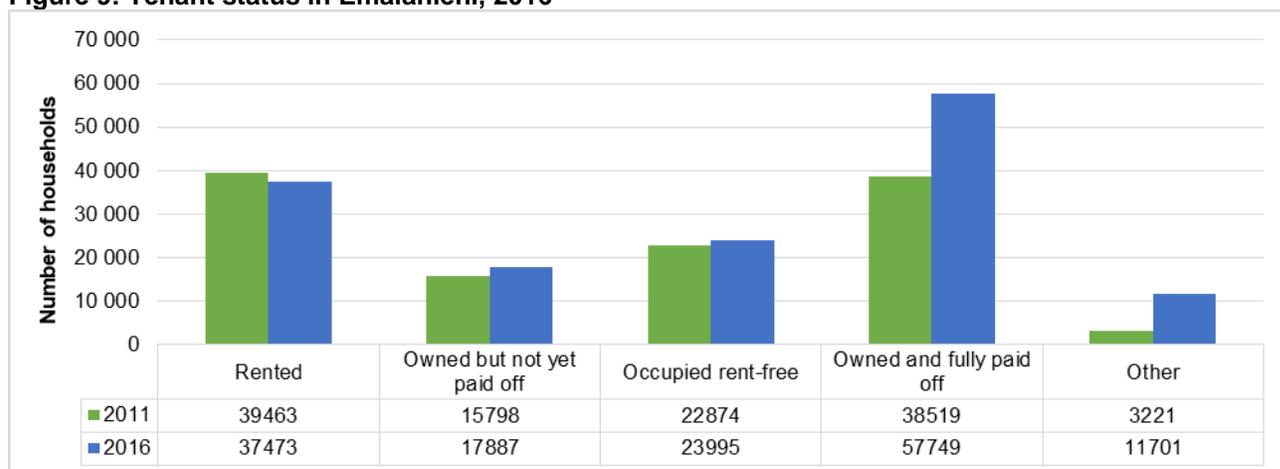


Source: Statistics South Africa, Community Survey 2016

## 2.6.1 OWNERSHIP IN EMALAHLENI

### 2.6.1.1 Tenure status

**Figure 9: Tenant status in Emalahleni, 2016**

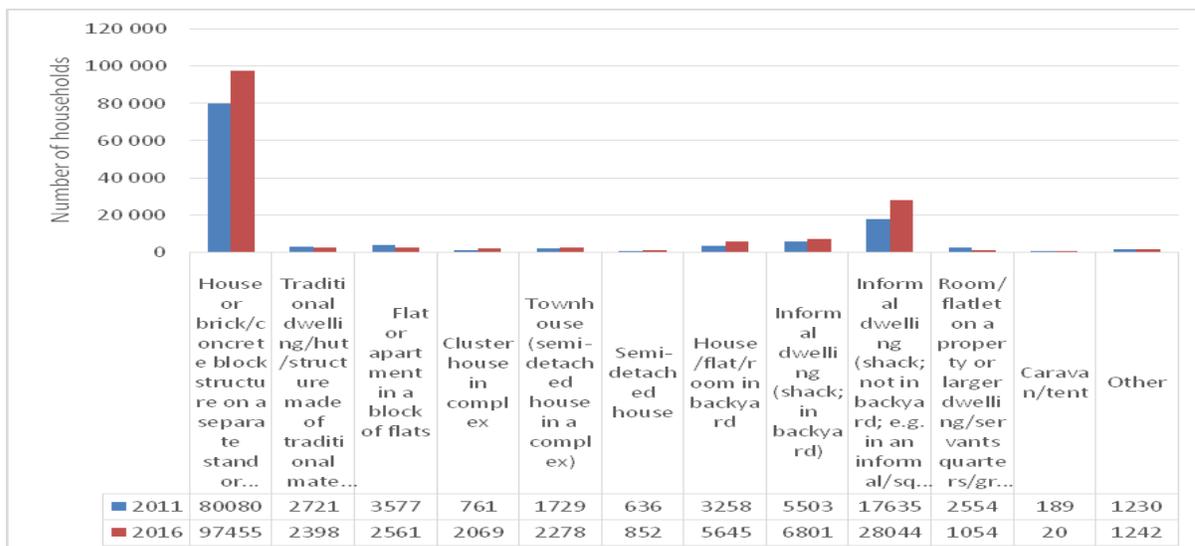


*Statistics South Africa: Community Services, 2016*

The above graph shows that most people in eMalahleni have fully paid up and down 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.

### 2.6.1.2 Type of Dwelling

Figure 10: Access to flush chemicals



Source: Statistics South Africa, Community Survey 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.

## 2.7 HEALTH ASPECTS

### 2.7.1.1 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.

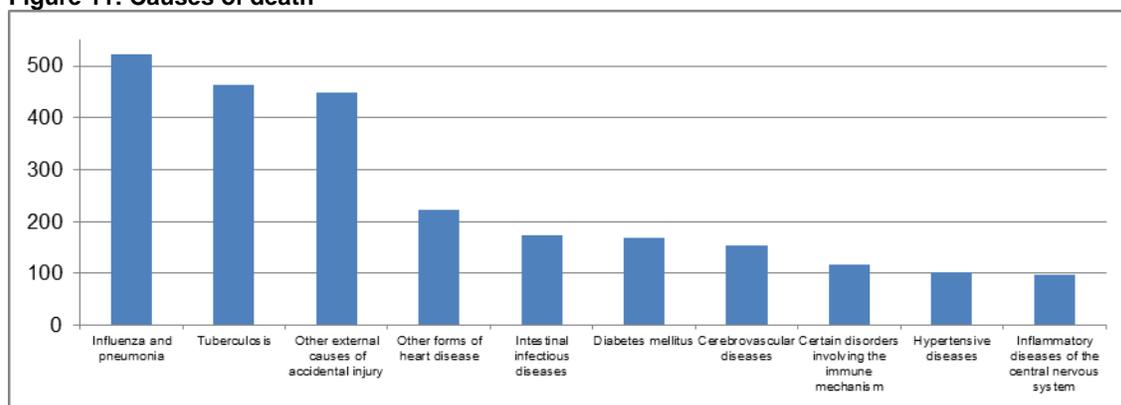
Since 2014/15 people who tested positive (as proportion of 15-49 years' population) and 2017/18 were 13, 4% and 8.0% respectively. This shows a downward trend. This may or may not be true reflection as this figure shows who volunteered to be tested or those who were pregnant. The total number of people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

#### **2.7.1.2 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**

## 2.8 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. This has gone down to 45,8% in 2020 according Municipal Profile Report by the Provincial Department of Economic Development and Tourism of 2021. 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 and R71.7 billion in 2020.

The economic structure of Emalahleni was 40,5% mining, 13,7 % community services, 11,0 % finance, 9,9 % trade, 9,4 % manufacturing, 7,8% utilities, 4,4% transport, 2,2% construction and 1,1% agriculture in 2020.

Covid-19 affected economy negatively. Emalahleni municipality experienced negative economic growth except in agriculture. Mining had -6.7%, manufacturing -13.6%, utilities -8.3%, construction -20.7%, trade -13.3%, transport -16.7%, finance -0.1% and community services -3.5% growth. Severely affected sectors were manufacturing, construction, trade and transport.

It is projected that the annual growth domestic product of eMalahleni will be more than 3% per annum between 2020 and 2025. This will be positive economic

development which contribute towards the attainment of goals of National Development Plan and Mpumalanga Economic Reconstruction and Recovery Plan.

The table below depicts contribution of eMalahleni municipality to Nkangala District Municipality economy in 2020

**Table 09: ELM economic contribution**

Industry	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	Nkangala
<b>Agriculture</b>	16,6%	15,4%	46,7%	6,6%	8,6%	6,1%	100,0%
<b>Mining</b>	7,6%	61,8%	26,0%	3,5%	0,9%	0,2%	100,0%
<b>Manufacturing</b>	3,0%	32,8%	58,2%	1,6%	3,1%	1,4%	100,0%
<b>Utilities</b>	1,9%	56,0%	31,6%	1,4%	4,3%	4,8%	100,0%
<b>Construction</b>	5,2%	43,1%	31,3%	2,4%	10,6%	7,4%	100,0%
<b>Trade</b>	5,9%	43,9%	33,6%	2,7%	8,0%	5,9%	100,0%
<b>Transport</b>	8,7%	42,1%	32,5%	4,1%	7,2%	5,5%	100,0%
<b>Finance</b>	4,2%	36,7%	30,6%	2,3%	6,4%	19,8%	100,0%
<b>Community services</b>	4,6%	39,3%	33,9%	2,5%	9,7%	10,0%	100,0%
<b>Total</b>	<b>5,8%</b>	<b>45,8%</b>	<b>34,4%</b>	<b>2,8%</b>	<b>5,1%</b>	<b>6,1%</b>	<b>100,0%</b>

Source: SERO 2022

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 spend in 2020 was R604,5m and as percentage of GDP spend was 0,8%. The decline in tourism spend was as a result of Covid-19. Tourism should further be exploited to realize potential benefits of this sector.

**Table 11: Tourism contribution**

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2017	2014	2017
<b>Nkangala</b>	3 864	4 455	3.5%	3.5%
<b>Victor Khanye</b>	145	156	2.3%	2.1%

<b>Emalahleni</b>	<b>1 153</b>	<b>1 327</b>	<b>2.2%</b>	<b>2.3%</b>
<b>Steve Tshwete</b>	1 320	1 498	3.4%	3.3%
<b>Emakhazeni</b>	802	1 031	25.2%	26.3%
<b>Thembisile Hani</b>	316	326	5.3%	4.3%
<b>Dr JS Moroka</b>	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.

## 2.9 SWOT ANALYSIS

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Cordial relationship between the employer and labour</li> <li>• Skilled workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Low staff morale</li> <li>• Working in silos</li> <li>• Misplacement of skills</li> <li>• Corruption and fraud</li> <li>• Poor Work ethics</li> <li>• Non-adherence to internal systems, procedures and policies</li> <li>• Lack of PMS at lower level positions</li> <li>• Ineffective ICT system and outdated technology</li> <li>• Low collection rate</li> <li>• Weak SCM processes Poor spending on grant fund</li> <li>• Unconducive environment</li> <li>• Poor cost recovery due to distribution losses</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Proper and complete Valuation Roll</li> <li>• Strengthening stakeholder relations and cooperative governance.</li> <li>• Optimal use of revenue generating facilities</li> <li>• Raw material processing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Civil unrest</li> <li>• Land invasion</li> <li>• Service backlog Dilapidated networks and roads</li> <li>• Depletion of mineral resources</li> <li>• High unemployment rate (closure of industries)</li> </ul>

<p>Economic hub – Mpumalanga</p> <ul style="list-style-type: none"> <li>• Lobby for University of Mpumalanga engineering faculty to be located in eMalahleni</li> <li>• Strategic Geographical location of municipality – Maputo corridor</li> <li>• Availability of tertiary institutions</li> <li>• Industrial and mining developments potential for increased revenue base</li> <li>• Diversification of the economy</li> <li>• Training and development</li> </ul>	<ul style="list-style-type: none"> <li>• Housing backlog</li> <li>• Insufficient land for development</li> <li>• Crime/High rate of drugs and substance abuse</li> <li>• Rapid Urbanisation</li> <li>• Impact of climate change</li> <li>• Financial instability</li> <li>• Covid-19 pandemic</li> </ul>
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## 2.10 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	Feed -back mechanisms

municipality	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
Weak economic performance due to closure of companies	Intensify private stakeholder's assistance on skills development

### 3. EMALAHLENI DEVELOPMENT STRATEGY

#### 3.1 DEVELOPMENT VISION

MUNICIPAL VISION:

***“To be a centre of excellence and innovation”***

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

#### 3.2 MISSION STATEMENT

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

#### 3.3 CORE VALUES

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

- Accountability
- Transparency
- Excellence
- Integrity

- Responsiveness
- Innovative
- Team work
- Learning organisation

### **3.4 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

### **3.5 IDP PRIORITIES 2022 -2027**

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

### **3.6 STRATEGIC OBJECTIVES**

- 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

### **3.7 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.

## 4. KPA1: PUBLIC PARTICATION AND GOOD GOVERNANCE

### 4.1 IDP

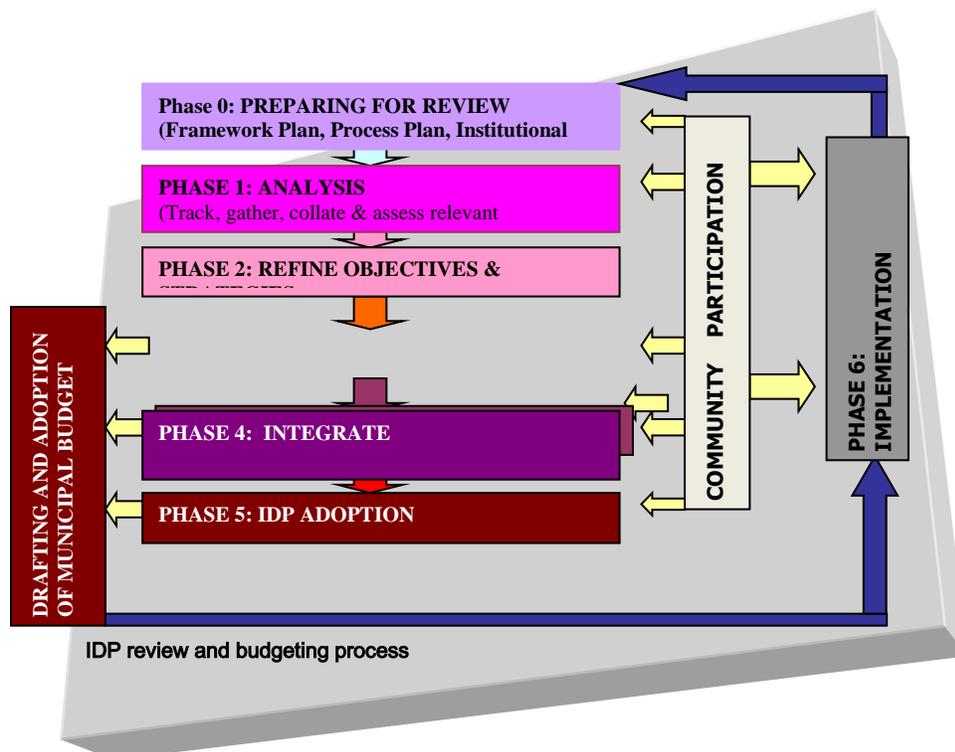
Since 1996, Integrated Development Planning (IDP) has become a tool for municipal planning and budgeting to enable municipalities to deliberate on developmental issues identified by communities. The introduction of IDP has not only affected municipal management, but also improved services in communities 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. Community needs are attached as an annexure.

### Matrix on 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							✓		✓	✓	✓	✓	✓		✓	✓	✓			✓		✓		✓			✓		✓	✓	✓				16		
SANITATION					✓		✓		✓	✓		✓	✓												✓			✓		✓						10	
ELECTRICITY		✓						✓		✓	✓	✓	✓				✓						✓		✓			✓		✓	✓					13	
ROADS AND STORMWATER		✓						✓			✓	✓	✓	✓	✓	✓							✓		✓	✓		✓		✓	✓					14	
SPEED HUMPS																✓														✓			✓			3	
HUMAN SETTLEMENTS							✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓		✓		✓			✓		✓		✓				17	
WASTE AND ENVIRO MANAGEMENT							✓				✓			✓							✓					✓				✓						6	
ILLEGAL DUMPING							✓			✓			✓												✓				✓								5
CEMETERY																						✓									✓					2	
RECREATION AND SPORT FACILITIES											✓	✓							✓				✓						✓	✓						6	
COMMUNITY HALL																								✓					✓								2
HEALTH / CLINIC																																					



## 4.2 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:

1. Town planning, land and Human settlements – **38**
2. Roads and Stormwater, speed humps – **17**
3. Water – **16**
4. Sports and recreation, Community halls, crime preventions, libraries 16
5. Electricity – **13**
6. LED - **13**
7. Waste, environment and illegal dumping, cemeteries - **13**
8. Sanitation – **10**
9. Public facilities - **07**
10. Education - **05**

## 4.3 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 specialized 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, Risk Management Strategy, Anti-Fraud & Anti-Corruption Policy, Fraud Prevention & Anti-Corruption Strategy, Whistle Blowing Policy as well as the Risk Appetite & Tolerance Framework for the financial year 2021/22. Emalahleni Local Municipality is also implementing risk mitigation strategies generated to address 5 top risks identified during financial year 2021/22:

<b>Risk No</b>	<b>Strategic Goal</b>	<b>Risks/ Threats</b>
<b>SR 1</b>	<b>Financial Viability</b>	Unsustainable financial viability within the Municipality
<b>SR 2</b>	<b>Clean Administration and Good governance</b>	Non- compliance to legislative prescripts and systems.
<b>SR 3</b>	<b>Sustainable and affordable services.</b>	Unsustainable and unaffordable provision of services
<b>SR 4</b>	<b>Socio-economic growth and a safe environment.</b>	Unsustainable economic development and unsafe environment
<b>SR 5</b>	<b>Spatial transformation and Social cohesion</b>	Uncontrolled and uncondusive environment for development.

## 4.4 COMMUNICATION

The communication is a strategic function. The unit deals with Internal & External Communication, Conducting imbizo Programmes, Media and stakeholder liaison, media production and publication, 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 Councilors and community and regional electronic media. The unit objectives are:

- 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 Promote nation-building, unity and social solidarity; and demonstrate government's determination to fight corruption in both private and public sector.
- 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 economic transformation and broadening participation as a domestic and international investment opportunity.
- 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.

#### **4.4.1 Complaints management**

The municipality has call centre, which was established on the 26<sup>th</sup> 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.

The Call Centre is operational for 24 hours and uses a four-shift system. The Call Centre has 23 agents which includes 4 shift supervisors who report to the Disaster Management Co-Ordinator.

Standard Operational Procedures (SOP) have been developed for the Call Centre to ensure that the highest level of professionalism is adhered to.

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. The Call Centre uses an analogue radio system and this needs to be changed to digital system so that it ensures wider coverage. 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.

#### **4.5 PUBLIC PARTICIPATION**

##### **4.5.1 Background**

The objects of local government are set out in the Municipal Systems Act (MSA), No. 32 of 2000, as amended. Its preamble clearly demands the active participation of communities in the affairs of municipalities as a fundamental aspect of contemporary local government. It emphasises that local communities within a municipal area must work in partnership with the municipality's political and administrative structures.

In giving credence to the principle of cooperative government, Chapter 2 lists reciprocal rights and duties that must be fostered between municipal councils, municipal administration and local communities. In terms of Section 4(2) (c), the Council of a municipality has the duty to “encourage the involvement of the local community” and in terms of Section 4(2) (e) to “consult the community about the level, quality, range and impact of municipal services provided by the municipality” and options available for service delivery.

Section 5 grants members of the community the right to engage in the processes and mechanisms established by statute to participate in and contribute to the manner in which the municipality is managed.

Chapter 4 of the MSA (as amended) makes provision for community participation in the following ways:

- Section 16 – promotes the development of a culture of community participation.
- Section 17 – makes provision for the establishment of mechanisms, processes and procedures for community participation.

Developmentally oriented planning is further provided for in Chapter 5 of the MSA, which also gives guidance on the manner in which participation by the public should take place. In addition, community involvement in the municipality's performance management system is promoted in Section 42, read together with Chapter 4.

The municipality has established a Public Participation Unit through which facilitates the implementation of community engagement through the Public Participation Policy. The municipality has established to support and further entrench community participation in all wards. Ward Committees operate within the guidance of the Ward Governance Policy and implement their programs through annually reviewed operational plans 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
<b>Analysis</b>	Community Meetings inviting civic society to interact with determining community needs and reflection on the past IDP performance outcomes
<b>Stakeholder Engagement</b> <b>Projects</b>	IDP Stakeholder Representative Forum Public Debates on what can work best in solving a problem Meetings with affected communities and stakeholders
<b>Integration</b>	IDP Representative Forum
<b>Approval</b>	Public Discussion and consultation with communities and stakeholders on the Key Focus Areas and projects
<b>Monitoring and Implementation</b>	IDP Representative Forum; Ward Committees; War Rooms

#### 4.5.2 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.

#### **4.5.3 Mayoral Izimbizo meetings**

Annually, the municipality will conduct cluster engagement meetings under the banner of Mayoral/Budget Izimbizo. The purpose of the meeting is to consult and engage with communities on matters of Integrated Development Planning (IDP) processes and municipal budgeting. As part of promoting transparency and

accountability, feedback to the community on progress of the projects and levels of service delivery is provided.

There is a contingency plan for engagement during the different levels of Lockdown. To adhere to the State of National Disaster restrictions, there are alternative innovative methods for consultation with communities such as the use of electronic, print and social media, Local Radio Slots and Local Newspapers.

#### **4.5.7 Ward Committees**

The key 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 and
- To monitor the implementation of approved municipal projects;

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 subject to performance assessment.

#### **4.5.8 Ward Operational Plans**

The process of establishment of Ward Committees has been completed for the new Council term. They are expected to develop Ward Operational Plans which records their daily plans and programs to be undertaken.

The purpose of Operational Plans 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 ;and
- 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.

### 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

- 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

### 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.

This Council term will focus on resuscitating the War Rooms and supporting them for full functionality and sustainability.

#### **4.6 TRANSVERSAL MANAGEMENT**

Emalahleni Local Municipality has established a transversal unit and its mandate is to coordinate 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 and to contribute towards the national government's goal of reduction in the prevalence of HIV/AIDS in our local municipality.

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 customized 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, mental health, Skills & Economic Development 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. Therefore, the Municipality is about bringing women from all walks of life together, to support each other, to help each other, and to stand together united in the fight against Women Abuse through creating awareness's, helping victims and supporting each other.

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

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. promote and support a cohesive and effective network of structures, organisations and groups focusing on vulnerable groups;

The ELM promote and support a cohesive and effective network of structures, organisations and groups focusing on vulnerable groups, preventing and responding to challenges faced by children, people with disabilities, and elderly

will always require a well-coordinated 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.

The ELM will be focusing on an Early Childhood Development programs such as take girl child to work but including the boy child, talent search, keeping the elderly and People with disability active through health and mental activities.

The key sector departments that the municipality will be closely working with to support the Social ills of our community 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, Youth and People with Disability (DWYPD), the Department of Social Development (DSD), and the Department of Education (DOE), including the broader civil society (Business, community, non-governmental organisations, churches, Moral Regeneration Movement (MRM) and traditional leaders).

#### **4.7 YOUTH DEVELOPMENT**

Youth development is one of the most pressing socio-economic challenges that are faced by South Africa as a whole, the insistent high levels of youth unemployment, pose a threat to our prospects of economic growth which therefore limits our ability to make inroads in tackling poverty and widespread inequality. Despite all the efforts that have been made in relation to youth development, not enough progress has been made as the youth continues to bear the burden of unemployment, and black youth in particular, are in the main

and are unable to access employment and entrepreneurial opportunities, due to the systemic nature of economic exclusion. The pace of technological advancements has overtaken human development but the youth and their issues are not stagnant, the youth development environment is a dynamic and forever changing environment that is constantly evolving.

Youth Development initiatives and activities are facilitated and coordinated in collaboration with both internal and external stakeholders wherein the main focus of the office is to further forge partnerships with youth led or youth focused groups and formations in order to adequately research and develop sustainable programs that will ultimately benefit the youth within eMalahleni. Operationally, the Youth Development Manager administers these programs from planning to the implementation phase.

The office deals with the assessment of sustainable programs that are required by the youth within the community; communicates with the youth in order to determine their immediate needs and interests with regards to the empowerment and thorough development of young people. The Youth Development Unit further evaluates the effectiveness and sustainability of youth programs that are meant to be implemented in order to avoid the implementation of redundant and ineffective youth development 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.
- Ineffective stakeholder relations

- Malfunctioning Youth Civic Structures limit the co-ordination and monitoring of youth development practice
- Magnitude of the Municipality results in a wider geographic area to be covered

The Municipality shall, on an annual basis, continue to conduct a Youth Skills Data collection process throughout Emalahleni Local Municipality wherein developmental programs and projects that are beneficial to young people will be identified through the submissions received, allowing the municipality the opportunity to develop programs that speak directly to the needs of the immediate community, i.e.

- Technical Skills Training (Plumber, Electrician, Welder, Fitter etc)
- Job readiness programs
- Second Chance Matric Programs
- Bursaries (Full Bursary to study in an institution of the students choice)
- Internship Program
- Apprenticeship programs
- Learnerships

Annual Outreach Programs such as;

- Career Expo (Grd 8-11)
- Entrepreneurial Workshops
- 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 which is to keep the Youth well-informed, give guidance and to combat socio-economic ills that are prevalent within the city of eMalahleni.

#### **4.8 WELFARE (FREE BASIC SERVICES AND INDIGENT SUPPORT)**

Welfare is one of the sections within the Social Services Department, which in turn is part of the Arts Culture Sport and Recreation and Social Services Department of the Community Services Directorate. This section is nationally and provincially known and referred to as 'Free Basic Services and Indigent Support'. Its core business is the compilation of the Indigent Register, which directs the implementation of the Indigent Subsidy by the Revenue Department. Indigent Subsidy is the support given to those referred to as Indigents. Indigents means 'Lacking of necessities of life" and because of this definition the municipalities (local government) has a responsibility to provide these necessities of life in a package called "essential household services package' in a manner that is affordable and suitable to each municipality. This is provided for Section 27 of the South African Constitution that: "Everyone has the right to have access to water and social security, including, if they are unable to support themselves and their dependents, appropriate social assistance (National Framework for indigent policy). The provision to such people has to be directed by a structured way or document so that only right people must benefit which is done in an Indigent Register. Therefore, while the implementation of the indigent register is important to the indigent households, its compilation is of high importance. The compilation of the Indigent register is currently directed by the eMalahleni local Municipality Indigent Policy, A.22/19 while its development is then directed by the National Framework for Indigent Policies of 2005. The Indigent policy is meant to guide the municipal efforts to make the lives of indigent households better and further help provides access to the essential household services package which includes Free Basic services to these same types of household. The Free Basic Services has to be rolled out in a programme as mentioned below: -

- Free Basic Free Water (6kl per household per month)
- Free Basic Sanitation (minimum standard per household per month)
- Free Basic Energy/Electricity (50KIW per household per month, and
- Free Basic Refuse Removal ( at least removed once a weak)

As municipalities differs in levels or categories and operate in different environments there is an expectation that they will change the guidelines to accommodate their exact conditions when both forging their indigent policies and rolling out the indigent subsidy (National Framework for indigent policies, 2005).

The Indigent policy indicates who qualifies to be an indigent. The categories of indigents are as follows: -

- South African citizen and eMalahleni Local Municipality resident who is 18 years and above,
- Pensioners who earn a state pension grant,
- People with disabilities,
- Heads of child-headed homes,
- Low income earners (The bracket is equals to two (2) state pension grant), and
- Unemployed

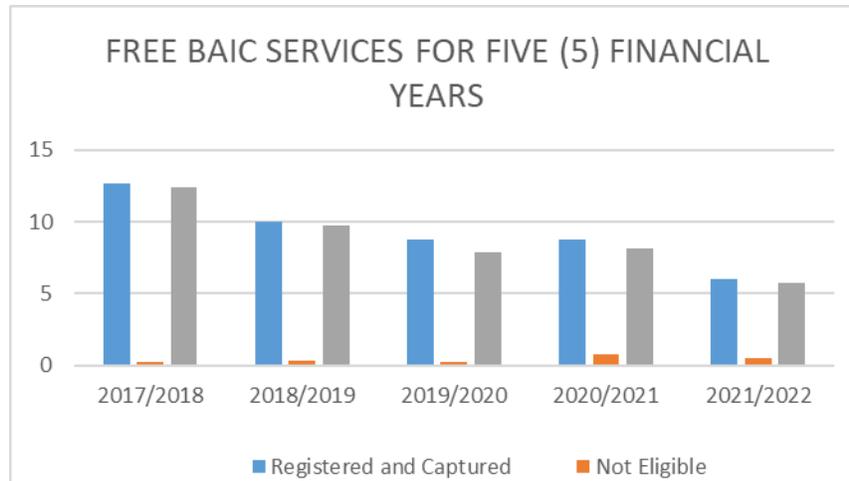
All the above categories should own or be a legal responsible person for the property for which the indigent subsidy is applied for and own one (1) property that is not classified as a business stand e.g. no tuck-shop or salon etc. A person responsible is a person that takes over the responsibilities of the property of the deceased parent or family in terms of paying the rates and taxes of that property and is eMalahleni Local Municipality resident registered in the municipal account (Indigent Policy, 2019).

Due to the importance that is attached to the compilation of an Indigent register, it is therefore highly crucial to identify clearly who is an indigent when considering to develop the indigent register through a fair process. The process of compiling starts with public mass registration in different venues in all wards at different dates that widely marketed in almost all types of the media like print, broadcast, outdoor and internet media to reach the community of eMalahleni Local Municipality. This stage is followed by the capturing and verification of all the applications identify the indigent households and later approved for the implementation. The Indigent policy states clearly what is needed to apply for the indigent subsidy or indigent support and these are: -

- Proof of residence, in this case the statement of the municipal account
- Proof of income ( for state pension grant – a certified copy of the SASSA card; both sides copied in one page, bank statement or a payslip), and
- Affidavit, stamped and signed by the Commissioner of Oath

Indigent household must re-apply every financial year the registrations are open until the end of the financial year. In the event where the status changes e.g. when a person become financially stable or is employed and the income is more than two (2) state grant the subsidy will be terminated (Indigent Policy, 2019).

Below is the graph that present the indigent registrations and the indigent Register i.e. provision of Free Basic Service over the five (5) financial years:-



The graph firstly shows that 2017/2018 financial year has the highest indigents registered and approved while 2021/2022 is lower. This is due to the fact that verification of indigents was not yet introduced in 2017/2018 and it was implemented from 2018/2019. Secondly, the response to the call to indigents to come and register is decreasing. The graph and experience show that something is not as it supposed to be and it needs to be corrected. The result might be because the marketing of indigent registration is currently concentrated before the period of mass registration and therefore a decision of continuous marketing of indigent registration throughout the financial year was taken and this has been started. There is also a need of field workers that will go door to door to reach those that cannot get to the registration venues and also correct where registered indigents are not indigent e.g. because they run rental stock in their properties.

In conclusion, indigent, lacking of necessities of life, status is real due to poverty. The provision of essential household services package is needed and it is highly crucial that it is provided in a manner that is affordable and suitable to each municipality. The indigent policy and indigent register therefore direct the

formulation of the indigent register and implementation of the indigent subsidy or indigent support. This in total assist the municipality through the provision of free basic services to the community of Emalahleni local Municipality.

#### **4.9 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.

#### **4.10 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.

#### **4.10.1 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. As per section 52 of the Disaster Management Act no 57 of 2002, the municipality's Disaster Management has developed a Disaster Management Plan which was approved in 2012. The plan has since been reviewed and updated and it was sent out for public comments on the 28<sup>th</sup> October 2021. The draft reviewed plan has been sent to Council for approval. This plan is reviewed annually as per section 52(1) (c).

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

#### **4.10.2 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.

#### **4.10.3 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

#### 4.10.4 Prevention and mitigation strategies

- The Municipality has received relief materials in a form of blankets, salvage sheets , gel stoves and mattresses from the Nkangala District Disaster Management Centre. These are used to assist victims of shack fires heavy storms and other disaster incidents.
- Furthermore, the Municipality with assistance from the private sector, is currently refurbishing and upgrading a satellite Fire Station in Phola. Plans are also in place to build satellite Fire stations in Kwa Guqa, Rietspruit and Siyanqoba.
- A Fire Engine and a skit unit will be procured this year to ensure rapid and effective response to emergency incidents.
- Personal Protective Clothing (PPE) in a form of cloth masks, sanitizers, scanners have been procured to curb the spread of Covid-19.
- A Joint Operational Committee (JOC) consisting of various stakeholders has also been established to share information and strategies in curbing the spread of this pandemic.
- A Disaster Management Committee (DMC) was also developed to deal with issues of Covid-19 within the municipality. This includes, among others, advising the municipality about ways and strategies of curbing the spread of virus through awareness campaigns.
- The Municipality, in partnership with other stakeholders, also do awareness campaigns to address water contamination, shack fires and unlawful refuse disposal. These are done mostly in informal settlements where most of these incidents occur. Trainings and educational campaigns are also undertaken in schools.

#### 4.10.5 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.

#### 4.10.6 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 was 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.

Since the prevalent of Covid-19 pandemic until 04 May 2021, eMalahleni has registered:

- Positive = 28 666( Cumulative)
- Death case = 588 (2.0%)
- Recovered = 28 019 (97.7%)
- Active= 46
- Total vaccinated: 156 322

While with Emalahleni Local Municipality has registered:

- Positive cases = 395 (Cumulative)
- 10 Cllrs and 385 employees
- Death case = 03
- Recoveries = 392
- Active =0

## 4.11 SAFETY AND SECURITY

### 4.11.1 Emergency services

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

### 4.11.2 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

## 4.12 GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIES AND SECTOR PLAN STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Comments on the current status
<b>Fraud Prevention Strategy</b>	Yes	Adopted	June 2021	Will be reviewed in 2022/2023
<b>Risk Management Strategy</b>	Yes	Adopted	June 2021	Will be reviewed in 2022/2023
<b>Public Participation Policy</b>	Yes	Adopted	September 2016	Under review
<b>Communication Strategy</b>	Yes	Adopted	April 2019	Review 2022/2023
<b>Emalahleni Youth development Strategy</b>	Yes	Draft	TO be adopted June 2022	Under review to be adopted in June 2022
<b>Disaster Management plan</b>	Yes	Adopted	February 2012	Draft submitted to Council. To be approved in April 2022.

## 5. KPA2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

### 5.1 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.

#### 5.1.1 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
<b>additional house holds</b>		<b>4 856</b>	<b>5 011</b>	<b>5 172</b>	<b>5 337</b>	<b>5 508</b>	<b>25 883</b>
<b>Services backlog including new growth</b>							
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
<b>Serviced stand provision currently planned</b>							
<i>Remaining shortfall HH</i>	<b>30 545</b>	<b>30 631</b>	<b>25 030</b>	<b>26 803</b>	<b>31 701</b>	<b>36 726</b>	<b>36 726</b>
<b>Total plans at 1-9-2016</b>	<b>4 300</b>	<b>4 770</b>	<b>10 612</b>	<b>3 399</b>	<b>439</b>	<b>483</b>	<b>24 003</b>
<i>Estimated average by private sector</i>	300	330	363	399	439	483	2 314
<i>Duvha</i>		500	1 000				1 500
<i>Siyanoqoba</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

Source: Emalahleni Municipality Sector

### **5.1.1.1 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 3540km<sup>2</sup>. 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:

<b>Scheme name</b>	<b>Source</b>	<b>Design/ Required capacity (Ml/d)</b>	<b>Operational Capacity (Ml/d)</b>	<b>Status</b>
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 75MI/d and it is currently operating at approximately 80 to 90MI/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 15MI/d and it is currently operating at approximately 6.7MI/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 4MI/d and it is currently operating at 3.5MI/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.

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

### ***5.1.1.2 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***

<b>Intake Point</b>	<b>Nominal Maximum Demand (NMD)</b>	<b>Utilised Capacity</b>
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***

<b>Intake Point</b>	<b>Nominal Maximum Demand (NMD)</b>	<b>Utilised Capacity</b>
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.

#### **5.1.1.3 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	Ward28 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.

#### **5.1.1.4 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, Empumelelweni, 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 1 063 9470.50
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
<b>TOTAL</b>	<b>R 3 988 337.50</b>

#### *5.1.1.5 Roads & Storm water*

Economic growth and development require 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
<b>TOTAL</b>	<b>799.72 KM</b>	<b>556.84 km</b>	<b>42.91 km</b>	<b>0.6 km</b>	<b>1400.08 km</b>

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.

#### ***5.1.1.6 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.

#### ***5.1.1.7 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.

### **5.1.2 Environment and Waste management**

#### ***5.1.2.1 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.

#### ***5.1.2.2 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.

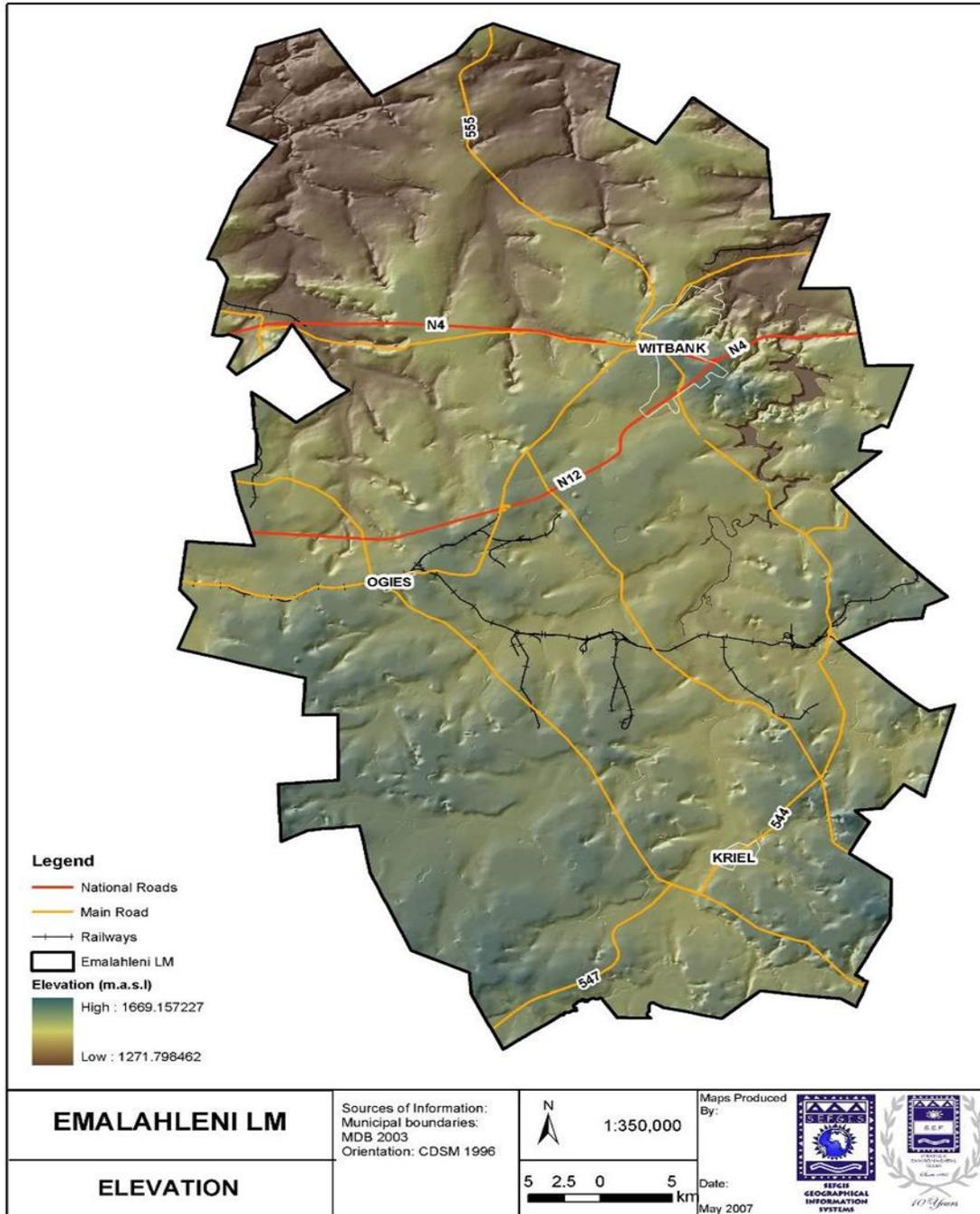
The landscape in the ELM is generally flat, with slopes of less than 1:30. This causes problems with the drainage of developments. Steeper slopes are found close to the rivers in the area.

##### 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. The department is faced with challenges of lack of Local Biodiversity strategy and action plan, Soil Conservation plan, Ecological Infrastructure and Ecosystem Based adaptation Plan to deal with environmental issues. The Department relies on Mpumalanga Biodiversity plan to deal with new development issues within the municipality.

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.

### ***5.1.2.3 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 corporative;
- 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.

#### ***5.1.2.4 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 discussed below.

#### **5.1.2.4.1 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.

#### **5.1.2.4.2 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 (SO<sub>2</sub>), Nitrogen oxides (NO<sub>x</sub>), Ozone (O<sub>3</sub>) 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 smoldering 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.

#### **5.1.2.4.3 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.

#### **5.1.2.4.4 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.

### **5.1.3 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.

#### ***5.1.3.1 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.

### **5.1.4 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
<b>Protected by the NHRA 60 year clause</b>		
Buildings, structures and sites older than 60 years		
<b>Proclaimed provincial heritage site</b>		
Borehole UC 65 (Evander)	Witbank District	SAHRA Head office
NZASM Station (Clewer, Schoongezicht 308JS)	Witbank District	SAHRA Head Office
<b>Provincial heritage sites</b>		
No sites identified as provincial heritage sites		
<b>Listed Heritage Sites</b>		
Battle of Bakenlaagte site	Emalahleni rural areas	PHRA
Steenkoolspuit Bridge	Emalahleni rural areas	PHRA
Balmoral concentration camp	Emalahleni rural	PHRA

Description	Specific locality	Reference
	areas	
Eensaamheid site	Emalahleni rural areas	PHRA
Roodebloem farmstead	Emalahleni rural areas	PHRA
Zeekoewater archaeological site	Witbank District	PHRA
Military Grave (Naauwpoort)	Witbank District	PHRA
Balmoral Concentration camp	Witbank District	PHRA
Rock Shelter (Aasvogelkrans)	Witbank District	PHRA

#### 5.1.4.1 CHALLENGES

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

## 5.2 HUMAN SETTLEMENT

### 5.2.1 Introduction

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.

The Department of Human Settlements is a section located in the Development Planning Directorate. In terms of housing, the municipality was granted Level 1 Accreditation functions by the Province to carry out such functions as Beneficiary Administration and Project Planning. The Municipality aims to provide sustainable human settlements and improved quality of household life closer to employment opportunities, through accelerated delivery of housing and access to basic services. In this regard, the municipality is guided by National Human

Settlements Principles for Human Settlements Development to provide housing to communities under its jurisdiction. These human settlements principles are:

- Integration from fully subsidized housing (“RDP”) through affordable to middle / upper cost.
- Integration from upper cost through middle to affordable housing.
- Integration from lower middle through affordable to fully subsidized housing and in-situ upgrading of informal settlements.

#### **5.2.2 Objectives of the Section:**

- To create Sustainable Human Settlements in which a range of housing opportunities are created.
- To promote in-fill development.
- To ensure that the current conditions of housing for the vulnerable are improved.

#### **5.2.3 Functions of the Section**

The unit is responsible for:

- Facilitating the provision of houses in mixed developments through the Breaking New Ground Policy.
- Facilitation of transfer of properties owned by the Municipality through the Enhanced Extended Discount Benefit Scheme.
- Facilitation of the formalization and upgrading of informal settlements.
- The Housing Subsidy Scheme (HSS), Beneficiary Administration, and compilation of the National Housing Needs Register (NHNR).
- Provision and Management of rental accommodation for low income earners in eMalahleni (Social Housing / Community Rental Units).

#### **5.2.4 Human Settlement Challenges**

- eMalahleni has the largest number of spatially distributed informal settlements in the Province, totaling, 72 spatially distributed informal settlements.
- Continuous illegal occupation of land.

- Increased protests for land for residential purposes.
- Huge housing backlog estimated at 45 000 households requiring housing assistance.
- Inadequate allocation of houses: not having an impact in addressing the housing backlog.
- Slow pace in the delivery of houses and the incompetence of contractors appointed year on year.
- Unavailability of adequate bulk services in areas earmarked for housing development. (e.g. informal settlements in process of formalisation).
- Unavailability of serviced land for the “Gap Market”, and for relocation of informal settlements situated on unsuitable land for human habitation.
- Incomplete township establishment processes in areas earmarked for housing development.
- Challenges in relation to the management of CRUs.
- Resistance from certain communities earmarked for relocation.
- Level 2 Accreditation not achieved as anticipated due to institutional challenges.
- Outdated Housing Development Plan.

#### 5.2.5 Housing Backlog Summary: Housing Development Plan, 2017

Demand / Backlog Type	Number of units Required	%
Informal Settlements (approximately 72)	34 097	
Housing Needs Register (Waiting List) not informal Settlements	11 532	
<b>Total demand</b>	<b>52 629</b>	<b>100%</b>
Multiple Families	6 984	13%
Backyard dwellers	9 575	18%
Informal Settlements	34 097	65%
Other	1 973	4%

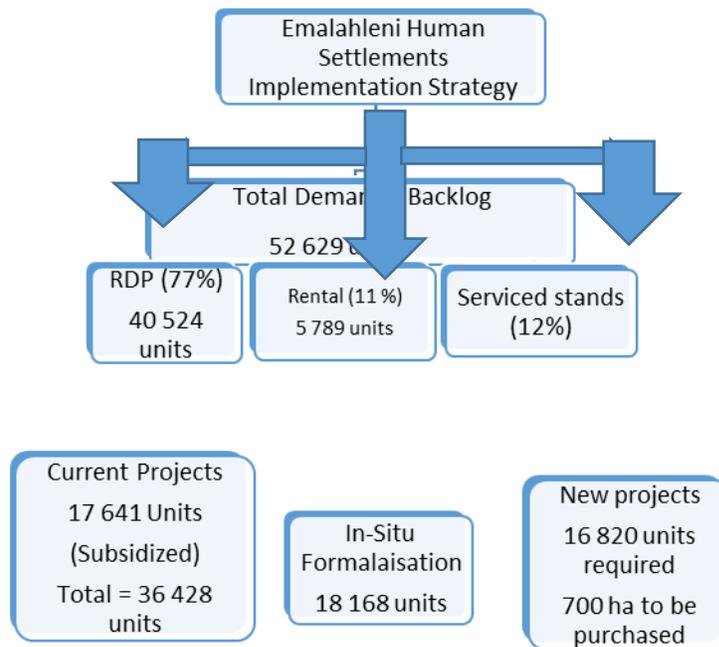
#### 5.2.6 Implementation Strategy:

The Municipality aims to deal with the housing backlog/demand through the implementation of the following human settlements programs:

- Integrated Residential Development Program (IRDP);
- Upgrading of Informal Settlements Program (UISP); and

- Social Housing/Community Residential Units (CRU)

Based on a community survey conducted (Housing Development Plan, 2017), the profile of the housing demand is summarized in the Emalahleni Human Settlements Strategy Diagram below:



Current Projects undertaken to respond to the housing backlog:

- IRDP: Siyanqoba Housing Project, Duvha Park Ext 1, and Thubelihle Ext 5.
- UISP: Empumelelweni, Hlalanikahle Extensions, Kwa-Guqa extensions.
- Re-blocking / re-settlement: Iraq, Hlalanikahle Section C and L, Empumelelweni extension 9 and 10
- Issuing of Title Deeds: Various wards

## Strategies for Human Settlements (Housing Development Plan, 2017)

- Continue with implementation of the Integrated residential Development Programme (IRDP) (Klarinet, Siyanqoba, & Duvha Park Ext. 1).
- Accelerate Upgrading of Informal Settlements Programme
- Upgrading of Informal Settlements Program – Implementation of the 14 Upgrading Plans.
- Relocation of informal settlements in line with resettlement plans developed with assistance of HDA
- Continuous profiling/enumeration of informal settlements
- Support Anti-Land 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.

## 5.3 LAND INVASIONS

### 5.3.1 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.

### 5.3.2 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:

<b>INFORMAL SETTLEMENTS</b>	<b>BACKLOGS</b>
Total number of Households	34 097
Total Number of informal settlements (According to NUSP survey conducted in 2016)	72
Total number of upgrading plans approved by Council in 2016	14
Number of informal settlements currently in planning	24

process	
No of informal settlements formalized	13
Total number of informal settlements to be relocated	11
Relocation plans finalized	10
No of informal settlements without upgrading plans	24
No of Informal Settlements on Farms	12
No of Informal Settlements with Water & Sanitation	52
No of Informal Settlements with no Water / Sanitation	16

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

### 5.3.3 Strategy for prevention of land invasions

Initially the municipality utilized 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.

A Land Invasion Re-Action Unit has been established and as and when land invasions occur, the Unit 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.

#### **5.3.4 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).

#### **5.3.5 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 (72) 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.

#### **5.3.6 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).
- Preparation of identified land and implement Relocation Plans.

### **5.4 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 Mthimunye 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, Rietspriut 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

**5.5 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

- Refurbish the Lynnville Community Hall

## 5.6 LIBRARIES

Libraries is a second section of Social Services which is part of the Arts, Culture, Sports and Recreation and Social Services of the Community Services Directorate. This section is the delegation of the Provincial government however it is part of those departments or even sections that are still in local government for caretaking. It is therefore because of this reason that Emalahleni Local Municipality jointly with the Provincial Department of Culture Sport and Recreation has provided library services in terms of the National Library of South Africa Act 92 of 1998 and Council by Laws. The Library section is a role player in the elevation of the educational level in the community.

Recently libraries became part of the information section. Computers are now familiar systems in the libraries. Libraries are one of the only services that render a free internet service to the community. Reading is important to all in the community and the Mpumalanga Government: Department of Culture, Sport and Recreation introduced the Library for the Blind Services so that all levels of the community are targeted. Even if you are only using a computer, there was once a time that communities were reading books that were available in physical form only, now the same communities are able to access that books through the new technology electronically e.g. through internet.

Emalahleni Libraries consists of Emalahleni Main Library that is situated on the corner of Hofmeyer & Elizabeth Street and 8 other Branch Libraries:

- Klipfontein Branch Library
- Kwa-Guqa Branch Library

- Lynnville Branch Library
- Ga-Nala Branch Library
- Ogies Branch Library
- Phola Branch Library
- Klarinet Ext 6 Branch Library
- Thubelihle Branch Library

#### FOUR (4) TOP SERVICE DELIVERY PRIORITIES

- Promote reading to all people in Emalahleni. Library staff went to schools to market the library services available in their areas. It was realized that some of the available libraries are servicing communities in more than seven to ten kilometres while they are supposed to service communities that are within five kilometres. This showed that more there was a need for more libraries to lessen the community distance serviced. This gave rise to construction of libraries in Klarinet Ex 3 and Thubelihle which were completed in 2015 and 2020 respectively. Satellite libraries will be open in both Singqobile and Klarienet Ex 6 before the end of 2022/202 financial year, more libraries are planned for the coming years. High growth rate of Emalahleni Local Municipality has made Mpumalanga Government: Department of Culture, Sport and Recreation commit to build a library a year assist to bring library services to the Emalahleni Local Municipality community unit the need of a library servicing a community with five kilometre is achieved.
- Address Reference and Information requests at all libraries. Scholars and students are able to get relevant and up to date information to complete their projects.
- Internet Services. Access to information is made available through the Internet service is available to any community member in all the libraries. Staff members are equipped to assist the public to use and adapt to the new technology.
- Library for the Blind. The Library for the Blind service for Emalahleni blind community was introduced in the 2016/2017 financial year. Emalahleni Main Library has 25 registered members for the blind. Emalahleni Main Library also have a Library for the Blind Champion to help the blind users on the Jaws Computer System.

#### CAPITAL PROJECTS

The projects are follows: -

- Thubelihle Library was completed in 2020 – funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Upgrading of Emalahleni Library will be complete by May 2022- funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Renovations of Kwa-Guqa Library was completed in 2021- funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Renovations of Lynnville Library was completed in 2021- funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Renovations of Sinqobile Library completes in 2022- funded by Emalahleni Local Municipality
- Renovations of Ogies Library in progress- funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Renovations of Klarinet Ex6 Library in progress- funded by Emalahleni Local Municipality
- Renovations of Phola Library is schedule to start in June 2022- funded by Mpumalanga Government: Department of Culture, Sport and Recreation
- Construction of KwaGuqa Ex 11 is scheduled to start 2023- funded by Mpumalanga Government: Department of Culture, Sport and Recreation

#### **5.6.1 CHALLENGES**

- Shortage of libraries
- Shortage of staff
- Burglaries and vandalism in libraries
- No water and electricity backup in all libraries

## SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

Recently libraries became part of the information section. Computers are now familiar systems in the libraries. Libraries are one of the only services that render a free internet service to the community. Reading is important to all in the community and the Mpumalanga Government: Department of Culture, Sport and Recreation introduced the Library for the Blind Services so that all levels of the community are targeted. Even if you are only using a computer, there was once a time that communities were reading a book that were available in physical form only, now the same communities are able to access that book through the new technology electronically e.g. through internet.

The municipality does not have museums, galleries and zoos. However it does have libraries, community facilities like halls, sport facilities and a theatre. The municipality has eight libraries and for the 2019/2020 financial year 144 594 users were recorded to have used the library services.

Libraries Policy Objectives								
Service Objectives	Outline Service Targets	2017/18		2018/19		2019/20		2020/21
		Target	Actual	Target	Actual	Target	Actual	Target
		Previous Year		Previous Year	Current Year	Current Year	Current Year	Following Year
Promote reading to all people in Emalahleni	Marketing and Promoting of all 8 Libraries in Emalahleni	10 Reports	12 Reports was done on marketing campaigns	10 Reports	15 Reports was done on marketing campaigns	10 Reports	20 Reports was done on marketing campaigns	25 Reports

Address Reference and Information request at all Libraries	Provide up to date Reference and Information Request in all 8 Libraries in Emalahleni	10 000	12 927	10 000	14 219	10 000	15 757	17 332
Internet Services	Provide Internet Services in all 8 Libraries in Emalahleni	15 000	16 995	15 000	17 652	15 000	18 184	20 911
Library for the Blind	To expand the Library for the Blind Services membership to all 8 Libraries in Emalahleni	0	10	15	17	15	25	40

## INTERNATIONAL AND NATIONAL LITERACY AWARENESS PROGRAMMES/ CAMPAIGNS

The following Literacy awareness campaigns are conducted each year: -

- World read- aloud is celebrated on 02 February each year.
- International Mother Language Month is celebrated on 21 February each year.
- Library week is celebrated in from 14 March each year.
- Freedom day is celebrated on 27 April each year.
- Youth month is celebrated on 16 June each year.
- Mandela day is celebrated on 18 July each year.
- National Book Week is celebrated from the 4 September each year.
- Heritage day is celebrated on 26 September each year.

In summary Emalahleni have the following facilities

AREA	HOSPITALS	CLINICS	LIBRARIES
Emalahleni	5	4	2
Lynnville	None	2	1
Kwa-Thomas Mahlanguville	1	1	None
Hlalanikahle	None	1	1
Kwa-Guqa Exts	None	2	1
Phola	NONE	1	1

Ga-Nala	NONE	2	2
Rietspruit	None	1	None
Klarinet	None	1	2
Ogies	None	1	1
Wilge	None	Mobile	None
Sinqobile	None	1	1
Van dyks drift	None	Mobile	None
<b>TOTAL</b>	<b>6</b>	<b>16 CLINICS + 2 MOBILE CLINICS</b>	<b>12 IBRARIES</b>

## 5.7 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	<b>Currently being development using the available data additional funding required to finalize the plan. Currently at about 90%.</b>
The Water Services Development Plan	Yes	Adopted	2015	<b>To serve in Council in April 2022</b>
Water and Sanitation Master Plan	Yes	Adopted	2019	<b>Implementation in-progress to available budget.</b>
Integrated Asset Management Plan	No	N/A		<b>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.</b>
The Energy Master Plan	No		2013	<b>Funding requested through the DBSA</b>
High Voltage Master Plan	Yes	Yes	October 2013	<b>Funding requested through the DBSA</b>
Electrification Master Plan	No			<b>Funding requested through the DBSA</b>
Electrical Maintenance Plan	Yes	Yes	2020	<b>Adopted and is implemented to the available resources.</b>
The Integrated Transport Plan	Yes	Adopted	2016	<b>Adopted in 2016. Still valid and implemented to available budget.</b>
Non-Motorized Network Plan	No			<b>Funding required.</b>

Traffic Impact Study	Yes	Adopted	2016	<b>Adopted September 2016. Still valid</b>
Pavement Management System	Yes	Adopted	2012	<b>Review processes to be done when budget available.</b>
Roads Master Plan	Yes	Adopted	2019	<b>Implementing with available resources.</b>
Stormwater Master Plan	Yes	Adopted	2019	<b>Implementing with available resources.</b>
Integrated Waste Management plan	Yes	Draft adopted	2019	<b>Funding required</b>
Air quality Management Plan	Yes	Adopted	Nov 2019	<b>Implementation in progress</b>
Climate Change adaptation and response strategy	No			<b>The NDM CCRAS has been adopted in the 3<sup>rd</sup> quarter of this financial year. The ELM CCRAS is currently under development with the assistance from Sustainable Energy Africa and V-Led. Draft Strategy will be ready by June 2022.</b>
Alien Invasive Species Control Plan	No			<b>To serve in Council in June 2022</b>
Landscape and beautification master plan	No			<b>No budget allocated in the current financial year.</b>
Integrated Environmental Management Framework	Yes		2008	<b>To be developed in 2023/2024</b>
Vehicle emission control and testing strategy	Yes	Adopted	2020	<b>Implementing</b>
Section 78 study on waste management options	Yes	Adopted	2020	<b>Implementing</b>
The Housing Sector Plan	Yes	Adopted	2017	<b>Plan is still valid. To be reviewed in 2022/2023</b>

## 6. LOCAL ECONOMIC DEVELOPMENT (LED)

### 6.1 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, hotel and dome, Industrial park; establishing of a fly ash beneficiation; upgrade of Emalahleni Recreation Resort; revitalisation of Highveld steel to an industrial park; establishment of mining museum; establishment gro-processing hub, establishment of a light industrial workshop at Ferrobank and Lynnville workshop at the portion of the farm Kwa Guqa,

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.

The identification of alternative Local Economic Development vision for growth and development that improves people's wellbeing through sustainable development must be prioritized. The municipality must investment into the green economy's activities, assets and infrastructure that drives growth in employment and income. This in turn results in reduced carbon emissions and pollution, and enhanced energy and resource efficiency. As a result, decent jobs that contribute to, preserve or restore the environment will be created. The green economy may occur in traditional sectors such as manufacturing and agriculture, or in new, emerging green sectors such as renewable energy and energy efficiency.

## **6.2 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 Emalahleni Local Municipality as an investor friendly municipality,
- To identify poverty pockets and formulate means to address such.

## **6.3 FUNCTIONAL AREAS/S WITHIN THE DIRECTORATE**

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

## **6.4 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 Emalahleni
- 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.

Tourism in Emalahleni is not fully exploited. The economic Development Unit has developed a tourism strategy responds to the challenges faced by the sector. The strategy was approved the Council for a period of 5 years. The tourism strategy of Emalahleni Local Municipality is focusing on the key strategic objectives by understanding the tourism market choosing attractive segments, marketing the destination, facilitating the removal of obstacles, developing product and infrastructure monitoring and learn from tourist experience.

## **6.5 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).

## 6.6 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

## 6.7 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

## 6.8 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.

## 6.9 MUNICIPAL PROFILE

According to Stats SA (2016 Community Survey - CS), Emalahleni's population increased from 395 466 in 2011 to 455 228 people in 2016 – third largest population in the province and 31.5% of Nkangala's population in 2016. Population increased by 59 762 between 2011 and 2016, a population growth rate of 3.2% per annum (p.a.), which was higher than the low annual average economic growth rate of 0.5% p.a. over the same period. The population number for 2021 is estimated at 553 562 people or 33.8% of Nkangala's population.

CSIR Green Book population projection for 2030 is more or less 648 000 or 34.7% of Nkangala's population – will put pressure on the infrastructure, service delivery, and employment opportunities.

Between 2011 and 2016, the number of households in Emalahleni increased by more than 30 000 from 119 874 to 150 420. Forecasted figure in 2030 around 250 000 households. The household size declined from 3.3 to 3.0 over the same period.

Figure/Description	Implication
<b>Population</b>	
<ul style="list-style-type: none"> <li>• 553562 people in 2020</li> <li>• 150 420 households</li> <li>• 3.2% average annual population growth rate</li> </ul>	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.
<b>Unemployment</b>	
<ul style="list-style-type: none"> <li>• 33.3% in 2020</li> </ul>	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
<b>Average Annual Household Income</b>	
<ul style="list-style-type: none"> <li>• R120,492</li> <li>• 14% receive no income</li> </ul>	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.
<b>Average Annual GDP Growth</b>	

Figure/Description	Implication
<ul style="list-style-type: none"> <li>1.3 %</li> </ul>	<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>
<b>Highest Level of Education (Age 20+)</b>	
<ul style="list-style-type: none"> <li>6% have no schooling</li> <li>31% have Grade 12</li> <li>14% have higher education</li> </ul>	<p>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.</p>
<b>Tress Index</b>	
<ul style="list-style-type: none"> <li>56.89</li> </ul>	<p>The local economy is not diversified; this is due to the mining industry which contributes the most to the local economy</p>

#### 6.9.1 Emalahleni Economy

- Contribution to the Mpumalanga economy in 2020 was 17.8% – 2<sup>nd</sup> largest economy in the province. Contribution to the Nkangala economy was 45.8%.
- Leading contributor to Nkangala's industries, except for agriculture and manufacturing.
- Average annual economic growth rate for Emalahleni was relatively low at 1.4% over the period 1996 to 2020. Between 2015 & 2020 the economy contracted by 1.0% p.a.
- Estimated contraction in 2020 of between 8% and 9% due to the COVID-19 lockdown. Construction, transport, manufacturing and trade (including tourism) most negatively affected industries.
- Estimated growth of more than 5% in 2021 from a low base.

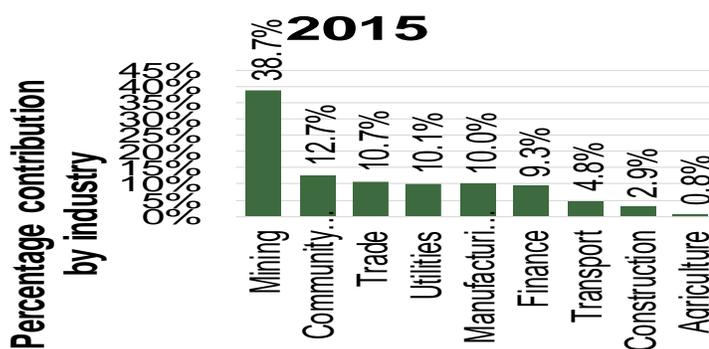
- The estimated average annual GDP growth for Emalahleni between 2020 and 2025 is more than 3% p.a.
- The size of the economy in 2020 was estimated at R71.7 billion in current prices.
- In 2020, mining, community services, finance, trade (including tourism) and manufacturing were the largest industries in the economy of Emalahleni. Mining contributed around 40% and the top four industries contributed more than 80% to the economy of Emalahleni.
- Emalahleni holds a comparative advantage in mining and utilities/electricity (power stations).
- In 2015, tourism spend amount to R1.6 billion or equal to 3% of the local GDP. It decreased to only R600 million in 2020, which was equal to less than 1% of the local GDP.

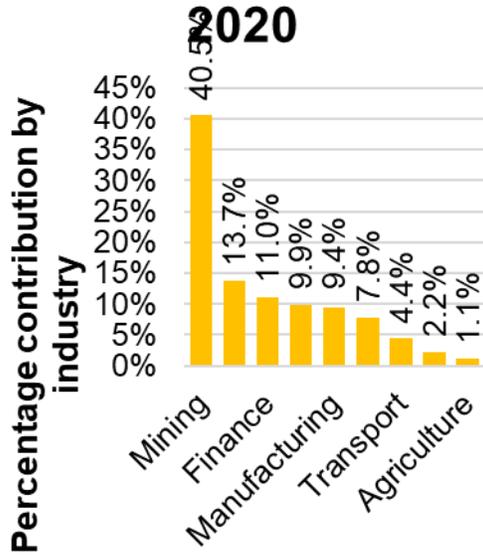
More focus to development in terms of projects and skills development should be given to the sectors with comparative advantage.

#### 6.9.2 Contribution by sectors

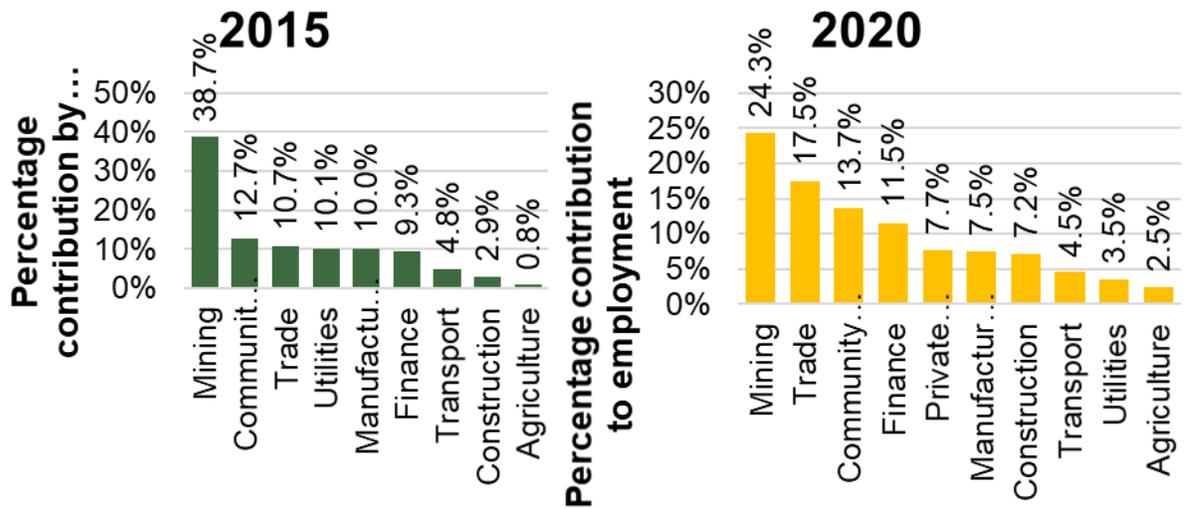
The diagrams below show Contribution per sector to the economy and Employment Contribution per sector Emalahleni between 2015 and 2020. It is evident that the mining sector is the most prominent sector in terms of employment and GVA contribution.

Contribution by sector to the economy of Emalahleni between 2015 and 2020





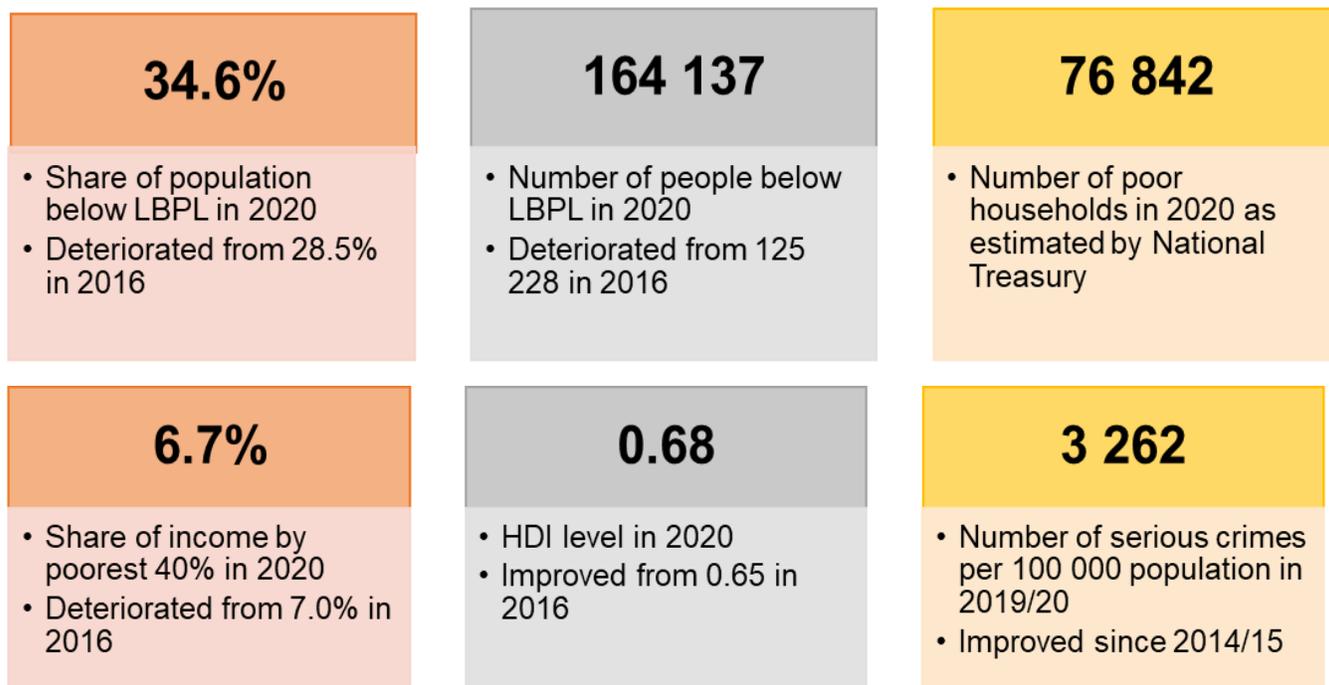
Employment Contribution per sector Emalahleni between 2015 and 2020.



(SERO report, economic analysis DEDT 2022)

## Emalahleni labour markets

### Poverty, inequality and Human Development Index in Emalahleni



(SERO report, economic analysis DEDT 2022)

#### 6.9.3 Investment opportunities

##### 6.9.3.1 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.

#### ***6.9.3.2 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

### 6.9.3.3 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.

## 6.10 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	Valid for 2018-2023. Strategy to be updated in 2022/2023
Tourism strategy	Yes	Adopted	25 June 2020	New	valid for 2020-2025
SMMEs and Cooperatives Strategy	Yes	Adopted	26 November 2020	New	Valid for 2020-2025

## 7. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 7.1 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.

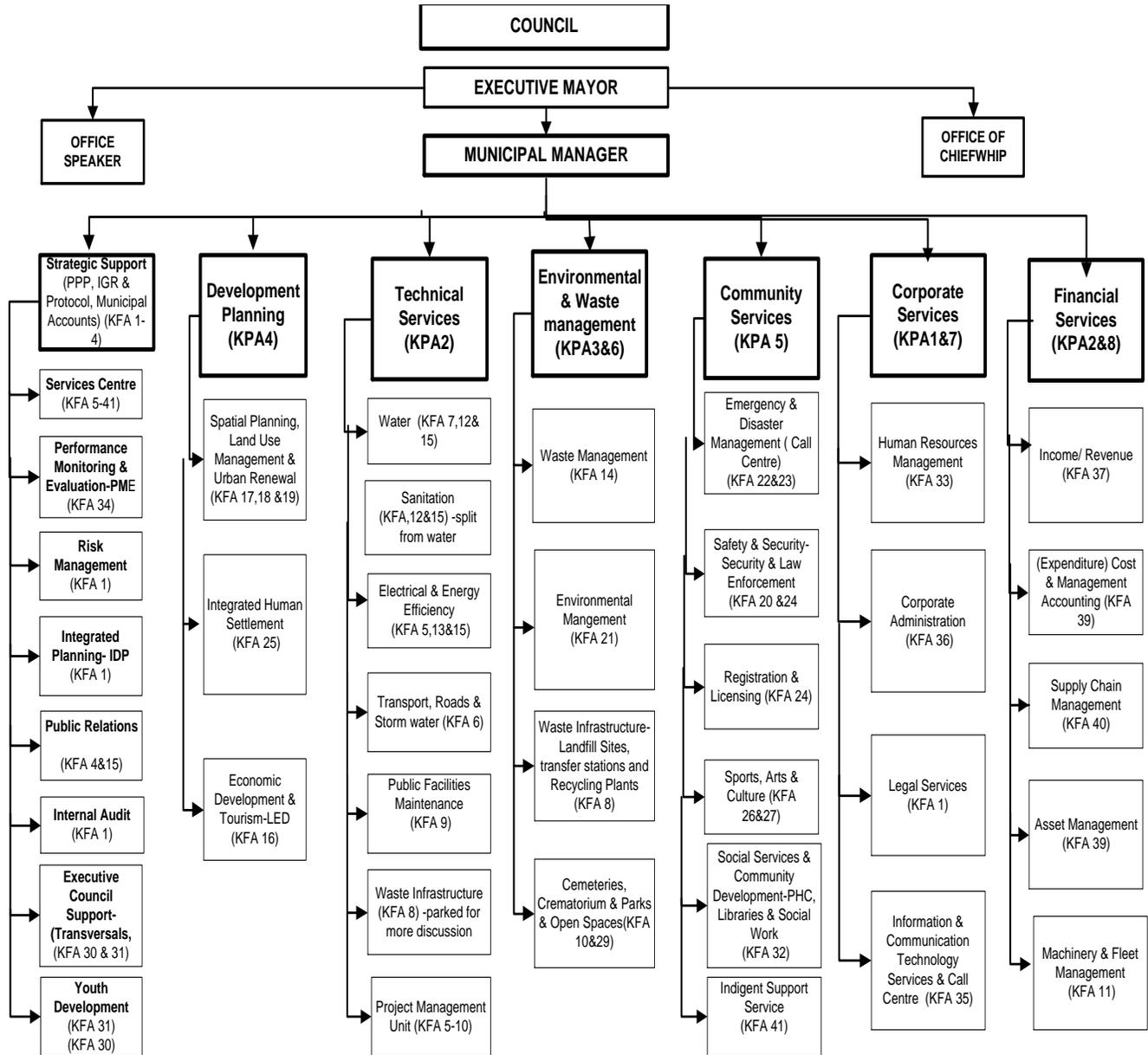
Council also elects the Speaker of Council who presides over meetings of Council. Council also elects the Whip of Council who plays the role of ensuring good behaviour amongst councillors.

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.

7.2 EMALAHLENI MACRO ORGANISATIONAL STRUCTURE

ELM MACRO-ORGANISATIONAL STRUCTURE



In terms of the current Organogram the Municipality have 3637 positions of which 1369 are budgeted for. Number of employees as at end of January 2022 is as follows:

DIRECTORATE	NUMBER OF POSITIONS BUDGETED	ACTUAL FILLED	VACANT
Strategic and Executive Support	57	46	11
Corporate Services	58	49	9
Development Planning	89	77	12
Environmental & Waste Management	264	216	48
Community services	312	279	33
Financial services	246	205	41
Technical Services	543	481	62
<b>TOTAL</b>	<b>1569</b>	<b>1353</b>	<b>216</b>

\*\*\*TOTAL (HOW MANY FUNDED (= 1569) HOW MANY VACANT (= 216))

There are six (6) directorates in the municipality and the 7<sup>th</sup> 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	24	22	46
Corporate Services	35	14	49
Development Planning	41	36	77
Environmental & Waste Management	38	178	216
Community services	135	144	279
Financial services	106	99	205
Technical Services	147	334	481
<b>TOTAL</b>	<b>526</b>	<b>827</b>	<b>1353</b>

There are 79 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	4	1	5
Community services	8	2	10
Financial services	13	4	17
Technical Services	9	7	16
<b>TOTAL</b>	<b>49</b>	<b>30</b>	<b>79</b>

The below table is the breakdown as per designation:

DIRECTORATE	MALE	FEMALE	TOTAL
Municipal Manager	1	0	1
Executive Directors	1	1	2
Deputy Directors/Directors	2	0	2
Managers	16	8	24
Assistant Managers	29	21	50
<b>TOTAL</b>	<b>49</b>	<b>30</b>	<b>79</b>

In terms of Job Evaluation 438 positions have been coded and uploaded on the system. A total of 205 job descriptions out of 438 have been uploaded, 200 job descriptions have been refined, 33 are currently being refined and 132 jobs have

been evaluated. The municipality has the Workplace Skills Plan and Employment Equity Plan for 2021 - 2026.

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 Annual 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).

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 which is the IDP. 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.

### 7.3 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
<b>TOTAL PERMANENT</b>	857	4	1	35	495	10	1	25	0	0	1428
Temporary employees	49	0	0	0	25	0	0	3	0	0	77
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>15</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>15</b>

### The municipal employment equity is summarized as follows

	<b>BASELINE(1219 Employees) as in July 2012</b>	<b>STATUS QUO (1471 employees) as in September 2017</b>	<b>STATUS QUO (1419 employees) as in September 2018</b>	<b>STATUS QUO (1428 employees) as in September 2019</b>
<b>DISABILITY</b>	0.57% (7 disabled employees)	1.77% (26 disabled employees)	1.04% (15 disabled employees)	1.05% (15 disabled employees)
<b>WOMEN</b>	30% (362 women employees)	35% (514 women employees)	33% (476 women employees)	37.8% (540 women employees)
<b>AFRICAN MALES</b>	66% (800 black employees)	62% (909 African employees)	61.8% (888 African male employees)	59.1% (845 African male employees)
<b>OTHER MALES</b>	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"> <li>BA Degree</li> <li>Gradum BA</li> </ul>	5 years experience at a Senior Management level	32 years	Yes
	Chief Financial Officer	Hlatshwayo, JP	<ul style="list-style-type: none"> <li>MBA</li> <li>ND: Cost &amp; Mgmt Accounting</li> <li>Cert: SCM for Municipal Snr Managers</li> </ul>	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"> <li>National Higher Diploma: Electrical Engineering</li> <li>National Diploma: Electrical Engineering</li> </ul>	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"> <li>Master of business administration</li> </ul>	5 years' experience at middle management level	40 years	Yes
	Acting	Ntuli, L	<ul style="list-style-type: none"> <li>Studying</li> </ul>	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"> <li>• Master of Town and Regional Planning</li> <li>• Diploma: Supervisory management for middle management</li> <li>• Bachelor of Arts Honors</li> </ul>	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"> <li>• Master of Development</li> <li>• BTech: Environmental Health</li> <li>• ND: Public Health</li> <li>• ND: Water Pollution Control</li> </ul>	5 years experience at Middle Management level	27 years	Yes

#### 7.4 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.

### **7.5 LEGAL SERVICES.**

Legal services is handling legal disputes often referred from officials and departments within the Municipality, to the legal department which are *inter alia* contractual disputes, summons, Application served to the Municipality. Furthermore, providing legal opinion and legal comments and assisting in formulation of By-Laws, policies, legislative interpretation and debt collection but not limited thereto.

In respect of legal disputes, the legal Department outsources legal services to attorneys and only handles attendances which appear to have minor legal consequences, such as providing advice to the Municipality, preparing opinions and drafting basic legal letters.

When matters become litigious or are of serious nature /significant nature, the services of legal professional are outsourced. This is common practice of government, particularly that of the Municipalities across the country.

In the context of the National and Provincial government there are established permanent Attorneys offices which are instructed by Legal Advisors/state law advisors to litigate on matters which have a prima facie evidence /or prospects of success.

## **7.6 Performance MANAGEMENT**

### **7.6.1 ORGANIZATIONAL 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.

### 7.6.2 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.

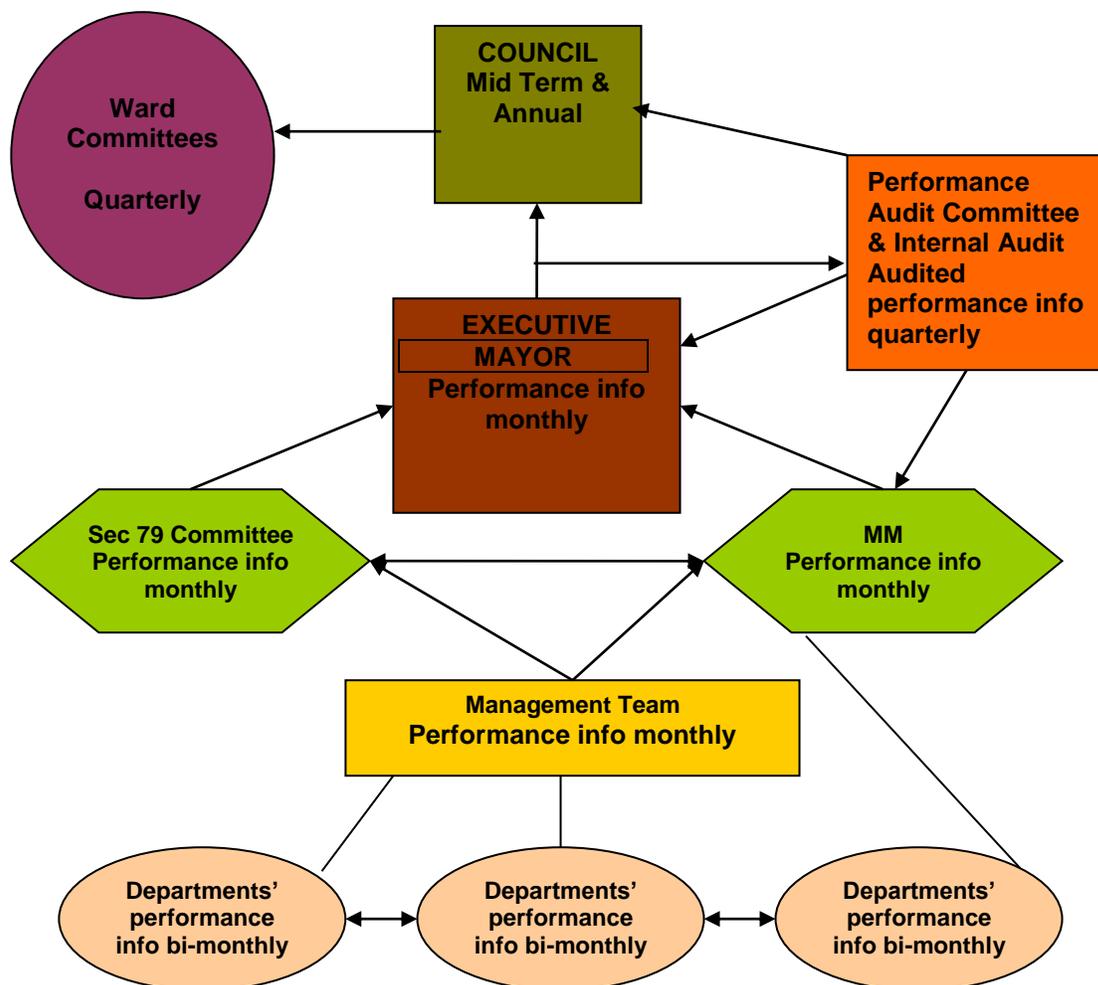
### Developing the Organizational Scorecard and Outlining the Scorecard Concepts

An IDP drives the strategic development of eMalahleni Municipality. The municipality's budget is influenced by the strategic objectives identified 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:



### **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
<b>PLANNING</b>	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
<b>MONITOR, MEASURE &amp; REVIEW</b>	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
<b>REPORTING</b>	Quarterly and Mid-Term Reports	Quarterly Reports	September January March July Jan- Mid Term review Reports	Management Team  Council
	Financial Statements		31 August (2 months after the end of the financial year)	Municipal Manager
	Audit Financial	Audit Report	30 Nov (3 months)	Auditor-General

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
	Reports		after receiving financial statements)	
	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
<b>REPORTING</b>	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.	
		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
<b>MONTHLY REPORTING</b>	The Municipal Manager reports monthly to the Mayor 10 days <i>after the month</i> 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 <i>regularly</i> to Council The Internal Auditors (IA) of the municipality must on a <i>continuous basis</i> audit the performance of the municipality	Section 41(c)(2) Regulation 14(1)(c)
	<b>1<sup>st</sup> ALIGNMENT ASPECT</b> It is recommended that the Municipal Manager report in terms of the MFMA and MSA to the Mayor on a <b>monthly</b> basis. As a second suggestion, but probably not essential, is for the Internal Auditors (IA) to audit on a monthly 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			
<b>QUARTERLY REPORTING</b>	The Mayor must report <i>quarterly</i> to the Council (30 days after the close of the quarter) Audit Committee must meet <i>at least quarterly</i> 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 <i>quarterly</i> reports to the Municipal Manager and to the Performance Audit Committee	Regulation 14(1)(c)
	<b>2<sup>nd</sup> ALIGNMENT ASPECT</b> 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)			
<b>BI-ANNUAL REPORTING</b>	The Municipal Manager must do a <i>mid-year assessment</i> 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 <i>at least twice per year</i> to audit the PMS and reports of the municipality The Performance Audit Committee must submit at least <i>twice during the year</i> a report to Council The Municipality must report to Council <i>at least twice a year</i>	Regulation 14(4)(a) Regulation 13(2)(a)

	<p style="text-align: center;"><b>3<sup>rd</sup> ALIGNMENT ASPECT</b></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 its 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>
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### 7.6.3 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.

### 7.6.4 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.

### ***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.

### 7.6.5 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.

### 7.6.6 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.

### 7.6.7 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.

### 7.6.8 INDIVIDUAL PERFORMANCE MANAGEMENT (PERFORMANCE AGREEMENTS AND REVIEWS)

At the beginning of each financial year during term of Council, Senior Managers (MSA: section 54 & 56) signed their individual Performance Agreement which amongst others specified objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

In the each of the financial years the following Senior Employees entered into Performance Agreement with Council some as Fixed-term Employees and some in the Acting Capacity at the time:

2017/18	2018/19	2019/20	2020/21	2021/22
Mr. H.S. Mayisela				
Mr. M.J. Vilane	Mr. M.J. Vilane	Mr. M.J. Vilane	Mr. M.J. Vilane	Mr. G, Swan

Ms. P.J. Hlatshwayo				
Mrs. S.F. Vilakazi	Mrs. S.F. Vilakazi	Mrs. S.F. Maseko	Mrs. S.F. Maseko	Mr. E.J. Nkabinde
Mr. S. Matleboane	Mr. S. Matleboane	Mr. S. Matleboane	Mr. S. Matleboane	Mr. L. Ntuli
Mr. C.B. Brentjies	Mr. T.M. Lelaka	Mr. T.M. Lelaka	Mr. T.M. Lelaka	Mr. T.M. Lelaka
Mrs. N.M. Fanie	Ms. M.A. Monyepao	Ms. M.A. Monyepao	Ms. M.A. Monyepao	Ms. M.A. Monyepao

The content of Individual Performance Plans (PPs) clearly and directly devolved and were related to the Municipal Integrated Development Plan, the Municipal Performance Score-card and were directly linked to the Service Delivery and Budget Implementation Plan. These Individual Performance Plans were developed immediately after the Municipal Service Delivery & Budget Plan had been approved by Council.

Written performance reviews were conducted at least twice per financial year. The verbal reviews were conducted in a form of quarterly presentations by the Senior Managers during the Performance Audit Committee Meetings, where each Senior Manager presents progress made on meeting their respective core function and targets. For the assessment of the Municipal Manager a panel consisting of the Executive Mayor of Emalahleni, The Executive Mayor from another Municipality (In this case from Thembisile Hani, the Chairperson of the Performance Audit Committee, the MMC: Corporate Services and a member of the ward committee, selected randomly by the Executive Mayor. The performance reviews for Executive Directors, the assessment panel entailed the Municipal Manager, The Chairperson of the Performance Audit Committee, the Member of the Mayoral Committee for that portfolio and Municipal Manager from another Municipality, which unfortunately apologized shortly before the assessments.

In a bid to enhance overall institutional performance, during this term of office, we have had to ensure that a proper Performance Management System (PMS) is implemented. The Performance Management System implemented has been meant to be the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, this Municipality's PMS has been implemented to facilitate increased accountability, learning, improvement provide early warning signals to facilitate decision making. The performance management system monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilisation of all resources and the performance management system being closely integrated across all functions at an organizational and individual level.

The most valuable reason for measuring performance is that what gets measured gets done.

At the beginning of the term of Council, an Integrated Development Plan (IDP) was adopted outlining how the challenges of sustainable development in a Municipality were to be met through strategic interventions and service delivery over the five year period. The IDP was developed by the Municipality in conjunction with the community and a credible IDP had be supported by a realistic budget. The IDP is supported by a Municipal Scorecard which sets out the key deliverables over the 5-year period.

Once performance planning has been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality

takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting.

Legislation that governs performance management in local government includes the Municipal Systems Act (MSA), the Municipal Planning and Performance Management Regulations (MPPMR), the Municipal Finance Management Act (MFMA), the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager and the Framework for Programme Information (FPPI) issued by National Treasury.

On 27 July 2017 Council appointed the following as members of the Performance Audit Committee as per **Resolution A. 102/17**:

- Mrs. T.I. Ranape
- Ms. F.J. Mudau
- Mr. D.D. Mncwabe
- Mr. M.A. Mmapheto
- Mr. V. B. Mampuru

Council appointed the Performance Audit Committee to assist in overseeing the Performance Process of the Municipality. This Committee was reporting to Council in terms of S166 of the Municipal Finance Management Act (“MFMA”) read with the Local Government: Municipal Planning and Performance Management Regulations of 2001 (LGP & PMR), promulgated in terms of S120 of the Local Government: Municipal Systems Act, 32 of 2000 (as amended) (LGMSA) and Circular 65 of MFMA. The Committee is appointed to meet the statutory responsibilities as outlined in the afore-mentioned regulations. Over the

five-year Term the PAC held Meetings per annum as follows during their term of Council which runs consecutively with the Council's term of office:

<b>PERFORMANCE AUDIT COMMITTEE MEETINGS HELD</b>				
<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
20/11/ 2017	15/07/2018	08/07/2019	28/09/2020	23/08/2021
29/01/ 2018	30/08/2018	05/08/2019	19/10/2020	28/08/2021
18/03/ 2018	18/01/2019	29/08/2019	30/11/2020	
04/05/ 2018	25/03/2019	27/11/2019	25/01/2021	
	19/06/2019	22/01/2020	29/06/2021	
		18/06/2020		

The meetings were held to undertake the following:

- To approve the Annual Charter for the PAC;
- To oversee the review of the Municipal Performance Policy Framework;
- To oversee the contents of performance agreements for Senior Managers and Accounting Officer;
- To oversee the development of the Annual Service Delivery & Budget Implementation Plan;
- To consider the Annual Performance Report on pre-determined Objectives;
- To consider the Quarterly Performance Reports and budget expenditure per KPI;
- To consider progress with the implementation of the AG Action Plan on performance information;
- Progress with the implementation of the risk mitigating strategies and actions with regards to performance;

- The Progress with the Financial Recovery Plan.
- The Annual Report to be submitted with the Financial Statements.

After the Annual Performance Reports were submitted to the Auditor General each financial year, the following were outcomes:

FINANCIAL YEAR	2020/21	PERCENTAGE ACHIEVED 2019/20	PERCENTAGE ACHIEVED 2018/19	PERCENTAGE ACHIEVED 2017/18	PERCENTAGE ACHIEVED 2016/17
OPINION	CLEAN AUDIT	QUALIFIED	QUALIFIED	DISCLAIMER	DISCLAIMER

Below is a comparison of performance outcomes over the term of Council:

PER KEY PERFORMANCE AREA	PERCENTAG E ACHIEVED 2020/21	PERCENTAG E ACHIEVED 2019/20	PERCENTAG E ACHIEVED 2018/19	PERCENTAG E ACHIEVED 2017/18	PERCENTAG E ACHIEVED 2016/17
GOOD GOVERNANCE & PUBLIC PARTICIPATION	69%	92%	61%	73%	70%
INFRASTRUCTUR E AND BASIC SERVICE DELIVERY	84%	77%	61%	69%	56%
LOCAL ECONOMIC DEVELOPMENT	83%	67%	57%	56%	40%

<b>INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	57%	81%	49%	68%	70%
<b>FINANCIAL VIABILITY</b>	65%	68%	36%	67%	38%
<b>SPATIAL PLANNING</b>	63%	67%	57%	40%	58%
<b>TOTALS</b>	75%	81%	55%	68%	60%

The following are some of the challenges experienced in implementing the performance plan:

- Budget: the identified targets has inadequate budgets, implementation is phased over the years to accommodate other municipal programs.
- Supply chain processes: these processes takes long period to finalize due to variety of challenges, late appointments of service providers, rejection of offers by bidders, expiry of validity period, delays of finalization of SLA and compliance with contractual obligations. .
- Service providers: performance of service providers requires to be improved as per our municipal contractor's performance report.
- Project implementation: the implementation of projects is hampered by community strikes/stoppages, concerned groupings, business forums, sourcing of local labour and sub-contracting opportunities.

## 7.7 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.

Availability and accessibility of information technology resources plays a major role within the municipal ICT environment as computer technology is used across all offices. Information availability establishes standard for system and network for users to continuously be connected to applications and data, this means minimized downtime should be the ultimate goal. Accessibility is equally important as the municipality has its focus on the employees, councilors and the community at large, to ensure that access to resources is provided to everyone participating in the ICT sphere. This is more focused on the manner in which the resources such as applications are designed, IT tools provided by the municipality and, information shared through computers and related gadgets is design with screen reading capabilities, web browsers compatibility and a secure platform.

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.

The municipality is using Munadmin from Muncomp in the records management process to capture, store, organising and retrieve key items. It is a key element in disaster recovery management; it reduces wasted space, increases operational efficiency, and makes it easier to comply with relevant legislation.

The system is also being used for customer care management and cemeteries management.

## 7.8 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	In a process of reviewing
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	<b>Implementation still in progress. In the process of review</b>
Education, Training and Development Policy	Yes	Adopted	June 2018	<b>Implementation still in progress</b>
Incentivized and retirement Policy and procedure	Yes	Adopted	27 October 2016	<b>To be reviewed in 2022/2023</b>
Succession Planning and career path Policy	Yes	Adopted	27 October 2016	<b>To be reviewed in 2022/2023</b>
IT Master Plan	Yes	Adopted	2006	<b>To be reviewed in 2022/2023</b>
IT Strategy	Yes	Adopted	2021	<b>Strategy adopted in September 2021</b>
Occupation Health and Safety master plan	Yes	Adopted	2017	<b>In the process of review</b>
Staff retention policy	Yes	Adopted	Nov 2019	<b>To be reviewed in 2022/2023</b>
Promotion of Access to Information	Yes	Adopted	Oct 2019	<b>Implementing the policy. Will be reviewed in 2022/2023 financial year</b>
Change Management Strategy	Yes	Draft adopted	Nov 2019	<b>To be reviewed in 2022/2023</b>
Performance Management Framework	Yes	Adopted	July 2020	<b>Previously reviewed on July 2021.</b>
Individual Performance Management policy	Yes	Adopted	April 2019	<b>Has not been reviewed as its still in its early stages of implementation and does not have legal requirements for annual review.</b>

## 8. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### 8.1 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.

## **8.2 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

#### **8.2.1 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' position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

#### **8.2.2 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. The liquidity ratio was 0.75:1(2018/19) which decreased to 0.52:1(2019/20), the municipality ability to pay creditors has worsened to 0.61:1 in the 2020/21 financial year, the municipality is unable to convert its assets to cash in order to pay its liabilities when due within 1 year, these has an impact of repaying suppliers as the municipality is unable to pay its suppliers within 30 days as legislated. The results are seen as unfavorable 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 took 425 days (2020/21), 382 days (2019/20) and 503 days (2018/19) to collect from its debtors, the number of days it takes to collect from debtors has been increasing from 2019/20, as already indicate there is poor collection rate from debtors, furthermore there was a decrease in revenue collection due to the corona virus pandemic which affected many of the household's income, increase in unemployment rate, businesses closed and also the disturbance on the operations of the municipality. The municipality will attempt to reduce the debtor's turnover ratio in (2021/23 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.

Creditors payment period: The municipality took 950 days (2020/21), 788 days (2019/20) and 824 days (2018/19) respectively to pay its creditors, the municipality is unable to pay its creditors within 30 days due to the cash flow challenges, furthermore there was a decrease in revenue collection due to the corona virus pandemic which affected many of the household's income, increase in unemployment rate, businesses closed and also the disturbance on the operations of the municipality. The municipality will attempt to reduce the creditors turnover ratio in (2022/23 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.

### **8.2.3 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.

### **8.2.4 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.

#### **8.2.5 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.

#### **8.2.6 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

#### **8.2.7 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.

### **8.2.8 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.

### **8.2.9 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.

## **8.3 FINANCIAL STRATEGIES**

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

### **8.3.1 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:
  - i. Adequate budget provision for asset maintenance over its useful life
  - ii. Maintenance of assets according to an infrastructural asset maintenance plan
  - iii. Maintain a system of internal control of assets to safeguard them
  - iv. Replacement/Renewal of aging assets according to replacement programme to ensure the on-going health and municipal infrastructure and,
  - v. Ensure all assets owned/controlled are insured except where specifically excluded by the policy.

## **8.4 FINANCIAL POLICIES**

### **8.4.1 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.

#### **8.4.2 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

#### 8.4.3 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**.

#### 8.4.4 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.

#### 8.4.5 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 considered, and that the recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal.

## 8.5 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.

## 8.6 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.

## 8.7 BUDGET ASSUMPTIONS

- Proposed increase on tariffs be linked to inflation rate of 4,8%, except electricity and refuse tariff.
- Proposed increased on employee related cost for 2022/2023 budget year is 4.9%.
- Proposed increase on electricity tariff is 9.6% 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

## 8.8 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

## 8.9 OPERATING REVENUE

### 8.9.1 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	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework					
	R thousand	Full Year Forecast	Adjusted Budget	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24	Variance Full Year Forecast	Variance Adjusted Budget
<b>Revenue By Source</b>								
Property rates	677 623	644 305	763 760	795 838	830 855	13%	19%	
Service charges - electricity revenue	975 273	1 063 956	1 259 867	1 281 516	1 395 571	29%	18%	
Service charges - water revenue	446 143	482 820	529 054	561 547	586 255	19%	10%	
Service charges - sanitation revenue	138 426	150 830	162 163	168 974	176 409	17%	8%	
Service charges - refuse revenue	131 928	127 821	145 597	151 712	158 387	10%	14%	
Rental of facilities and equipment	10 900	10 939	11 325	11 800	12 320	4%	4%	
Interest earned - external investments	3 151	3 287	3 274	3 411	3 561	4%	0%	
Interest earned - outstanding debtors	357 186	351 927	371 116	386 704	403 719	4%	5%	
Dividends received	248	248	259	270	281	4%	4%	
Fines, penalties and forfeits	35 935	33 937	37 788	39 500	41 238	5%	11%	
Licences and permits	296	203	307	320	335	4%	51%	
Agency services	43 619	38 351	45 320	47 224	49 302	4%	18%	
Transfers and						-6%	-6%	

subsidies	470 129	470 129	440 571	475 193	490 989		
Other revenue	31 664	45 110	36 257	37 894	39 562	15%	-20%
Gains on disposal of PPE	4 500	4 500	4 685	4 882	5 096	4%	4%
Transfers and subsidies - capital	147 790	173 788	169 180	168 624	175 828	14%	-3%
Transfers and subsidies - capital (in-kind - all)	16 971	16 971	14 600	15 213	15 882	-14%	-14%
<b>Total Revenue</b>	<b>3 491 782</b>	<b>3 619 123</b>	<b>3 995 122</b>	<b>4 150 621</b>	<b>4 385 589</b>	<b>14%</b>	<b>10%</b>

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.

## 8.9.2 Analysis of Projected Operating Revenue

### OPERATIONAL REVENUE BUDGET 2022/2023:

Description	Current Year 2021/22	2022/23 Medium Term Revenue & Expenditure Framework			
R thousand	Adjusted Budget	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	Increase/decrease
Revenue By Source					
Property rates	757,016	763,602	755,441	789,436	0.9%
Service charges - electricity revenue	1,212,694	1,199,873	1,252,667	1,309,037	-1.1%
Service charges - water revenue	523,857	522,285	552,265	592,617	-0.3%
Service charges - sanitation revenue	156,991	162,386	178,530	186,564	3.4%
Service charges - refuse revenue	142,725	144,457	150,813	157,600	1.2%
Rental of facilities and equipment	17,588	17,588	18,362	19,188	0.0%
Interest earned - external investments	1,119	1,312	1,369	1,431	17.2%
Interest earned - outstanding debtors	333,669	301,074	319,321	333,691	-9.8%
Dividends received	259	271	283	296	4.8%
Fines, penalties and	36,923	26,582	22,532	23,546	-28.0%

forfeits					
Licences and permits	408	471	492	514	15.3%
Agency services	45,320	47,496	49,585	51,817	4.8%
Transfers and subsidies	473,729	507,401	555,448	615,852	7.1%
Other revenue	61,272	55,045	57,073	59,619	-10.2%
Gains on disposal of PPE	1,601	1,678	1,752	1,831	4.8%
Transfers and subsidies - capital	177,727	208,775	213,029	221,492	17.5%
Transfers and subsidies - capital (in-kind - all)	14,600	815	-	-	-94.4%
Total Revenue	3,957,500	3,961,111	4,128,963	4,364,529	0.1%

### General:

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 tampering 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.

The mid-term assessment and the adjustment budget for 2021/2022 were used as the baseline to project revenue for the budget year and the two outer years, to ensure budget projections are realistic and can be achieved. The Municipal Financial Recovery Plan was also taken into consideration when determining the projected revenue.

Proposed increase on services charges and property rate are as follow:

Proposed tariff increase for 2021/22 - 2023/24 MTREF					
Services description	2020/21	2021/22	2022/23	2023/24	2024/25
Property rates	4.9%	4.1%	4.8%	4.4%	4.5%
Electricity	8.1%	5.2%	9.6%	4.4%	4.5%
Water	4.9%	4.1%	4.8%	4.4%	4.5%
Sanitation	4.9%	4.1%	4.8%	4.4%	4.5%
Refuse	4.9%	8,1%	4.8%	4.4%	4.5%

**Assessment rates:**

The property rates will be levied on the total market value of the property in accordance with the Property Rates Policy. The first R50,000 of the market value of residential properties will be exempted from property rates and an additional 35% discount of the value of the property; and

Provision is made for 4.8% increase in revenue on property rates. The increase has been kept the same as CPI rate.

**Electricity:**

A preliminary approval from NERSA is 9.6%;

Municipality is awaiting NERSA communication on the proposed increased on electricity; and

The municipality will apply for a tariff that is cost reflective which will consider the cost of providing electricity and also technical distribution losses. Attached as Annexure “C” is the Tariff schedule.

**Water:**

The proposed increase in the water tariff is 4.8%;

The water conservation fee will be triggered when consumption is 21kl and more. The fee will be charged per kl; and

The rand value increase on household and business consumers will be as follow:

Category	Current Tariffs 2021/2022	Proposed Tariffs (4.8% increase 2022/2023)	Water Conservation fee per kl
Residential			

0 - 6 kl per 30 day period	9.82	10.29	
7 - 10 kl per 30 day period	11.71	12.27	
11 - 15 kl per 30 day period	15.45	16.19	
16 - 20 kl per 30 day period	17.92	18.78	
21 - 25 kl per 30 day period	21.91	22.96	1.65
26 - 30 kl per 30 day period	22.92	24.02	2.75
31 - 40 kl per 30 day period	27.16	28.46	3.84
41 - 60 kl per 30 day period	31.35	32.85	4.94
61 - 80 kl per 30 day period	48.7	51.04	6.04
81 - < kl per 30 day period	58.5	61.31	7.14
Non-Residential			
Business	21.91	22.96	
Raw Water	7.34	7.69	
Basic Charge	445.39	466.77	

A 6 kl of water is free for all indigent consumers. Attached as Annexure “C” is the Tariff schedule.

### **Sewer:**

The recommended increase in respect of sewer is limited to 4.8%.

The Tariff schedule; Sewer levy is based on water consumption. Sewerage levy is limited to a maximum of 60 kl of water consumption for residential only; and

The rand value increase on household and business consumers will be as follow:

Category	Current Tariffs 2021/2022	Proposed Tariffs (4.8% increase 2022/2023)
Residential		
0 - 6 kl per 30 day period	5.53	5.80
7 - 10 kl per 30 day period	6.21	6.51

11 - 15 kl per 30 day period	6.96	7.29
16 - 20 kl per 30 day period	7.71	8.08
21 - 25 kl per 30 day period	8.46	8.87
26 - 30 kl per 30 day period	9.15	9.59
31 - 40 kl per 30 day period	9.91	10.39
41 - 60 kl per 30 day period	10.66	11.17
61 - 80 kl per 30 day period	11.41	11.96
81 - < kl per 30 day period	12.5	13.10
Non-Residential		0.00
Business	9.15	9.59

### Refuse Removal:

The proposed increase in respect of refuse removal is 9,2%; and the rand value increase on household and business consumers will be as follow:

Customer type	Average current tariffs per month	Proposed tariffs per month	Rand value increase on 4.8%
	R	R	R
Household indigent	85.7	89.8	4.1
Household	171.4	179.6	8.2
Business X3 per week	291.7	305.7	14.0
Business X5 per week	634.6	665.0	30.5

The refuse removal service tariff is mainly affected by a high labor component, the petrol price increase above the inflation and an increase in vehicle maintenance of refuse vehicles. The tariff determination was done through a tariff setting tool from National Treasury. The Tariff schedule.

**Impact on revenue budget:**

Revenue budget for 2022/2022 financial year amounts to R3,96billion and this reflects an increase of R3,9million when compared to revenue adjustment budget for 2021/2022 financial year amounting to R3,95billion. The adjustment budget was based on the mid-term assessment period (July 2021 to December 2021), while the draft budget was based on the mid-term period including the actuals for two months (January and February). Revenue budget for outers years amounts to R4,2billion for 2023/2024 and R4,5billion for 2024/2025 financial years.

Property rate budget for 2022/2023 financial year amounts to R763,6 million and reflects an increase of 1% when compared with the adjusted budget revenue of R757,0million. The increase is attributed to tariffs increase, additional billed properties identified from the continuous exercise of reconciling the valuation and the financial system. It must also be noted that the budget on this line item was based on the actual revenue realized as at the end of February 2022.

Electricity remains the largest source of revenue with an amount of R1,2billion budgeted for 2022/2023 financial year. It constitutes 30% of the revenue of the municipality. Budgeted revenue for electricity of R1,2billion has decreased by 1% when compared to the adjusted budget electricity revenue of R1,21billion. The electricity tariff has been increased by 9.6% which is in line with the percentage increase approved by NERSA for Eskom.

The municipality will continue with enforcing revenue enhancement strategies to increase revenue. Budget for procuring electrical meters has been increased, so that the anticipated revenue is achieved. Illegal connections and non-functioning meter are being replaced.

Revenue from water budgeted for 2022/2023 amounts to R522,3million and reflects a decrease of 0.3% when compared with 2021/2022 adjusted budget of R523,8million. As mentioned before that the budget is based on actuals as at the end of February 2022.

The proposed increase of 4,8% on water tariffs was included. Through the auditing of meters, it is anticipated that more properties that are currently not billed will be identified, and this exercising will bring more revenue to municipal coffers. Should the revenue be more than the budgeted revenue then the water revenue will be revised upward during the adjustment budget.

An amount of R162,4million has been budgeted for sanitation and has been increased with an amount of R5,4million or 3.4% when compared with an adjusted budget of R156,9million for 2021/2022. Sanitation consumption is based on water consumption. The increase can be attributed to a yearly tariff of 4.8% which was based on the actual revenue billed as at 28 February 2022.

Refuse budget will be increased from R142,7million to R144,4million in 2022/2023 financial year. The increase on these line items can be attributed to tariff increase of 4.8% and the implementation of Revenue Enhancement Strategies. It must also be noted that the budget on this line item was based on the actual revenue realized as at the end of February 2022.

Revenue of rental of facilities and equipment has remained unchanged at R17,6 million. Included in the revenue for rental of facilities are revenue received from rentals of hostels. Lease contracts are on yearly basis being reviewed to ensure that properties are strictly used for the purpose they have been leased out for and lease instalments are market related.

Interest on investment will increase with an amount of R0,2million when the 2022/2023 budget is compared with the adjustment budget for 2021/2022. Increase is attributed to additional investment that will be made on call investments and grant funding from National Treasury has been increased in the budget year. Unspent grants funds are invested in call investments and withdrawn when payment to a grant related projects is paid.

Interest earned on outstanding debts has decreased with an amount of R32,6million which is equivalent to -9.8%. The interest is based on municipal debtors' book which as at the end of February 2022 was R6,2billion.

Dividends received will increase from R0,26million to R0,27million. This revenue is derived from shares which were awarded to the municipality in the past. Currently the combined value of the shares is R5,2million.

Fines and penalties will decrease from R36,9million to R26,6million. License and permit will also increase from R0,4million to R0,5million. These increase in linked to an inflation rate.

Revenue on agency services will increase from R45,3million to R47,5million. 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) increased with R33,7million from R473,7million to R507,4million and it constitute 13% 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.

There were 5482 Indigent registered in 2021/2022 financial year for indigent subsidy. The number of registered indigents is expected to increase as people are coming forward to register. The monthly Indigent subsidy as from 1 July 2022 is proposed to be R298,22 per indigent customer. The following table reflects a subsidy per service:

Indigent subsidy broken down as follows:	2021/2022	2022/2023
	R	R
Electricity (50 units)	67.97	74.50
Refuse	84.09	88.13
Basic Sewer and additional sewer	33.21	34.80
Water Consumption (6 Kilolitre)	59.06	61.89
Subtotal	244.33	259.32
Plus 15% VAT	36.65	38.90
TOTAL	280.98	298.22

Other operational grants include Financial Management Grant for R2,0million (2021/2022: R2,0million), Extended Public Works Program for R6,1million (2021/2022: R6,0million) and Municipal Infrastructure Grant for R6,8million (2021/2022: R6,3million).

Government Capital grants increased with an amount of R31,0million when compared with adjustment capital grants for 2021/2022 R177,7million. The increase is as a result of additional grant received e.g. Water Services Grant, Neighborhood Development Programme Grant and Energy Demand Grant.

For capital in-kind grant (NDM) an amount of R0,8million has been budgeted for 2022/2023 financial year. But it must be noted that budget amounts from Nkangala District Municipality are preliminary figures and subject to change after the approval of their budget.

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

Other revenue budget for 2022/2023 financial year amounts to R55,0million and shows a decrease of R6,2million when compared with the adjustment budget for amount of R61,3million. It must also be noted that the budget on this line item was based on the actual revenue realized as at the end of February 2022.

The other revenues are realized from advertisement, printing of plans, administrative handling fees, merchandise and jobbing contracts entrance revenue.

For 2022/2023 financial year an amount of R3,96billion has been budgeted, R4,1billion for 2023/2024 and for 2024/2025 an amount of R4,4billion was budgeted.

#### OPERATIONAL EXPENDITURE BUDGET FOR 2022/2023

Description	Current Year 2021/22	2022/23 Medium Term Revenue & Expenditure Framework			
R thousand	Adjusted Budget	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	Increase/decrease

Expenditure By Type					
Employee related costs	969,530	1,073,926	1,121,179	1,171,632	10.8%
Remuneration of councillors	32,499	32,423	33,849	35,373	-0.2%
Debt impairment	683,782	900,216	928,097	978,691	31.7%
Depreciation & asset impairment	246,736	281,230	292,604	305,771	14.0%
Finance charges	214,021	222,583	222,376	232,383	4.0%
Bulk purchases	1,190,904	1,236,347	1,270,746	1,327,929	3.8%
Other materials	168,826	154,438	156,233	163,264	-8.5%
Contracted services	378,689	403,616	422,353	441,291	6.6%
Transfers and subsidies	4,150	4,150	4,333	4,528	0.0%
Other expenditure	196,819	217,011	228,655	238,944	10.3%
Total Expenditure	4,085,957	4,525,939	4,680,425	4,899,807	10.8%
Surplus/(Deficit) for the year	(128,458)	(564,828)	(551,463)	(535,278)	339.7%

The expenditure framework for 2022/2023 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.

- The Operational budget provides for the total operating expenditure for 2022/2023 financial year for R4,5billion, in 2023/2024 financial year for R4,8billion and 2024/2025 financial year for R4,9billion.

There is an increase of R436,4million when taking the adjustment budget for 2021/2022 financial year of R4,1billion into consideration.

Main reasons for significant increases and decrease in 2022/2023 operational expenditure budget are the following:

Remuneration. The employee element of the personnel budget amounts to 24% of the total expenditure budget and on the cash flow budget 30%, which falls within the norm of between 25% - 35%.

Employee related cost is one of the main drivers. Remuneration for employee related cost increased by 9% from R969,5million to R1,1billion. Increase can be attributed to proposed budgeted increase of 4,9% and provision for vacant position critical.

South Africa Local Government Bargaining Council issue a directive on the propose increase on employee related cost. Directive is in line with the Salary and Wage Collective Agreement dated 15 September 2021. The increase on employee related cost is at 4.9%.

Remuneration of Councillors budget will decreased with an amount of R0,07million when the budgeted Councillors remuneration for 2022/2023 of R32,4million is compared to the adjusted budget for 2021/2022 of R32,5million. It must be noted that the Upper Limit for 2021/2022 financial year have not been implemented and the proposed increase in the 2021/2022 budget was 6,25%. For 2022/2023 a provision of 4.9% has been made for allowances.

Bulk purchases (Electricity) will increase by 3.8% from R1,19billion to R1,2billion. Bulk purchases constitute 29% of the operational expenditure budget and that makes it the largest component.

A provision of R1,2billion was made for bulk purchases for electricity. As per circular MFMA circular 115, municipality are advised to increase bulk electricity by 9.6% which is linked to the increase granted to Eskom by NERSA. Also, there will be new houses that will be electrified and that will cause an increase in the bulk purchases of electricity. However, it must be noted that the municipality will continue with the exercise of cutting illegal connections and load shedding of area's with low payment rate. This will have a positive impact on reducing the bulk purchases or the Eskom monthly billing.

External interest consists primarily of interest on Eskom account and interest on loans. The increase in finance charges from R214,0million to R222,6million is due to interest on Eskom account.

No new loans have been taken, interest on loans decreases as the capital debt reduces. The municipality is currently owing an amount of R21,9million (DBSA: R14,8million and Nedbank: R7,1million)

For 2022/2023 financial year an amount of R900,2million is provided for provision of bad debts. The calculation for provision for doubtful debt is based on budgeted collection rate of 70% and also considers the revenue enhancement strategies.

Other material budget for 2022/2023 financial year amounted to R154,4million and reflects a decrease of R14,4million when compared with the adjustment budget for 2021/2022 financial year of R168,8million. Bulk purchases for water

are included under other material. Budget for bulk purchases in 2022/2023 was prepared on accrued invoices for current and previous years.

**Contracted services.** The municipality remains committed to maintaining the infrastructure and an amount of R403,6million for contracted services for 2022/2023 financial year. Most of the budget on contracted services is for the following services.

**Rental of plan** – R70,8million. The municipality has procured addition water package plants.

**Road maintenance** – R26,1million. Lot of roads were damaged during the heavy rains experience in Emalahleni.

**Provision of security service for the municipality** – R22,0million. Ensure that municipal properties are protected.

**Maintenance of the financial system** – R15million. New financial system has been procured.

**Legal Advice and litigation** – R20,0million

**Management of landfill site** -R16,4million.

**Transportation of portal water** – R24,0million. Provision of water in area with no water and where there is a shortage of water.

**Maintenance of electricity infrastructure** – R64,8million. Electricity remains a binding constraint on economic recovery of the municipality, with power interruptions that are experience, thus it is important that more budget is made available to address the dilapidating electrical infrastructure.

Contracted services will be highly monitored and the use of internal resources will be encouraged. Most of contracted services will be gradually phased out, as the municipality will be capacitating and increasing own resources.

**Depreciation.** Provision for depreciation has been informed by the Asset Register and new capital projects to be implemented in the budget year. Since there was a reduction in capital projects funded from own funding this has caused the budgeted depreciation to decrease. Budget appropriation on depreciation for 2022/2023 financial year amounts to R281,2million.

**Transfers and subsidies.** For the 2022/2023 financial year a budget of R2,0million has been made available for the Mayors bursaries scheme. Included under this line item is the Disaster Management funds amounting to R2,1million in case of a disaster.

**Other expenditure.** Sundry expenditure increased from R196,8million to R217,0million and it constitute 5% of total operational expenditure budget. The increase is attributed to an increase on commission on prepaid electricity, software licenses, skills development fund levy and wet fuel.

The overall budget for 2022/2023 financial year reflects a deficit of R564,8million, and for 2023/2024 a deficit of R551,5million and R535.3million for 2024/2025. The deficit has expanded with an amount of R436,4million when compared with the adjustment budget of R128,4million. Deficit mainly cause by the increase in the provision for debt impairment as a result of a low payment rate.

### 8.9.3 CAPITAL EXPENDITURE BUDGET:

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

Hence, capital investment is 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 funding; and
- Maximizing of infrastructural development through utilization of all available source.

The proposed Capital Budget for the 2022/2023 financial year amounts to R202,7million, R205,8million for 2023/2024 financial year and an amount of R214,3million for 2024/2025 financial year. Attached as Annexure “D” is the schedule for Capital budget.

This constitutes a total capital expenditure framework of R622,8million over a period of three years of which R0,8million from NDM and R622,0million will be funded from government grants. No projects have been funded from own funds, as the municipality does not have cashed back funds.

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

**The capital expenditure for 2022/2023 financial year will be funded as follow:**

	<b>DRAFT CAPITAL BUDGET 2022/2023</b>	<b>DRAFT CAPITAL BUDGET 2023/2024</b>	<b>DRAFT CAPITAL BUDGET 2024/2025</b>
CAPITAL PROGRAMME AS PER THE IDP	AMOUNTS	AMOUNTS	AMOUNTS

Municipal Infrastructure Grant	130,791,250	136,827,535	143,585,535
Water Infrastructure Grant	15,000,000	15,000,000	15,000,000
Department of Energy	49,100,000	38,000,000	39,700,000
Energy Efficiency Demand-side Management Grant	5,000,000	5,000,000	5,000,000
Financial Management Grant	1,000,000	1,000,000	1,000,000
Neighborhood Development Partnership Grant	1,000,000	10,000,000	10,000,000
Nkangala District Municipality	815,304	-	-
	202,706,554	205,827,535	214,285,535

## 8.10 CAPITAL BUDGET FOR 2022/2023 - 2024/2025 FINANCIAL YEAR

### DRAFT CAPITAL BUDGET FOR 2022/2023 - 2024/2025 FINANCIAL YEARS

Department	Project Name	Funding	DRAFT CAPITAL BUDGET 2022/2023	DRAFT CAPITAL BUDGET 2023/2024	DRAFT CAPITAL BUDGET 2024/2025
Waste Water Treatment:Waste Water Treatment Works	Upgrading of Klipspruit WWTW and New Ferrobank Outfall Sewer Pipeline	Municipal Infrastructure Grant	20,000,000	25,065,535	-
Sewerage:Sewer Network	Empumelelweni bulk outfall sewerline and pump station	Municipal Infrastructure Grant	7,291,250	-	-
Water Distribution:Bulk Lines Storage & Reticulation	Empumelelweni and KwaGuqa Ext 10 Water Distribution Network	Municipal Infrastructure Grant	5,000,000	-	-
Solid Waste Disposal (Landfill Sites):Waste Management	Leeuwpoot Construction of a Landfill Site	Municipal Infrastructure Grant	3,000,000	-	-
Waste Water Treatment:Waste Water Treatment Works	Upgrading of Ferrobank Sewerage Treatment Works	Municipal Infrastructure Grant	70,000,000	70,000,000	80,000,000
Waste Water Treatment:Waste Water Treatment Works	Upgrading of Naauwpoot Waste Water Treatment Works	Municipal Infrastructure Grant	500,000	10,000,000	20,000,000
Water Distribution:Bulk Lines Storage & Reticulation	Construction of Engineering Services for Klarinet and Siyanqoba Phase 2 Link and Bulk Water Supply Lines	Municipal Infrastructure Grant	10,000,000	20,000,000	20,000,000

Sewerage:Sewer Network	Empumelelweni extentions Internal Sewers	Municipal Infrastructure Grant	1,000,000	4,000,000	-
Cemeteries Funeral Parlours and Crematoriums:Cemeteries Funeral Parlours and Crematoriums	Establishment of a New Cemetery Phase 3	Municipal Infrastructure Grant	3,000,000	-	-
Roads:Roads & Storm Water	Construction of Internal Roads in Empumelelweni Phase 1	Municipal Infrastructure Grant	500,000	2,762,000	5,762,000
Sports Grounds and Stadiums:Sport Recreation Arts & Culture	Construction of Pavilion at SY Mthimunye Stadium Phase 3	Municipal Infrastructure Grant	2,500,000	-	-
Roads:Roads & Storm Water	Construction of Roads and Stormwater in Thubelihle Extension 5	Municipal Infrastructure Grant	5,000,000	-	-
Water Distribution:Bulk Lines Storage & Reticulation	Doornpoort Pump Station and Pumping Main	Municipal Infrastructure Grant	500,000	5,000,000	17,823,535
Waste Water Treatment:Waste Water Treatment Works	Upgrading of Stormwater Drainage Network in and around Kipersol Street towards Nauupoort WWTW	Municipal Infrastructure Grant	500,000		
Electricity:Electrical Bulk Services	Installation of Community lighting infrastructure	Municipal Infrastructure Grant	2,000,000		
Water Treatment:Abstraction & Water Treatment Works	Refurbishment and upgrade of Witbank Water Treatment Plant	Water Infrastructure Grant	8,000,000	-	-
Water Treatment:Abstraction & Water Treatment Works	Implementation of WCWDM Pressure Management	Water Infrastructure Grant	3,500,000	5,000,000	5,000,000
Water Treatment:Abstraction & Water Treatment Works	Upgrade and refurbishment of bulk water line between point B and Point C	Water Infrastructure Grant	3,500,000	10,000,000	10,000,000
Electricity:Electrical Reticulation	Empumelelweni Electrification	Department of Energy	5,000,000	7,000,000	5,000,000
Electricity:Electrical Reticulation	Duvha Electrification	Department of Energy	-	3,000,000	5,000,000
Electricity:Electrical Bulk Services	Duvha Bulk	Department of Energy	15,600,000	7,000,000	10,000,000
Electricity:Electrical Reticulation	Siyanqoba Electrification	Department of Energy	5,000,000	3,000,000	3,000,000

Electricity:Electrical Bulk Services	Siyanqoba Bulk	Department of Energy	20,000,000	13,000,000	16,700,000
Electricity:Electrical Reticulation	Iraq Electrification(Phola)	Department of Energy	-	2,500,000	-
Electricity:Electrical Reticulation	Siyabonga Electrification	Department of Energy	3,500,000	2,500,000	-
Electricity:Electrical Bulk Services	Refurbishment of Community Lighting in Greater Emalahleni	Energy Efficiency Demand-side Management Grant	3,500,000	3,500,000	3,500,000
Electricity:Electrical Bulk Services	Refurbishment of Pump Stations in Greater Emalahleni	Energy Efficiency Demand-side Management Grant	1,500,000	1,500,000	1,500,000
Administrative and Corporate Support:CFO Administration	Machinery and Equipment (FMG Grant)	Financial Management Grant	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
Roads:Roads & Storm Water	Upgrade and Rehabilitation of Mathews Phosa Road.	Neighbourhood Development Partnership Grant	1,000,000	10,000,000	10,000,000
Roads:Roads & Storm Water	Empumelelweni Bus and Taxi Road	Nkangala District Municipality	815,304		
			<b>202,706,554</b>	<b>205,827,535</b>	<b>214,285,535</b>

## 8.11 CASH FLOW BUDGET

Cash flow management and forecasting is an important step in determining whether the budget is funded over the medium term.

The projected net cash used for operating activities for 2022/2023 financial year amounts to R211,8million, the projected cash from investing activities amounts to R202,7million and budgeted cash used in financing activities amounts to R10,3million. For 2022/2023 financial year the municipality has a surplus of R39,0million. For outer years 2023/2024 a surplus of R71,9million and for 2023/2024 a surplus of R88,2million. The payment rate of 70% was applied on revenue and also on some expenditure line items (e.g bulk purchases, other materials and contracted services) a payment rate of 70% was applied to maintained a surplus balance on the cashflow statement.

Description	2022/23 Medium Term Revenue & Expenditure Framework		
	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>			
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Property rates	534,522	528,809	552,605
Service charges	1,420,300	1,493,993	1,572,073
Other revenue	103,027	103,630	108,278
Transfers and Subsidies - Operational	507,401	555,448	615,852
Transfers and Subsidies - Capital	208,775	213,029	221,492
Interest	211,670	224,483	234,585
Dividends received	190	198	207
<b>Payments</b>			
Suppliers and employees	(2,591,844)	(2,690,343)	(2,877,751)
Finance charges	(178,066)	(177,901)	(185,907)
Transfers and Grants	(4,150)	(4,333)	(4,528)

<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>211,825</b>	<b>247,013</b>	<b>236,906</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds on disposal of PPE	–	–	–
Decrease (increase) in non-current receivables	–	–	–
<b>Payments</b>			
Capital assets	(202,707)	(205,828)	(214,286)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(202,707)</b>	<b>(205,828)</b>	<b>(214,286)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Repayment of borrowing	(10,289)	(8,300)	(6,277)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(10,289)</b>	<b>(8,300)</b>	<b>(6,277)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(1,170)</b>	<b>32,886</b>	<b>16,344</b>
Cash/cash equivalents at the year begin:	<b>40,175</b>	<b>39,005</b>	<b>71,891</b>
Cash/cash equivalents at the year end:	<b>39,005</b>	<b>71,891</b>	<b>88,236</b>

## **8.12 STRATEGIES TO BE ADOPTED TO CHANGE THE BUDGET FROM UNFUNDED TO A FUNDED THE BUDGET OVER A PERIOD:**

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 the Credit Control Policy.

Hence, the implementation of Revenue management and Revenue Enhancement Strategies is paramount for the realisation of additional revenue.

The following strategies and assumptions have been adopted to ensure that the collection rate and financial position is improved:

- Removal of illegal connections;
- Load shedding in area with low payment rate;
- Khokha kuzolunga and Ziveze programmes by the Executive Mayor of Emalahleni;
- 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.

The implementation of the above-mentioned strategies and plans will be enforced and fast tracked. These strategies are also part of the Financial Recovery Plan and they are critical towards improving the financial viability of the municipality. Financial Recovery Plan will be continuously monitored by the municipality and provincial treasury to ensure that the implementation is achieved to its fullest. To view strategies, progress and adjustment on the Financial Recovery Plan refer to the municipal website on [www.emalahlenilm.gov.za](http://www.emalahlenilm.gov.za).

## 9. 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.

## 10. 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

## 10.1 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.

## 10.2 CHALLENGES OF THE SECTION

- Slow process of approving development proposals.
- Non operational of GIS Section
- Unprepared for migration
- Decline in potential growth points
- Land invasion resulting to increase in informal settlements
- Insufficient land for future development
- Competing land use (mining vs township development)
- Illegal land uses and buildings

## 10.3 SOLUTIONS

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

- Review of the SDF, 2015/16
- Develop a communication plan to address the gaps
- Create awareness
- Law enforcement

#### **10.4 PROPOSED PROGRAMMES: 2022-2027**

- Facilitate revitalisation 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.

#### **10.5 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

In addition, for the purposes of illegal land uses, the municipality applies Emalahleni Spatial Planning and Land Use Management By-Law, 2016 to enforce compliance with scheme.

## 10.6 EMALAHLENI MUNICIPAL SDF

### 10.6.1 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 058m<sup>2</sup> of retail space, 25 406m<sup>2</sup> 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, eMpumelweni, 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.

#### 10.6.2 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.

The municipality requested the Mpumalanga Human Settlement to assist with the acquisition of Malikane and Segogodi Farms (Portion 123 and 69 of the Farm Blesboklaagte 296 JS) located on SDA 4 for human settlement purposes

### 10.6.3 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). A township establishment process has been undertaken for the proposed Thubelihle Extension 7, 8, 9 and 10 on the Remainder of the Farm Rietkuil under SDA2. General Plans for Thubelihle Extension 7 and 8 have been approved.

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. The abovementioned extensions to the north will hold about 7800 stands.

The municipality requested the Mpumalanga Human Settlement to assist with the acquisition of Portion 1 and 3 of the Farm Onverwacht 66 IS located on SDA 1 and 2 for human settlement purposes.

#### 10.6.4 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 Mpumalanga Department of Human Settlements has acquired Portions 54-59 of the Farm Grootpan 7 IS located on SDA 2 for the township establishment.

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 bought Portions 5, 6, and 7 of Wildebeesfontein to the north of Phola located on SDA 1 with the assistance of the Mpumalanga Human Settlement Department and the township establishment process is currently underway to formalize the area. The pegging and surveying of the township has been completed and awaiting approval of the General Plan. Thereafter, the proclamation and opening of the township register will be undertaken. The department has also appointed a service provider for the internal servicing of the township.

A township establishment approval granted in 2018 (Phola Extension 17) for the development of the shopping centre opposite the entrance of Phola township is at an advance stage.

## 10.7 LAND AUDIT

The absence of planning tools such as GIS in the municipality has led to inaccurate municipal valuation roll. This has resulted to the loss of potential revenue from rates and taxes as some of the properties were omitted in the municipal valuation roll.

The municipality has conducted a comprehensive land and property audit in October 2020 to enhance responsive and pro-active planning. To implement the outcomes of the audit, the following is recommended:

- Establish a complete and accurate Rates and Taxes debtors book;
- Establish a complete and accurate Utility Debtors' books;
- Either rezone stand or act in terms of the bylaws to eradicate Illegal land uses;
- Maintain the various property spatial layers; and
- Compile a Supplementary Valuation Roll through ensuring inclusion of properties omitted from the General Valuation Roll, properties with incorrect owners and property categories.

A total of 67 eviction notices and 534 illegal land uses notices have been issued in implementing the abovementioned outcomes of the Land and Building Audit.

## 10.8 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 in 2022/203
The Land Use Management Scheme	Yes	Adopted	July 2020	Implementing

## 11. INTERGOVERNMENTAL PROJECTS BOTH PUBLIC AND PRIVATE

Municipality has various external stakeholders both public and private and below are projects that are confirmed by the stakeholders.

### 11.1 PUBLIC SECTOR

No plans from public sector were received

### 11.2 PRIVATE SECTOR

Below are the contributions from Social Labour Plans

#### 11.2.1 Thungela Coal SA

##### 11.2.1.1 ZIBULO COLLIERY 2016-2020

PROJECT NAME	WARD	BENEFICIARIES/ LOCALITY	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>Economic Development</b>	28, 30, 31	Phola	R1 500 000	R 1 376 954	2019 -2020	Hydroponic School Garden project implemented at 3 schools: Siyathokoza Primary, Sukumani Primary and Mabande Comprehensive.
<b>Upgrade of Phola Fire Station</b>	28, 30, 31	Phola/Ogies Unit	R5 000 000	R 1 487 986	2020	Project was on hold as the municipality building was torched in August 2019 due to service delivery protests. Project has been

						resuscitated and will be implemented in the same identified location. The process is underway to appoint the contractor in February 2022
<b>Refurbishment of the Ogies Taxi Rank</b>	30	Taxi association and commuters,	R1 500 000	R0	2020	Dumibheki construction is appointed for the renovation of Ogies Taxi Rank. Commencement in January 2022

### 11.2.1.2 GREENSIDE COLLIERY 2019-2023

Project	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>Community Skills Development and Capacity Building (Operator Machine and Portable skills)</b>	All wards	Greater Emalahleni	R3m	R 2 240 173	2019 -2023	120 beneficiaries have been trained on various SME operator skills (ADT, Excavator, Tracked Dozer) Completed in Blankhill, Klarinet, Springvalley, (Mthunzi Vilakazi – Arkerville & Overline) , Hlalanikahle, Empumelelweni, Pine Ridge and Mgewana
<b>Community Scholarship/Bursary scheme (University, Technicon &amp; TVET)</b>	All wards	Greater Emalahleni	R3m	R2 095 641	2019 -2023	7 students graduated from the previous SLP. New intake and enrolled 7 students Klarinet , KwaThomas Mahlanguville, Lynville, Pine Ridge, Schoongezicht, Town, Ezinumbeni, (Kwa- Guqa extension), will be supported until they complete their studies.
<b>Purchasing of Obstetrician Ambulance for Department of</b>	All wards	Grater Emalahleni	R2m	R 1 768 633	2020 -2021	Project has been completed

<b>Health</b>						
<b>Purchasing of Solar streetlights for Communities</b>	17	Mgewane Community	R1m	R 275 000	2020 - 2021	A supplier has been identified. There are active consultations aimed at identifying the rightful owner(s) of the land where the Mgewane community is located. Post consultation, the project would take 3 months to complete.
<b>Purchasing of pothole patching machine for eMalahleni local Municipality</b>	All wards	Greater Emalahleni	R6m	R0	2022	Project rejected by Department of Mineral Resources and Energy. Awaiting for approval of replacement project
<b>Purchasing of Sewer Machine for eMalahleni local municipality</b>	All wards	Greater Emalahleni	R9m	R0	2021	Project rejected by Department of Mineral Resources and Energy. Awaiting for approval of replacement project
<b>Purchasing of Compactor Waste Truck with wheelie Bin Mechanism for eMalahleni local municipality</b>	All wards	Greater Emalahleni	R2,5m	R0	2022	Project rejected by Department of Mineral Resources and Energy. Awaiting for approval of replacement project
<b>Township Economic Regeneration (Infrastructure – Industrial Park)</b>	All wards	Greater Emalahleni	R3,5m	R0	2021	Project currently in concept stage. Municipality is requested to submit an approved strategy for implementation.

### 11.2.1.3 KHWEZELA COLLIERY 2019 – 2023

PROJECT NAME	WARD	BENEFICIARIES	ROLLED OVER FUNDS	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
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<b>Community Scholarship (University, Technicon &amp; TVET)</b>	All wards	Greater Emalahleni	R0m	R6m	R 5 406 643	2019-2023	Programme is co-ordinated by Careerwise and all participants are enrolled. Benefitting areas are Ackerville, Clewer, Hlalanikahle, Klarinet and Kwa-Guqa
<b>Experiential learning for TVET (S1/S2 &amp; P1/P2)</b>	All wards	Greater Emalahleni	R0	R1m	R 726 627	2019-2023	Programme is co-ordinated by Careerwise. 8 students for P1 & P2 are appointed and the recruitment is ongoing.
<b>Community skills Development and capacity building</b>	All wards	Greater Emalahleni	R0	R1,5m	R 1 403 960	2019-2023	60 individuals completed plumbing training. Currently, there are 45 that are in the process of training for security service
<b>Waste Management - Mini Transfer Stations</b>		Greater Emalahleni	R1,5m	R3,5m	R 1 469 513	2019-2020	The project has been launching and the contractor has been appointed. The project is 40% complete
<b>Purchasing of Solar street Lights for Communities</b>			R0	R1m	R0	2021	Project not yet started
<b>Construction of Clewer Community Hall</b>	28	Clewer	R6m	R6m	R0	2021-2022	2 Contractors has been appointed in December 2021

## 11.2.2 SERITI

## 11.2.2.1 KHUTHALA COLLIERY 2018-2022

PROJECT NAME	WARD	BENEFICIARIES/ LOCALITY	TOTAL BUDGET	EXPENDITURE DATE	YEAR OF IMPLEMENTATION	PROGRESS DATE
Technical Skills Development Project	All wards	Greater eMalahleni	R3 000 000 R500 000pa	R 1 954 553	2018-2022	10 Artisan Aid – Fitter training completed in 2021
Community Skills Development (Bursaries)	All wards	Greater eMalahleni	R3 000 000 R500 000pa	R 1 378 200	2018-2022	5 learners supported
South32 After Schools Program (Incubation)	28, 30, 31	Phola/Ogies	R2 500 000	R 1 559 058	2018-2022	Extra classes in progress for learners from Grade 8-12.
MSTA Winter School Program	All wards	Phola	R3 000 000 R500 000pa	893 430	2018-2022	Camps for Phola based High Schools completed ended October 2021
Phola Community Health Centre	30	Phola/Ogies	R17 500 000	R18 191 127	2020	Project construction complete, awaiting handover.
Land provision and monitoring of Fly Ash project	32	Greater eMalahleni	R1 500 000	R300 000	2020	ELM received completion letter from S32 and will revert with a response. Value of the land is R1.9M.
Vulindlela Road Rehabilitation	31	Phola	5 000 000	R4 897 037	2020	Project completed in June 2020
Electrification of Phola Houses	30	Makause Section	R5 000 000	0	2021	An official communique has been received from South32 in which they officially withdrawn from the programme and it has since been advised that

						technical services explores alternative means.
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### 11.2.2.2 KLIPSPRUIT

PROJECT NAME	WARD	BENEFICIARIES	TOTAL BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>SMME Training</b>	All wards	Greater eMalahleni	R3 000 000	R 630 689	2018-2022	Mine and municipality are in discussion on SMMEs initiatives. Implementation is in the 1 <sup>st</sup> Quarter of 2022.
<b>Community Skills Development</b>	All wards	Greater eMalahleni	R3 000 000.00	R801 722	2018-2022	15 Electrical Assistant to be trained for January – June 2021.
<b>South32 Community Bursary Fund</b>	Nkangala District	Greater eMalahleni	R2 500 000.00	R1 121 960	2018-2022	4 successful candidates benefited and are currently in the programme.
<b>Phola Water reticulation</b>	28	Extend Buffer Zone	R7 000 000	7 060 045	2020	Project Completed in June 2020
<b>Vulindlela Road Rehabilitation</b>	31	Phola / Ogies	R2 700 000	R1 610 000	2020	Project completed in June 2020 and handed over  Collaboration project Khuthala Colliery
<b>Reseal 10km of Surface Roads</b>	30 & 31	Greater eMalahleni	R30 000 000	R4 237 519	2022	Phase 1 - Jet Patcher purchased and handed over.  Phase 2 –Roads projects – Ackerville and Moses Kotane drive intersections. Contractor appointed in January 2022.

### 11.2.2.3 KRIEL COLLIERY SOCIAL & LABOUR PLAN PROJECTS (2019- 2023)

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
<b>Provision or Upgrading of Emalahleni local Municipality Water infrastructure and basic Services</b>	All wards	Greater Emalahleni	R12 500 000	R313 680 00	2019-2023	Implementation to commence after DMRE approval of SLP
<b>Construction of road and storm water catchment infrastructure service</b>	All wards	Greater Emalahleni	R 3 500 000	R0	2021	Project scope submitted
<b>Construction of outfall sewer line, enhancement of water supply management and provision through installation and construction water house connection infrastructure in Thubelihle Ext 5</b>	25,26 and 27	Ga-Nala	R4 200 000	R0	2021	Implementation to commence after DMRE approval

### 11.2.3 GLENCORE MINING (2018 -2022)

PROJECT	WARD	BENEFICIARIES	BUDGET	YEAR OF IMPLEMENTATION	PROGRESS DATE
<b>Hospital laundry upgrade</b>	All wards	Greater Emalahleni	R1,5m	2019	Funds to be rerouted as Department of Public Works has completed the upgrade
<b>Phola: Electrification of Houses</b>	28 ,30 ,31	Makause section	R6m	2020	Completed awaiting handover.
<b>Ogies urban renewal and town upgrade</b>	30	Greater Emalahleni	R10m	2020	The adjudication for appointment of contractor is at advance stage.

<b>Rietspruit infrastructure upgrade</b>	32	Greater Ga-Nala	R10m	2021	ELM to provide scope of work
<b>Rietspruit : Income Generation project</b>	All wards	Greater Emalahleni	R5m	2021	ELM to provide scope of work
<b>Satellite office of multi-purpose centre</b>	12	Klarinet	R2m	2021	Contractor appointed and is 100% complete. Awaiting the handover.
<b>Industrial park</b>	All wards	Greater Emalahleni	R10m	2022	Scope of work provided and land identified
<b>Phola: Cemetery</b>	28 ,30 ,31	Phola / Ogies	R1.5m	2022	Scope of work submitted
<b>Kwa-Guqa: construction of fire station</b>	All wards	Greater Emalahleni	R15m	2022	The consultant appointed and busy with technical drawings of the project. Awaiting the approval of plans by end February 2022

#### 11.2.4 VLAKFONTEIN (2019 – 2024)

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
Electrification of Phola houses	30	Makawuse section	R1 500 000,00	R1 500 000,00	2020	Completed
Renovate King George Park	All wards	Greater Emalahleni	R1 500 000,00		2020	Project rejected by Department of Mineral Resources and Energy. However, given the importance of the project, a motivation was submitted for reconsideration.
Water Tanker	All wards	Greater Emalahleni	R1 800 000,00		2021	Quotations and scope submitted
Refurbish/Upgrade and renovate sports ground/Facilities Phola and Ogies sports	30, 31,	Phola/Ogies	R2 800 000.00		2021	Scope of work submitted

grounds/facilities)						
Custom made bakkies	All wards	Greater Emalahleni	R1 500 000,00		2021	Project rejected by Department of Mineral Resources and Energy. Waiting for approval of replacement project
Traffic Fleet Vehicles	All wards	Greater Emalahleni	R3 030 000,00		2021	Project rejected by Department of Mineral Resources and Energy. Waiting for approval of replacement project
Enhance Phola cemetery	30	Phola/Ogies	R1 687 500.00		2021	Project rejected by Department of Mineral Resources and Energy. Waiting for approval of replacement project
Upgrade security at key strategic areas (CCTV)	All wards	Greater Emalahleni	R4 000 000,00		2022	Project rejected by Department of Mineral Resources and Energy. However, given the importance of the project, a motivation was submitted for reconsideration.
Enhance Kroomdraai cemetery	All wards except 25, 26, 27	Greater Emalahleni	R1 687 500.00		2023	Project rejected by Department of Mineral Resources and Energy. Waiting for approval of replacement project
Refurbish/Upgrade and renovate sports ground/Facilities ( Lynville Tennis Courts, Empumelelweni sport ground, Eric Liberty sports ground)	17,29,28	Greater Emalahleni	R5 575 000.00		2022-2023	Scope of work submitted
Way bridge (in town)	All wards	Greater Emalahleni	R2 500 000,00		2023	To be implemented in 2023

## 11.2.5 EXXARO COAL

### 11.2.5.1 CENTRAL 2017-2022

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS DATE
<b>Community Bursary Programme– Tertiary Education</b>	25, 26	Greater Emalahleni	R2 500 000	R 2 500 00	2017-2020	2 bursars' in programme.
<b>Bursaries and internships</b>	25, 26, 27, 32	Greater Emalahleni	R8 253 963.00	R1 111 300 (for 2019)	2017-2022	30 community learners partaking in the programme
<b>Plant Learnership</b>	25, 26, 27	Greater Emalahleni	R4 000 000.00	R444 763,77 (for 2019)	2017-2022	30 community learners partaking in the programme
<b>Thubelihle x5 water and sewer infrastructure project</b>	25, 26, 27	Thubelihle x5	R2 755 478.00	R6 302 447	2020	3.7 km sewer pipeline, 272 house connections, 47 manholes complete  Project complete
<b>Maths and Science School Programme</b>	25, 26, 27	Greater Ga-Nala	R1 600 000.00 for 2019	R1 778 800	2017-2022	350 learners from Sibongamandla and Kriel high school for grade 11 and 12 in Ga-Nala

**11.2.5.2 MATLA SOCIAL AND LABOUR PLAN - LED PROJECTS 2015-2020**

PROJECT NAME	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>SMME Workshop (Emalahleni Industrial Hub)</b>	26	Greater Ga-Nala	R 3 050 000.00	R 0	2022	Discussions with relevant stakeholders are underway. Land has been identified (ferrobank industrial park)

**11.2.5.3 MATLA SOCIAL AND LABOUR PLAN - LED PROJECTS 2020-2025**

PROJECT NAME	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>Phola landfill site</b>	30	Phola/Ogies	R2 500 000.00	R0	2020	Scope of work submitted, awaiting DMRE approval
<b>Waste Trucks (with wheelie bin mechanism)</b>	All wards	Greater Ga-Nala	R5 000 000.00	R0	2021	Scope of work submitted, awaiting DMRE approval
<b>Bonginlanhla phase 2</b>	25	Greater Ga-Nala	R10 000 000.00	R0	2021	Scope of work submitted, awaiting DMRE approval
<b>Reconstruction of Road at Gana</b>	25	Greater Ga-Nala	R5 000 000.00	R0	2022	Scope of work submitted, awaiting DMRE approval
<b>Refurbishment of ablution block at Witbank recreational park</b>	24.	Greater Emalahleni	R500 000.00	R0	2022	Scope of work submitted, awaiting DMRE approval
<b>Thubelihle substation</b>	26	Greater Gana	R5 000 000.00	R0	2023	Scope of work submitted, awaiting DMRE approval

**11.2.6 SASOL MINING 2018-2019**

PROJECT	WARD	BENECIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
Upgrading of Mashaba and Vulindlela Streets	28, 30, 31	Phola	R6 000 000	684 900.00	2018-2019	Siyandiza consultant has been appointed for Vulindlela bridge project. Commencement January 2022

**11.2.7 Sasol Mining 2021 - 2025**

PROJECT	WARD	BENECIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
<b>Agri Processing Hub</b>	28, 30, 31	Phola	R5 000 000	R0	2021- 2022	Scope of work has been submitted, awaiting DMRE approval
<b>Sanitation reticulation at Ext 5 Ga-Nala</b>	28, 30, 31	Phola	R3 000 000	R0	2022- 2023	Scope of work has been submitted, awaiting DMRE approval
<b>Internal water and sanitation reticulation in remainder of farm Rietkuil 558 (Ga-Nala)</b>	28, 30, 31	Phola	R10 000 000	R0	2023- 2025	Scope of work has been submitted, awaiting DMRE approval

**11.2.8 NEW CLYDESDALE COLLIERY 2018-2020**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
<b>Computer Labs</b>	27	Impilo primary learners	R400 000	R420 000	2020	The project is complete and handed over to Impilo primary school and extra money for tutorial is being sourced.

**11.2.9 NEW CLYDESDALE COLLIERY 2021-2025**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
Water reticulation at Thubelihle Extension 6	25,26	Ga-Nala	R3.5	R0	2021-2023	Project scope submitted, awaiting DMRE approval
Sewer connection at Thubelihle Extension 6	25,26	Ga-Nala	R2.8	R0	2021-2023	Project scope submitted, awaiting DMRE approval
Construction of access road at Thubelihle	25, 26	Ga-Nala	R3.7	R0	2021-2025	Project scope submitted, awaiting DMRE approval

**11.2.10 AFRISAM 2019-2020**

PROJECT	WAR	BENEFICIARIES	BUDGET	EXPENDITURE	YEAR OF IMPLEMENTATION	PROGRESS
eMalahleni Recreation resort super cub	24	Greater Emalahleni	R400 000	R989 016	2019-2020	A new contractor was appointed. Implementation of the project is in progress. Completion of the project is anticipated to be at the of February 2022. The total cost to the project will be R1 642 662 on the completion
Renovation of Ethembeni Children's school	29	Greater Emalahleni	R1 050 000	0	2019-2020	The project was removed from the SLP circle in consultation with the Municipality. The reviewed SLP was submitted to DMRE in 2021

**11.2.11 WESCOAL/KHANYISA COLLIERY 2017-2021**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
Construction of 24 houses	30	Phola	R15 000 000	R12 200 000	2020-2021	12 houses constructed and completed out of the 24. Contractor appointed in December 2021 for the remainder.

**11.2.12 WESCOAL/KHANYISA COLLIERY 2022 - 2026**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
Installation of main bulk water and refurbishment of reservoir	28, 30, 31	Phola	R3 000 000	R0	2022-2026	Scope of work has been submitted
Installation of water reticulation in Phola and New Extortions	28, 30, 31	Phola	R3 000 000	R0	2023- 2024	Scope of work has been submitted
Construction of 1km roads and storm water, roadbed layer, concrete karbing, road marking, signage and installation of storm water drainage system	30, 31	Phola	R4 000 000	R0	2024- 2025	Scope of work has been submitted

**11.2.13 INYANDA MINING HOLDINGS 2017-2022**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
Education intervention programme	15	Manala	R3 485 930.20		2020	Manala- Mgibe primary school has to be relocated to Klarinet on temporary basis
Community Based Artisan Development	15		R2 511 069.97		2017-2022	In progress
Construction of the Library	15		R4 970 870.00		2017-2022	Plans and designs are approved

<b>Business Incubator</b>	15		R6 000 000.00		2017-2022	In progress
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#### 11.2.14 WELTEVREDEN COLLIERY 2019-2020

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
<b>Upgrade of Streetlights</b>	09		R180 000.00	0	2019-2020	Mining activities has not yet commenced.
<b>Green City Project</b>	09		R180 000.00	0	2019-2020	Mining activities has not yet commenced.
<b>Skills Development and Training Projects</b>	09		R180 000.00	0	2019-2020	Mining activities has not yet commenced.

#### 11.2.15 ELANDSFONTEIN COLLIERY 2019-2020

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
<b>Green City Project</b>	09		R500 000.00	R527 328.64	2019	Project completed awaiting handover
<b>Skills Development and Training Projects</b>	09		R500 000.00	800 000	2020	17 members of Clewer community were trained members at CTC.  56 Clewer community members trained on yellow machines

**11.2.16 UITSPAN COLLIERY 2019-2023**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
Electrification of Siyanqoba			11 000 000	0	2019-2023	Non-compliance. Reported to regulator (Department of Mineral Resources and Energy)
Waste removal trucks	All	Greater Emalahleni	2 000 000	0	2019-2023	Non-compliance. Reported to the regulator (Department of Mineral Resource and Energy)
Enterprise development	All	Greater Emalahleni	2 000 000	0	2019-2023	Non-compliance. Reported to the regulator (Department of Mineral Resources and Energy)

**11.2.17 HOWARD QUARRY 2020 - 2023**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR IMPLEMENTATION	PROGRESS TO DATE
<b>Refurbishment of Tennis court (Emalahleni Resort)</b>	34	Greater Emalahleni	R250 000.00	260 000	2020	Completed and handed over.
<b>Refurbishment of 1 ablution facility (Emalahleni Resort)</b>	34	Greater Emalahleni	R200 000.00	0	2021	Scope submitted
<b>Provision of black wheelie bins (to be confirmed by the municipality once operation ready or implementation)</b>	All wards	Greater Emalahleni	R200 000.00	0	2021	Scope submitted
<b>Training of Cooperatives and SMMEs</b>	All wards	Greater Emalahleni	R100 000.00	0	2020-2023	Discussions are underway for the implementation of the project.

**11.2.18 Beryl Coal Mine 2019 – 2023**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
Rehabilitation of Vulindlela road in Phola	30	Phola/Ogies	R6 000 000.00	R0	2020	Scope of work submitted, awaiting implementation.
Access to portable water	30	Phola/Ogies	R3 000 000.00	R0	2020	Scope of work submitted, awaiting implementation
Training of community youth on critical skills	All wards	Greater Emalahleni	R2 000 000.00	R0	2020	Scope of work submitted, awaiting implementation

**11.2.19 MZIMKULU MINE 2021- 2025**

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
Construction of bulk pumping main and construction of 3.3 MI reservoir	28, 30, 31	Phola/Ogies	R4 000 000.00	R0	2022 -2023	Project scope submitted
Water connection and meters of 500 households with stand pipes at Phola	28	Phola/Ogies	R1 000 000.00	R0	2021- 2022	Project scope submitted
Sewer connection to 500 households at Phola construction of toilet structures	28	Phola/Ogies	R1 000 000.00	R0	2021-2022	Project scope submitted

<b>Construction of 1km roads and storm water in Phola with layer works, roadbed layer, road marking, signage and installation of storm water drainage system</b>	28, 30	Phola /Ogies	R4 900 000.00	R0	2020-2023	Project scope submitted
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### 11.2.20 Madini Mine -2020 -2024

PROJECT	WARD	BENEFICIARIES	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS
<b>Outdoor gym park and greening project in the Jackson Mthembu Economic Corridor</b>	17	Greater Emalahleni	R2 000 000.00	R0	2021	Project scope submitted
<b>Construction of creative arts stalls and food courts in the Jackson Mthembu Economic Corridor</b>	17	Greater Emalahleni	R2 000 000.00	R0	2021	Project scope submitted

## **12. PERFORMANCE MANAGEMENT**

For the purpose of performance management, the municipality has Council meeting, Mayoral Committee, Section 80 Committees, Section 79 Committees, Municipal Public Accounts Committee, 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 committees.

### **12.1 SECTION 80 COMMITTEES**

In terms of the Municipal Structures Act, Act 117 of 1998 (as amended) the Executive Mayor appoints Members of the Mayoral Committee. The Member of the Mayoral Committee chairs the Section 80 Committees. The Section 80 Committees 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.

The municipality established 6 Section 80 Committees which are as follows: Corporate Services, Community Services, Environmental & Waste Management, Development Planning, Technical Services and Financial Services.

### **12.2 SECTION 79 COMMITTEES**

The municipality has established 10 Section 79 Committees which are as follows: Corporate Services, Community Services, Environmental & Waste Management, Development Planning, Technical Services and Financial Services the latter are

for the respective Directorates within the municipality. The Section 79 Committees' functions is an oversight role and the tracking of the implementation resolutions taken by Council.

Municipal Public Accounts Committee, Audit Committee and Risk Management, Anti-Fraud and Anti- Corruption Committee and Ethics Committee. The latter committees have their own terms of reference.

The Audit Committee and Risk Management, Anti-Fraud and Anti- Corruption Committee are shared services from the Nkangala District Municipality.

All the Section 79 Committees report directly to Council in terms of their delegated powers.

The term of office for the Section 80 and Section 79 Committees are for a 5-year period.

### **12.3 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 primary purpose of MPAC is:

- To promote good governance, transparency, accountability and value for money on the use of municipal resources;

MPAC roles and responsibilities are annually reviewed and approved by Council as Terms of Reference and Delegation of Powers which include but not limited to, the following functions:

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.

Investigate Unforeseen and unavoidable expenditure – MPAC to receive information only on adjustment budget process (s29) to enable it to undertake its (MFMA sect 32) responsibilities

Considers and evaluates the content of the Annual Report and makes recommendations to Council when adopting an oversight report on the annual report, as per the MFMA 127 & 129 (1)

Receives information only to enable it to perform its role in Annual Report (MFMA s52(d))

Receives and probes the Monthly budget statements (s71)

Mid-Year budget information for information only (s72)

The committee consists of a multiparty representation of political parties represented in Council with a full time Chairperson. The administration support

for research activities and preparation of Agendas, reports and site visits is provided for full functionality of the committee.

The MPAC's will assist council to hold the executive and municipal entities to account, and to ensure the efficient use of municipal resources.

#### **12.4 AUDIT COMMITTEE**

The municipality has a capacitated and functional Internal Audit Unit. The municipality has joined the shared audit and performance committee service that is appointed by the Nkangala District Municipality. The committee provides opinions and recommendations on financial processes and performance. Audit and Performance Committee meetings are held quarterly.

The Audit and Performance Committee, which is an external committee, reports to Council on issues pertaining to, amongst others, the external audit, internal audit, risk management, and compliance, etc. Its members are appointed by the Nkangala District Municipality and consists of at least of 5 (five) external members. No Councilor serves on the Audit and Performance Committee.

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 and Performance Committee is also responsible for risk and performance management.

#### **12.5 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 2021/2022 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.

### 13. ORGANISATIONAL SCORE CARD

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA	Service Delivery and Infrastructure Development
<b>Problem statement and root causes per KPA:</b>	Aged and dilapidated infrastructure High interruption of services High backlog  <b>Root Causes</b> <ul style="list-style-type: none"> <li>• Poor maintenance</li> <li>• Refurbishment and upgrading</li> <li>• Design lifespan of the infrastructure reaching its useful expectance</li> <li>• Funding</li> <li>• Theft and vandalism</li> <li>• Mushrooming of informal settlements</li> <li>• Migration</li> </ul>
<b>One Plan Transformation Area</b>	Integrated Service Provision Infrastructure Engineering
<b>2019-24 MTSF Priority</b>	Spatial Development, Human Settlements and Local Government
<b>Municipal Priority</b>	Sustainable and affordable services
<b>Strategic objective</b>	To create a clean an attractive and conducive environment To increase access to efficient and sustainable basic services To provide an enabling environment for social and recreational development
<b>Impact statement: Accessible services to communities</b>	<b>MTSF Target: 100% access to piped water, sanitation, electricity and 75% to weekly waste removal</b>

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN	
Improved access to basic services	Households with access to piped water	Augment water supply to 140MI/day	140MI/day	28MI/day	
		Number of water treatment plants Constructed, upgraded and refurbished	Construct 4 water treatment plants	1	
		Construction of 25 km of bulk water supply lines	25 km new bulk line	5 km new bulk line	
		Number of reservoirs Constructed and refurbished	Refurbish 10 reservoirs	2	
		Number of Telemetry system Installed and upgraded	30 points	5	
		Reduction in water losses	17 000 water meters to be installed	9 000 water meters	
		Construct and Refurbish water pump station	Construct 5 water pump station	Construct 1 water pump station	
			Refurbish 21 water pump station	Refurbish 4 water pump station	
			Number of new households' connection	37 758 water connections	5 551 new connections
			Number of Jojo tanks installed	A total of 208 backlog in the jojo installation	Install 42 jojo tanks in and around Emalaheni
Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN	
Improved access to basic services	Households with access to sanitation	Refurbish and upgrade Waste Water Treatment Plants	Refurbish and upgrade 7 Waste Water Treatment Plants	2	
		Construct outfall sewer lines	15km new outfall sewer lines	5km	
		Construct and Refurbish	Refurbish 27 sewer pump	5 sewer pump station	

		sewer pump station	station	
		Number of New household connections	25 000 new sewer connections	5 000 new connections
Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Improved access to basic services	Households with access to electricity	Increase Nominal Maximum Demand (Bulk intake points)	7 bulk intake points	1
		Construct and refurbish of main sub-stations	Refurbish 10 main sub-stations	1
		Reconstruct and refurbish electricity distribution networks	Install and replace 20km of network cables	4Km
			Replace and upgrade 50 Mini substations and pole tops transformers	10
			Replace and upgrade 150 kiosk	30
		Reduction in electricity losses	Replace and install 30 000 smart meters	6 000
		Construct and refurbish public lighting	Construct 50 high mast lights	10
			Refurbishment of 200 high mast lights	40
			Construct 1000 Street lights	200
			Refurbishment of 2000 Street lights	400
		New household connections	5000 Households to be electrified	500 new connections
		Power generation programmes	1 x studies for power generation	1 x studies for power generation
		Energy efficient programmes	1 x studies for energy efficient programmes	1 x studies for energy efficient programmes

Outcome	Outcome Indicator	KPI	5 year Target	
				2022/23 PLAN
Improved quality of municipal road network	Km of surfaced road	Meters of roads Resealed	Rehabilitation of 4000 meters	800 meters
		Square meters of surface roads (patching)	300 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched
		Km of gravel roads Maintenance	10 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.
		Km of sormwater drainage constructed / upgraded	10Km reliable stormwater drainage	4 km of stormwater drainage done
Improved habitability in all municipal facilities	Compliance to Occupational health and safety standards	Number of facilities Renovated and upgraded	79 facilities	20 facilities
		Construct of facilities	5 Facilities	1 Facilities
Improved access to basic services	Improved efficient service delivery	Develop and update sector plans	Develop 6 new sector plans and 6 sector plans to be updated	Develop 2 new sector plans and 2 sector plans to be updated

Outcome	Outcome Indicator	KPI	5 year Target	
				2022/23 PLAN
Improved access to basic services	Households with access to weekly refuse removal	Kerbside refuse collection	50 000 HH	10 000 (HH)
		Number of waste transfer stations and recycling Waste establish	10 waste transfer stations	2
		Leeuwpoort Landfill Upgraded	Upgrade Leeuwpoort Landfill	Upgrade Leeuwpoort Landfill
		Phola and Ga-Nala landfill site Upgraded	Upgrade of Phola and Ga-Nala landfill site	

		Number fleet purchased	Purchase 13 yellow fleet for landfill operations	0
			purchase 20 refuse collection fleet/equipment	4
		Number of times refuse collection schedule reviewed.	5X Review and upgrade waste collection schedule	1
		Implementation of IWMP targets	100%	20%
		Established waste 2 Energy project	Establish a waste 2 Energy project	1
Improve access to services	Increase access to community facilities	Number of new cemeteries developed and or expanded (increase burial space)	Develop 3new cemetery	Feasibility study for all
			Expand 1 cemetery	
Improve access to services	Improve aesthetic appearance of ELM	Number of Developed and or upgraded parks	5	1
		Number of entrances beatified	Beautify 8 main entrances	3
		Number of trees planted	5 000	1 000
		Number of greenhouses developed	1	

		Number of nursery developed	3	1
		Number of garden waste compost plant established	1	1
		Introduce yearly green competitions awards	Introduce 5 x green competitions awards	1
Ensure compliance	Improve enviromental management compliance	Establish Air Quality Monitoring station	1	1
		Number of air quality hand-held mobile measuring instrument procured	2	
		Number of road blocks conducted for vehicle emission testing	50	10
Ensure compliance	Improve enviromental management compliance	100% implementation of programmes on the climate change strategy	100%	20%
		Develop inventory of all sources of greenhouse gaseous and enforce by-laws	1	1

Biodiversity is conserved and enhanced	Development and implementation of Integrated Environmental management plan (IEMF)	Develop and implement an education and awareness strategy	1	1
		Develop and implement a nature reserve management plan to control biodiversity loss	1	1
Biodiversity is conserved and enhanced	Biological Assessments conducted	Number of developed Emalahleni Local Municipality Nature Reserve Management Plan	Develop and implement a nature reserve management plan to control biodiversity loss	1

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Improve access to services	Providing suitable facilities and improve the quality of life	Number of sports, Arts, Culture and libraries facilities Constructed, upgraded and Refurbished	Upgrade and refurbish 8 sport facilities	1
			Refurbish x 2 Arts and construct x 1 Culture facilities	1
			Facilitate Construction of 1 library and upgrade 1x library	1

		Number of sports, Arts, culture and libraries developmental programmes developed	Implement 20 Sports programmes	4
			Implement 20 Arts and Culture programmes	4
			Implement 40 Library programmes	8
Improve access to services	Providing suitable facilities and improve the quality of life	Number of fire, rescue and disaster facilities Constructed and Upgraded	Construct 4 emergency and disaster facilities	1
			Upgrade 2 fire, rescue and disaster facilities	1
		Number of equipment and material purchase	Purchase 19 emergency and disaster equipment	4
			Purchase 1 325 emergency and disaster material	265

Municipal KPA	Spatial or Cross cutting issues
<b>Problem statement and root causes per KPA:</b>	<p><b>Occupations on undevelopable Land</b>  <b>Illegal Land Occupation</b>  <b>Lack of Bulk Infrastructure Services</b>  <b>High backlog</b></p> <p><b>Root Causes</b></p> <ul style="list-style-type: none"> <li>• Migration</li> <li>• Funding</li> <li>• Mushrooming of informal settlements</li> <li>• Synges between spheres of government</li> <li>• Lack of bulk infrastructure</li> <li>• Design lifespan of the infrastructure reaching its useful expectance</li> </ul>
<b>One Plan Transformation Area</b>	<b>Spatial transformation and sustainable human settlements</b>
<b>2019-24 MTSF Priority</b>	<b>Spatial Integration, Human Settlements and Local Government</b>
<b>Municipal Priority</b>	<b>Spatial transformation and social cohesion</b> <b>Sustainable and affordable services</b>
<b>Strategic objective</b>	<b>To promote spatial concentration and facilitate, manage and control integrated land use and spatial planning</b> <b>To provide access to habitable, sustainable and affordable intergraded human settlements</b>
<b>Impact statement: security of tenure</b>	<b>MTSF Target: Reduce the number of households living in inadequate housing</b>

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Improved quality of life	Formalized settlements informal	Acquire suitable land for affordable quality housing	750ha	150ha
		Upgrade informal 15 settlements	Formalisation of 58 informal settlements	11
		Relocation of Informal Settlements (Old Coronation, Lekazi; Tsietsi; Thabo Mbeki,etc	10	1
Improve quality of life	Provide adequate houses	Facilitate construction of houses	10 000	200
		Issue title deeds	15000	3000
		Apply for Level 2 Accreditation	Level 2 Accreditation delegated	
		Refurbishment of 3 hostels through social housing program (Highveld, Mgababa and Phola)	3 hostels	Feasibility Studies
Improve quality of life	Provide adequate houses	Installation of services (Benfleur X20, Hoefeld Park; Thubelihle X7 to 10 and Corridor Hill Ext1)	15 000	3000
Improve quality of life	Providing direction strategic	Review SDF	Review SDF	Review SDF

		Review Housing Sector Plan	Review Housing Sector Plan	Review Housing Plan
		Facilitate the implementation of CBD revitalization strategy	Multi modal transport hub	Phase1 (Secure Funding)
Improve quality of life	Providing strategic direction	Appoint the social housing management company	1 x social housing management company Appointed	Finalize appointment of 1x social housing company

Municipal KPA	Local Economic Development
Problem statement and root causes per KPA:	<b>Unemployment, inequality and poverty</b>  <b>Root causes</b>  <b>High Unemployment</b> <b>The decline of coal mining as the main economic growth industry.</b> <b>Lack of Skills to match market requirements.</b> <b>Global sluggish economic growth.</b> <b>Impact of the COVID-19 pandemic on businesses.</b>
One Plan Transformation Area	Diversified Economy, inclusive Economic growth and Decent Employment for a skilled work forced
2019-24 MTSF Priority	Economic Transformation and Job Creation
Municipal Priority	Socio-economic growth and a safe environment
Strategic objective	To create an attractive and conducive environment for sustainable economic development and tourism
Impact statement: Reduced unemployment and poverty	MTSF Target: Growth of 2%-3% pa, Unemployment rate of 25%, Poverty rate of 35% Improve income inequality, poorest 40% of households 8-9% of income

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Improved local economic performance	% increase in economic growth	Number of SMMES and cooperatives supported on different programmes (supplier development and localisation / incubation/ financing and marketing)	Support 180 SMMES and cooperatives	40
	% reduction in unemployment (number)			
		Established Fly Ash	Established 1 x Fly Ash	Facilitate funding for the fly ash project
		Number of workshops established per	Construct of 5 workshops	1

		industrial area (plug-in and operate workshops (light industrial workshop)	(Ferrobank and Lynnville)	
		Number of Agro-processing hubs established	Establish 2 (Kendal, Riutspruit)	1
		Established Mining Museum	Establish 1 x Mining Museum	Identification of land and feasibility study
		1 x Emalahleni Growth and Development Agency established	Establish 1 x Emalahleni Growth and Development Agency	Conduct feasibility study and preparation of the Business Plan
		Developed hotel, conference facilities (ICC)	Develop 1 x conference facilities	Call for proposals from potential investors
		1 x investment strategy and number of programmes implemented	1 x investment strategy	1 x investment strategy
		1 x LED strategy Updated	1 x Strategy	Update 1 x LED Strategy

TABLE A: INTEGRATED DEVELOPMENT PLAN	
<b>Municipal KPA</b>	<b>Public Participation and Good Governance</b>
<b>Problem statement and root causes per KPA:</b>	<p>Lack of Accountability, Reporting, compliance</p> <p>Root causes</p> <p>Lack of consequence management</p> <p>Manual record management</p> <p>Lack of change management</p>
<b>One Plan Transformation Area</b>	<b>Building a capable, financially sustainable and developmental Governance System</b>
<b>2019-24 MTSF Priority</b>	<b>Building A Capable, Ethical And Developmental State</b>
<b>Municipal Priority</b>	<b>Clean administration and good governance</b>
<b>Strategic objective</b>	<b>To strengthen good governance and public participation</b>
<b>Impact statement: Capable, accountable and responsive municipality</b>	<b>MTSF Target:</b>

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23PLAN
Provide sustainable and effective service  Sustainable livelihood	Quality and quantity of Public participation engagements.	Number of ward profiles Developed	Develop 34 ward profiles	Develop 34 ward profiles
		Reviewed and Implemented ward operational plans	Review and Implement 34 ward operational plans (Per portfolio)	Develop and implement Ward Operational Plans (Incl Mayoral Prog)
		Number of ward-based programme on municipal systems, performance and finances Developed and implemented		Develop an electric community satisfaction tool
			Conduct 2 comprehensive customer satisfaction survey	Conduct one comprehensive customer satisfaction survey
		effectiveness of all Public Participation structures Monitored	5 Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures. (War Room) (LAC war room) (CPF)
Good corporate image and financial viability	Improve control environment and audit outcomes.	100% internal audit recommendations Followed-up and implemented 3.	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented
		Regular Monitoring of consequence management interventions implemented for Underperformance	Review policies and enabling documents to include consequence	Review policies and enabling documents to include consequence

			management directives (All implementation plans)	management directives
Good corporate image and financial viability	Improve control environment and audit outcomes.	Number of AGSA action plan Developed	1 x AGSA plan developed	1 x AGSA plan developed
		Number of AGSA action plan reviewed	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed
		Number of follow up conducted	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations
		% of Auditor General recommendations implemented	100% of Auditor General recommendations implemented	80% of Auditor General recommendations implemented
Reach maturity level 3 Good corporate image and financial viability	Improve control environment and audit outcome	Capacitate stakeholders and evaluate risk management impact	Reach maturity level 5	Reach maturity level 3
				Annual Risk Assessment (Strategic & Operational)
		Risk Management Cascaded	Cascade risk management to all levels	Risk Management Cascaded to level 3
		Procedure to address fraud hotline cases Reviewed and implemented	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases
			Procure 1x Service Provider for Anti-Fraud Corruption Hotline	Appointment and Implement for Anti-Fraud Corruption Hotline
		Ethic Management Committee Charter Developed, Reviewed and implemented	Develop, Review and implement Ethic Management Committee Charter	Develop Ethic Management Committee Charter
Good corporate image and financial viability	improved credibility and quality of the IDP	Acquire and Updated IDP statistics and demographics	Adopt, Review and Implement credible IDP	Develop, Review and Implement credible IDP

	Improved accountability and developmental municipality	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan
Good corporate image and financial viability	Improved Customer Satisfaction through implementation of communication strategy	Develop communication Action Plan	Synchronised 5X Annual Communication Action plan	Review & Implement Communication Strategy & policy
			Develop/ Review and Implement communication enablers <b>Communication policy, Corporate identity manual, Social media and website content management manual, production, publication and marketing manual, media liaison guidelines)</b>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4X Quarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12x Monthly media briefings</i>
				Develop and implement Social media and website content management manual
				Develop and implement Corporate identity manual (Logo/signature)
Create conducive environment socio-economic development	Improved Skills development	Create central coordinating point for all skills development opportunities through DDM	<b>5x Development &amp; Implementation of Socio-economic Youth Development Plan based on the Youth Development Strategy pillars.</b>	Development & Implementation of a Comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars
		Youth skills programmes	5 x youth skills	Develop and implement

		Developed	programmes developed and implemented	youth skills programmes developed and implemented
		Forge partnerships with key stakeholders  <b>1.LG SETA</b> <b>2.MQA SETA</b> <b>3.Services SETA</b> <b>4.National Skills Fund (NSF)</b> <b>5.Govt Jobs Fund</b> <b>6. Private Sector</b> <b>7.Debt of Labour</b> <b>8.NYDA</b> <b>9.Debt of Agr</b>	Update 5x unemployment Youth Database <b>1.Education, Economic participation and skills development</b> <b>2. Health (Substance Abuse/Teenage Pre</b> <b>3. Sports and Recreation (Mayoral Games)</b> <b>-Bursaries</b> <b>Learnerships/internships</b> <b>-Career Guidance</b>	1 x unemployment Youth Database  <b>1.Education, Economic participation and skills development</b> <b>2. Health (Substance Abuse/Teenage Pre</b> <b>3. Sports and Recreation (Mayoral Games)</b> <b>-Bursaries</b> <b>Learnerships/internships</b> <b>-Career Guidance</b>
		Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database
Social cohesion	Improved livelihood of the vulnerable groups	Develop and implement sustainable programmes for Transversal Programme or vulnerable groups  <b>Dialogue &amp; Network</b> <i>(Women-Children(crime protection)</i> <i>-People living with disability</i> <i>-HIV/AIDS (LAC)</i> <i>-elderly</i> <i>- Participate in IGR Forums</i> <i>-Monthly Dialogues</i> <i>-GBV</i> <i>-LGBTI</i> <i>-Poverty Alleviation</i>	<b>Develop 5x Annual and implement sustainable programmes for Transversal Programme for vulnerable groups</b>	Develop 1x and implement sustainable programmes for Transversal Programme on vulnerable groups

		Resuscitate Transversal Sectoral Groups.	<b>Resuscitate and Support Transversal Sectoral Groups</b>	Resuscitate and Support Transversal Sectoral Groups <i>(MRM -War Room LAC -Men's Forum -Women Forum -Special needs -LGBTI)</i>
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Outcome	Outcome Indicator	KPI	5-year Target	2022/23
Provide sustainable and effective service  Sustainable livelihood	Delivery effective and adequate service	Number of programmes aim at encourage and facilitating the registration of indigent	conducted awareness programmes on indigent registration 20	conducted awareness programmes on indigent registration 4
Safer City	Decrease accidents	Increase visibility of law enforcement and enforce by-laws	120	24
		Number of crime prevention operations establish and implemented	240 operations	48

<b>Municipal KPA</b>	<b>Municipal transformation and organisational development</b>
<b>Problem statement and root causes per KPA:</b>	<p>Non-adherence to legislations</p> <p>Root causes</p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Undue interference</li> </ul>
<b>One Plan Transformation Area</b>	<b>Diversified Economy, Inclusion Economic Growth And Decent Employment For a Skilled Workforce</b>
<b>2019-24 MTSF Priority</b>	<b>Building A Capable, Ethical And Developmental State</b>
<b>Municipal Priority</b>	Clean administration and good governance
<b>Strategic objective</b>	<p>To provide support, advice and facilitate through alignment of the institutional arrangements</p> <p>To strengthen good governance and legislative compliance.</p>
<b>Impact statement: Building a capable performing institution   MTSF Target:</b>	

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Optimal Organisational performance	Improved organization performance	Number of Organisational Work-study analysis/ institutional review Conducted	1	1
		Number of Human Resource Management & Strategy Developed and implemented	Develop 1 x	1
			Implement 100% HRMD programmes and projects	
		Conduct a verification of Staff	Conduct 5 x verifications of staff	Conduct 1 x verifications of staff
		Number of Workplace Skills Plan Compiled	Compile 5 x	1
		Compile Annual Report on training drop out.	Compile 5 x Annual Reports on training drop out.	1 x Annual Report be compiled on training drop out.
		employee engagement survey Conducted	Conduct 1 employee engagement survey	Conduct and analyse employee engagement survey Communicate the response
Optimal Organisational performance	Improved organization performance and capability	Implementation of Individual Performance Management Cascaded to all Municipal Employees to enhance productivity.	100% of all employee performance agreements with Risk & Audit KPIs	100% of all signed employee performance agreements with Risk & Audit KPIs as at cascaded

				levels
		Implementation of Individual Performance Management Cascaded to all Municipal Employees to enhance productivity.	Individual Performance Management Cascaded to all employee levels.	Individual Performance Management Cascaded to levels 4-6
		Number of training of Managers & Assistant Managers on Implementation of IPMS	Train 1 x Managers & Assistant Managers on Implementation of IPMS	Train 1 x Managers & Assistant Managers on Implementation of IPMS
		% of all vacant & budgeted positions filled with 6 months of vacated (turnaround time)	100% of all vacant & budgeted positions filled with 6 months of vacated (turnaround time)	100% of all vacant & budgeted positions filled with 6 months of vacated (turnaround time)
		Reviewed overtime and standby policies to be in line with regulation (Ministerial determination)	Review and implement overtime and standby policies	Review and implement overtime and standby policies
		Number of network security software Procured	Procure 1 network security software	1 network security software
			Subscription of digital information hub	Affiliate with Sabinet
		Number of electronic infrastructures procured	Procure 360 x electronic infrastructure	2 x network switches, 50 desk tops and 20 laptops
Optimal Organisational performance	Improved availability of information in any form	% electronic stored documents	100%	40%
		Number of user awareness campaign Conducted	Conduct 5 user awareness campaign	Conduct 1 user awareness

				campaign
		Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act
Optimal Organisational performance	Improved municipal administration	Number of Council legislated meetings Coordinated	Coordinate 55 Council legislated meetings	Coordinate 11 Council legislated meetings
		Number submission of resolution register to Council	Submission of 20 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council
Optimal Organisational performance	Improved occupational health and safety	Number of inspections conducted	Conduct 450 OHS inspections	Conduct 90 OHS inspections
		Number of internal roadshows conducted on OHS	Conduct 10 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS
		Number of EAP programmes conducted	Conduct 20 x EAP Programmes	Conduct 4 x EAP programmes per annum
sound labour relations	Established and strengthened employee and employer relationships	Number of Consult	Facilitate 55 LLF meetings	Facilitate 11 LLF meetings
		Strengthen the functionality and effectiveness of LLF	Facilitate 10 periodic workshops	Facilitate periodic workshops biannually
		% internal labour disputes Resolve within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days
		Developed, Reviewed and Implemented institutional policies	Establish an institutional policy development committee	Establish an institutional policy

				development committee
			Compile and update institutional policy and SOP register	Development of the Framework and terms of reference for IPC
Optimal Organisational performance	Compliance to legislations	% of contracts managed (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)
		% of litigations managed and reduced	Manage 100% of litigations (Manage 100% and Reduce 25% of total litigations)	Manage 100% of litigations (Manage 100% and Reduce 25% of total litigations)
		% of by-laws gazetted	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws
		Developed and reviewed By-Law Register	Develop and review By-Law Register	Develop By- Law Register
Optimal Organisational performance	Ensure sound information technology	Developed and implemented Information Technology Master Plan	Develop and implement Information Technology Master Plan	Develop and implement Information Technology Master Plan
Optimal Organisational performance	Improved organization performance and equity	Compiled Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment

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				Equity
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TABLE A: INTEGRATED DEVELOPMENT PLAN	
Municipal KPA	Municipal Financial Viability and Management
Problem statement and root causes per KPA:	<p>Poor cash flow</p> <p>Root causes</p> <ul style="list-style-type: none"> <li>• Low revenue collection</li> <li>• Under billing</li> <li>• Unfunded budget</li> <li>• Illegal connections</li> <li>• Under-recovery on tariff charges/NMD</li> </ul>
One Plan Transformation Area	Building a Capable, Financially Sustainable and Developmental Governance System
2019-24 MTSF Priority	Economic Transformation and Job Creation
Municipal Priority	Financial viability
Strategic objective	To ensure sound financial and asset management
Impact statement: Improved Service Delivery	MTSF Target:

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	2022/23 PLAN
Good corporate image and financial viability	Improved control environment and audit outcome	Improve/strengthen internal control (i.e monthly reconciliations)	144 reconciliations	12
		Training all bid committees and SCM staff members	Conduct 5 trainings for bid committees and staff members	1
		100% implementation of AG and internal audit action plan.	Implement 100%	100%
Sound Financial Management	Enhanced revenue base	Number of monthly reconciliations with Deeds office valuation roll, financial system and Land Use Management Scheme (LUMS)	60	12
		Number of reconciliations of valuation roll updated with supplementary Roll	60	12
Sound Financial Management	Improved revenue collection	Review and number of programmes implemented to Enforce credit control policy	Review x 1	1
		% of Consumer profile Updated	2 programmes (Daily cut-offs, monitor tempering)	2
		Number of awareness campaigns conducted	100%	100%
		Levy property rates on mining operations (implement the court ruling on MPRA section)	Conduct 60 awareness campaigns	12
			Levy property rates on mining operations (implement the court ruling on MPRA section)	
Sound Financial Management	Ensure funded budget and	Number of engage	10 engagements	2

	mandates	creditors for repayment plan		
		Number assessment reports to ensure cost reflective tariffs	25	5
		Review and enforce budget funding plan	5	1
		Number of reports on irregular expenditure	20	4
Sound Financial Management	Ensure safe guarding of assets	Number of Awareness on asset management policy conducted	10	2
		Number of additional fleets purchased	50	10
		Reduction % of accident claims through enhancement of Fleet management systems with innovation	50%	10%
		Number of driver refresher programme conducted	5	1
Sound Financial Management	Improve Expenditure management	Number of reports on cost driver	20	4
		Review cost curtailment policy	Review x 1	1
		Conduct awareness on cost curtailment measure	20	4

## 14. AUDIT OUTCOME AND ACTION PLAN

The audit outcome for 2019/20 is a Qualified opinion with the following action plan (summarised version)

### SUMMARY OF 2019/20 AUDITOR-GENERAL AUDIT REPORT

SECTION	FINDING	ACTION PLANS TO BE TAKEN	TIME LINE
<b>CONSUMER DEBTORS</b>	The municipality did not properly account for consumer debtors in terms of GRAP 104, Financial instruments. The method of grouping consumer debtors in calculating the impairment provision was contrary to the standard. I was unable to quantify the full extent of the misstatements to the allowance for impairment stated at R3,14 billion (2019-20: R2,90 billion) and consumer debtors stated at R2,63 billion (2019-20: R2,18 billion) in note 13 to the financial statements as it was impracticable to do so. Furthermore, I was unable to determine the impact on the debt impairment expenditure stated at R678,23 million (2019-20: R406,32 million) in the statement of financial performance as well as in note 40 to the financial statements as it was impracticable to do so.	Management will revisit the methodology for impairment of debtors and a test will be done on assumptions to that will be used in impairment of debtors.  Data cleansing will be performed in order to ensure that the municipality has valid debtors.	<b>30-Jun-22</b>

<p><b>SERVICE CHARGES</b></p>	<p>Included in service charges revenue, is revenue related to the sale of water as well as sewerage and sanitation charges disclosed in note 22 to the financial statements. The municipality did not account for these service charges in accordance with the requirements of GRAP 9, Revenue from exchange transactions. Service charges were not always recorded at the correct amounts. This resulted in revenue from the sale of water being understated by R1,10 billion and sewerage and sanitation charges being understated by R62,94 million. The related consumer debtors in note 13 to the financial statements were understated by the same amounts. This also had an impact on the surplus for the period and on the accumulated surplus.</p> <p>I was also unable to obtain sufficient appropriate audit evidence for service charges due to the status of accounting records. I was unable to confirm these service charges by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to revenue from the sale of water stated at R430,11 million, sewerage and sanitation charges stated at R139,23 million, and revenue from the sale of electricity for the prior year stated at R825,70 million in note 22 to the financial statements.</p>	<p>Reconciliation of the tariffs approved by council and the tariffs used on the billing system will be done to ensure that correct tariffs are used to bill consumers.</p> <p>Monthly reconciliations of monthly billing for consumer accounts will be done to ensure completeness and accuracy of billing.</p>	<p><b>30-Jun-22</b></p>
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<b>CASHFLOW</b>	<p><b>Net cash flows from operating activities</b> The municipality did not correctly prepare and disclose the net cash flows from operating activities as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from operating activities. I was unable to determine the full extent of the errors in the net cash flows from operating activities stated at R348,09 million (2019-20: R210,75 million) in the cash flow statement, as it was impracticable to do so.</p> <p><b>Net cash flows from investing activities</b> During 2020, the municipality did not correctly prepare and disclose the net cash flows from investing activities as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from investing activities. I was unable to determine the full extent of the errors in the net cash flows from investing activities stated at negative R154,86 million in the cash flow statement for the prior year as it was impracticable to do so. My audit opinion on the financial statements for the period ended 2020 was modified accordingly. My opinion on the current year financial statements was also modified because of the possible effect of this matter on the comparability of the net cash flows from investing activities for the current period.</p>	Cashflow will be recalculated and corrections will be made for the prior year and current year.	<b>30-Jun-22</b>
<b>IRREGULAR EXPENDITURE</b>	The municipality did not have adequate systems to identify and disclose all irregular expenditure incurred during the year, as required by section 125(2)(d) of the MFMA. I was unable to quantify the understatement as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments were necessary to irregular expenditure stated at R618,42 million (2019-20: R454,85 million), disclosed in note 60 to the financial statements as well as the adjustments made to irregular expenditure in the prior period errors disclosure in note 54 to the financial statements.	Management will revisit the entire population to check for similar findings for opening balance as well as the movement for the current year under review and coming financial year to be audited adjustments will be made thereof.	<b>30-Jun-22</b>

<b>PRIOR YEAR ADJUSTMENT</b>	I was unable to obtain sufficient appropriate audit evidence for the correction of prior period errors relating to consumer debtors disclosed in note 55 to the financial statements. Restatements were made to rectify prior year errors of consumer debtors, but these could not be substantiated by supporting audit evidence. I was unable to confirm the corrections and restatements by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the corrections of consumer debtors stated at R1,14 billion in note 55 to the financial statements.	Management will correct all misstatements raised on the audit report	<b>30-Jun-22</b>
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## **15. ANNEXURES**

### **15.1 5 YEAR PLAN**

### **15.2 FIGURE 1 (SDF MAP)**

### **15.3 FIGURE 2 (SDF MAP)**

### **15.4 FIGURE3 (SDF MAP)**

### **15.5 FIGURE 4 (SDF MAP)**

### **15.6 SDF (AS PER REQUEST)**

### **15.7 DISASTER MANAGEMENT PLAN (AS PER REQUEST)**

## EMALAHLENI MUNICIPALITY OUTCOMES-BASED 5 YEAR IDP (2022-27 PLANNING CYCLE)

### TABLE A: INTEGRATED DEVELOPMENT PLAN

<b>Municipal KPA</b>	<b>Service Delivery and Infrastructure Development</b>
<b>Problem statement and root causes per KPA:</b>	<p><b>Aged and dilapidated infrastructure</b>  <b>High interruption of services</b>  <b>High backlog</b></p> <p><b>Root Causes</b></p> <ul style="list-style-type: none"> <li>• <b>Poor maintenance</b></li> <li>• <b>Refurbishment and upgrading</b></li> <li>• <b>Design lifespan of the infrastructure reaching its useful expectance</b></li> <li>• <b>Funding</b></li> <li>• <b>Theft and vandalism</b></li> <li>• <b>Mushrooming of informal settlements</b></li> <li>• <b>Migration</b></li> </ul>
<b>One Plan Transformation Area</b>	<b>Integrated Service Provision</b> <b>Infrastructure Engineering</b>
<b>2019-24 MTSF Priority</b>	<b>Spatial Development, Human Settlements and Local Government</b>

Municipal Priority		Sustainable and affordable services								
Strategic objective		To increase access to efficient and sustainable basic services								
Impact statement: Accessible services to communities				MTSF Target: 100% access to piped water, sanitation, electricity and 75% to weekly waste removal						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL TARGETS				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to basic services	Households with access to piped water	(142 697 HH) 73,36%  142 697 Households with access to piped water  110 MI bulk water supply  41% Water distribution losses	Water connections backlog, unstable Water quality, lack of bulk supplies, aging infrastructure, water interruptions, theft and vandalism	194 507 (100%)	Augment water supply to 140MI/day  Construction, upgrading and refurbishment of water treatment plants  Construction of km of bulk water supply lines  Drilling and equipping of boreholes  Construction and	153 059 (HH)  (10 362)	163 421 (HH)  (10 362)	173 783 (HH)  (10 362)	184 145 (HH)  (10 362)	194 507 (HH)  (10 362)

					refurbishment of reservoirs					
					Reduction in water losses					
					Construct and Refurbish water pump station					
					Install telemetry system					
					Install Jojo tanks					
					New households' connection					
	Households with access to sanitation	(140 823 HH) 72,4%  140 823 Households have access to sanitation services  70 Megalitres of sewerage treated within	Backlog on sewer connections, lock Poor effluent quality, infrastructure, high spillages, theft and vandalism	194 507 (100%)	Construct new Waste Water Treatment Plants	151 559 (HH)	162 295 (HH)	173 031 (HH)	183 767 (HH)	194 507 (HH)
					Refurbish and upgrade Waste Water Treatment Plants	10 736	10 736	10 736	10 736	10 736
					Construct outfall sewer lines					

		the municipality.			Refurbish sewer pump station					
		Water quality monitoring at 69%			Reconstruct sewer lines					
					New household connections					
Households with access to electricity	(141 990 HH) 72,9%	Households without access to electricity, Regular Power cuts, Poor Maintenance, High Eskom debt, illegal connection, theft and vandalism, lack of bulk supplies	194 507 (100%)	Increase Nominal Maximum Demand (Bulk intake points)	152 493 (HH)	162 996 (HH)	173 499 (HH)	184 002 (HH)	194 507 (HH)	
	10 main intake points operating at over capacity			Construct and refurbish of main sub-stations	10 503	10 503	10 503	10 503	10 503	
	141 990 Household with access to electrical services			Reconstruct and refurbish electricity distribution networks						
	26% electricity distribution losses			Reduction in electricity losses						
				Construct and refurbish public lighting						
				New household connections						

					Power generation programmes Energy efficient programmes					
Improved quality of municipal road	Km of surfaced road	800 Km of road infrastructure surfaced.  4 700 000 square meters in a dilapidated state.  600 kilometres of gravel road  800 Km out of 1400km roads are surfaced.	Aged and dilapidated roads infrastructure, traffic congestion.  Inaccessible and deteriorating gravel road infrastructure	Rehabilitation of 200km of roads	Construction of link roads  Km of roads gravelled  Resealing of roads Reconstruction/rehabilitation of roads  Maintenance of surfaced roads (Patching of potholes)  Upgrading of gravel roads into surface roads  Construct and upgrade storm	40km	40km	40km	40km	40km

					water drainage					
Improved habitability in all municipal facilities	Compliance to Occupational health and safety standards	None are adequately compliant	Aged and dilapidated, non-compliance to OH standards	100% compliance	Renovation and upgrade facilities	50%	60%	70%	80%	100%
					Construct of facilities	50%	60%	70%	80%	100%
Improve turnaround time	% of availability of fleet, plant, machinery and equipment	% 40 availability of fleet, plant, machinery and equipment	Unavailability of fleet, plant, machinery and plant leading to prolonged turnaround time	100% availability	Purchased and repairs to fleet	60%	70%	80%	90%	100%
Improved	Improved	Outdated	Outdated	Update	Develop and update	Updat	Updat	Updat	Updat	Upda

access to basic services	efficient service delivery	sector plans	sector plans	sector plans	sector plans	e sector plans	e sector plans	e sector plans	e sector plans	te sector plans
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Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL TARGETS				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to basic services	Households with access to weekly refuse removal	(102 000 HH) 68,2%,	Rapid increase of waste generation points, illegal dumping, 2 landfills not permitted, no IWMP, Poor waste management services, Aged and dilapidated infrastructure, Poor waste management services	145 880 (75%)	<b>Kerbside refuse collection</b>  <b>Waste transfer stations and recycling Waste</b>  <b>Upgrade Leeuwpoot landfill site</b>  <b>Upgrade of Phola and Ga-Nala landfill site</b>  <b>Purchase yellow fleet for</b>	10 000 (HH)	10 000 (HH)	10 000 (HH)	10 000 (HH)	5 880 (HH)

			<p>Aged and dilapidated infrastructure, High interruption of services due to shortage of refuse collection fleet</p> <p>High backlog on refuse collection</p>		<p><b>landfill operations</b></p> <p>purchase of refuse collection fleet/equipment</p> <p><b>schedule waste collection</b></p> <p><b>Implementation of IWMP targets</b></p> <p><b>Establish a regional landfill site for two municipalities through DDM</b></p> <p><b>Establish a waste 2 Energy project</b></p>					
Improve access to	Increase	6 operati	Shortage of burial	Develop new and expand	<b>Develop new and expand</b>					1

services	access to community facilities	onal cemeteries (61% burial space available)	spaces due to population increase; Covid-19 pandemic	existing cemeteries (increase burial space)	<b>existing cemeteries (increase burial space)</b>					
	Improve aesthetic appearance of ELM	6 operational cemeteries (61% burial space available)	Shortage of developed parks; No defined and beautified entrances into Emalahleni Public Open Spaces used as illegal dumping site	Develop and or upgrade more parks	Develop and or upgrade 5 parks Beautify 3 main entrances Plant trees Develop nursery Develop green house Establish garden waste compost plant <b>Introduce yearly green</b>	Develop and or upgrade more parks				

					<b>competitions awards</b>					
Ensure compliance	Improve environmental management compliance	50% implementation of the AQMP	Extreme high air, water and land pollution	100% implementation of the AQMP	Establish Air Quality Monitoring station  Procure air quality hand-held mobile measuring instrument	60%	65%	80%	90%	100%
		0% implementation of the Climate Change Strategy	Lack of coordination and implementation of Climate Change programmes	50% implementation	<b>implementation of programmes on the climate change strategy</b>  <b>Develop inventory of all sources of greenhouse gaseous and</b>	10%	10%	10%	10%	10%

					<b>enforce by-laws</b>					
Biodiversity is conserved and enhanced	Development and implementation of Integrated Environmental management plan (IEMF)	None	Challenges of mining, water and air pollution	Developed 1X IEMF  100% implementation of the (IEMF)	<p><b>Develop and implement an education and awareness strategy</b></p> <p><b>Development of Environmental Management Framework to control siting of new mines</b></p> <p><b>Develop a bioregional biodiversity plan to control siting of new mines</b></p> <p><b>Develop and implement a nature reserve management plan to control</b></p>					

					<b>biodiversity loss</b>					
Biodiversity is conserved and enhanced	Biological Assessments conducted	No Nature Reserve Management Plan	Conserve and protect the natural resources in the ELM Nature Reserve;  Lack of expertise and commitment in Biodiversity issues	Number of developed Nature Reserve Management Plan	Develop Emalahleni Local Municipality Nature Reserve Management Plan	Biological assessment and monitoring  Identification of plants and data collection	Biological assessment and monitoring  Veld condition assessment studies, vegetation surveys and eradication alien invasive weeds.	Biological assessment and monitoring  Game counting and Veld monitoring (complete plan for prescribed fire programs)	Biological assessment and monitoring  Veld management (Fire breaks and game harvesting)	Developed Emalahleni Local Municipality Nature Reserve Management Plan

Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve	Providing	Inadequate	Dilapidated,	Construct,	Construct,	Construct,	Construct,	Construct,	Construct,	Construct,

access to services	suitable facilities and improve the quality of life	sports, Arts, Culture and libraries facilities	aged and vandalised facilities, inadequate facilities	Upgrade and refurbish sports, Arts, Culture and facilities construction and refurbishment of libraries	upgrade and Refurbish sports, Arts, Culture and libraries facilities	Upgrade and refurbish sports, Arts, Culture and libraries facilities	Upgrade and refurbish sports, Arts, Culture and libraries facilities	Upgrade and refurbish sports, Arts, Culture and libraries facilities	Upgrade and refurbish sports, Arts, Culture and libraries facilities	Upgrade and refurbish sports, Arts, Culture and libraries facilities
		Inadequate developmental programmes	Unplayable facilities	Develop new programmes	Develop new sport, Arts, culture and libraries developmental programmes	Develop new programmes	Develop new programmes	Develop new programmes	Develop new programmes	Develop new programmes

		Ineffective and insufficient services		Provide effective and sufficient services	Construct and Upgrading emergency and disaster facilities	Provide effective and sufficient services				
					Equipment and material					

## TABLE B: INTEGRATED DEVELOPMENT PLAN

- Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to basic services	Households with access to piped water	Augment water supply to 140Ml/day	140Ml/day	28Ml/day	28Ml/day	28Ml/day	28Ml/day	28Ml/day
		Number of water treatment plants	Construct 4 water treatment plants	1	1	0	1	1
		Constructed, upgraded and refurbished	Upgrade and refurbish 3 water treatment plants	0	1	0	1	1
		Construction of 25 km of bulk water supply lines	25 km new bulk line	5 km new bulk line	5 km new bulk line	5 km new bulk line	5 km new bulk line	5 km new bulk line
		Drilling and equipping of boreholes	4 Boreholes	0	1	1	1	1
		Number of reservoirs	Construct 5 new reservoirs	0	2	1	1	1

		Constructed and refurbished	Refurbish 10 reservoirs	2	2	2	2	2
		Number of Telemetry system Installed and upgraded	30 points	5	10	15	20	30
		Reduction in water losses	20km of the AC pipes to be replaced	0	5	5	5	5
			17 000 water meters to be installed	9 000 water meters	8 000 water meters	0	0	0
		Construct and Refurbish water pump station	Construct 5 water pump station	Construct 1 water pump station				
			Refurbish 21 water pump station	Refurbish 4 water pump station	Refurbish 4 water pump station	Refurbish 4 water pump station	Refurbish 4 water pump station	Refurbish 5 water pump station
		Number of new households connection	37 758 water connections	5 551 new connections	7 551	7 551	8 551	8 551
		Number of Jojo tanks installed	A total of 208 backlog in the jojo	Install 42 jojo tanks in and around	Install 40 jojo tanks in and around			

Outcome	Outcome Indicator	KPI	5 year Target	installation	Emalahleni	Emalahleni	Emalahleni	Emalahleni	Emalahleni
				ANNUAL IMPLEMENTATION					
				2022/23	2023/24	2024/25	2025/26	2026/27	
Improved access to basic services	Households with access to sanitation	Construct new Waste Water Treatment Plants	Construct 2 Waste Water Treatment Plants					1	1
		Refurbish and upgrade Waste Water Treatment Plants	Refurbish and upgrade 7 Waste Water Treatment Plants	2	0	2	1	2	
		Construct outfall sewer lines	15km new outfall sewer lines	5km	5km	5km	0	0	
		Construct and Refurbish sewer pump station	Construct 4 sewer pump station	0	0	0	2 sewer pump station	2 sewer pump station	
			Refurbish 27 sewer pump station	5 sewer pump station	5 sewer pump station	5 sewer pump station	5 sewer pump station	7 sewer pump station	
		Reconstruct sewer lines	Reconstruction of 20km of sewer lines	0	5	5	5	5	
		Number of New household connections	25 000 new sewer connections	5 000 new connections	5 000 new connections	5 000 new connections	5 000 new connections	5 000 new connections	

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to basic services	Households with access to electricity	Increase Nominal Maximum Demand (Bulk intake points)	7 bulk intake points	1	1	1	2	2
		Construct and refurbish of main sub-stations	Construct 2 main sub-stations				1	1
			Refurbish 10 main sub-stations	1	2	2	2	3
		Reconstruct and refurbish electricity distribution networks	Install and replace 20km of network cables	4Km	4Km	4Km	4Km	4Km
			Replace and upgrade 50 Mini substations and pole tops transformers	10	10	10	10	10
			Replace and upgrade 150 kiosk	30	30	30	30	30
		Reduction in electricity losses	Replace and install 30 000 smart meters	6 000	6 000	6 000	6 000	6 000
		Construct and	Construct 50	10	10	10	10	10

		refurbish public lighting	high mast lights					
			Refurbishment of 200 high mast lights	40	40	40	40	40
			Construct 1000 Street lights	200	200	200	200	200
			Refurbishment of 2000 Street lights	400	400	400	400	400
		New household connections	5000 Households to be electrified	500 new connections	500 new connections		2000 New electrical connections	2000 New electrical connections
		Power generation programmes	1 x studies for power generation					
		Energy efficient programmes	1 x studies for energy efficient programmes					
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>KPI</b>	<b>5 year Target</b>	<b>ANNUAL IMPLEMENTATION</b>				
				<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Improved quality of municipal road network	Km of surfaced road	Meters of roads Resealed	Rehabilitation of 4000 meters	800 meters	800 meters	800 meters	800 meters	800 meters

		Square meters of surface roads (patching)	300 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched	60 000 square meters of surfaced road patched
		Km of gravel roads Maintenance	10 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.	2,5 kilometres of gravel roads maintained in informal settlements.
		Km of stormwater drainage constructed / upgraded	10Km reliable stormwater drainage	4 km of stormwater drainage done	2 km of stormwater drainage done	2 km of stormwater drainage done	1 km of stormwater drainage done	1 km of stormwater drainage done
Improved habitability in all municipal facilities	Compliance to Occupational health and safety standards	Number of facilities Renovated and upgraded	79 facilities	20 facilities	20 facilities	20 facilities	10 facilities	9 facilities
		Construct of facilities	5 Facilities	1 Facilities	1 Facilities	1 Facilities	1 Facilities	1 Facilities
Improved access to basic	Improved efficient service	Develop and update sector plans	Develop 6 new sector plans and 6 sector	Develop 2 new sector plans and 2 sector plans	Develop 2 new sector plans and 2	Develop 2 new sector plans and 2		

services	delivery		plans to be updated	to be updated	sector plans to be updated	sector plans to be updated		
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Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to basic services	Households with access to weekly refuse removal	Kerbside refuse collection	50 000 HH	10 000 (HH)	10 000 (HH)	10 000 (HH)	10 000 (HH)	10 000 (HH)
		Number of waste transfer stations <b>and recycling Waste</b> establish	10 waste transfer stations	2	2	2	2	2
		Leeuwpoot Landfill Upgraded	Upgrade Leeuwpoot Landfill	Upgrade Leeuwpoot Landfill				
		Phola and Ga-Nala landfill site Upgraded	Upgrade of Phola and Ga-Nala landfill site		1	1		
		Number fleet purchased	Purchase 13 yellow fleet for landfill operations	0	5	4	4	0

			purchase 20 refuse collection fleet/equipment	4	4	4	4	4
		Number of times refuse collection schedule reviewed.	5X Review and upgrade waste collection schedule	1	1	1	1	1
		Implementation of IWMP targets	100%	20%	20%	20%	20%	20%
		<b>Established regional landfill site for two municipalities through DDM</b>	<b>Establish regional landfill site for two municipalities through DDM</b>					
		<b>Established waste 2 Energy project</b>	<b>Establish a waste 2 Energy project</b>	1				1

Improve access to services	Increase access to community facilities	Number of new cemeteries developed and or expanded <b>(increase burial space)</b>	Develop 3 new cemetery	Feasibility study for all	Planning (EIA)	1	1	1
			Expand 1 cemetery					1 cemetery expanded
Improve access to services	Improve aesthetic appearance of ELM	Number of Developed and or upgraded parks	5	1	1	1	1	1
		Number of entrances beatified	Beautify 8 main entrances	3	2	1	1	1
		Number of trees planted	5 000	1 000	1 000	1 000	1 000	1 000
		Number of greenhouse developed	1					1
		Number of nursery developed	3	1		1		1
		Number of garden waste compost plant	1	1	Implementati on	Implementatio n	Implementatio n	Implementatio n

		established						
		<b>Introduce yearly green competitions awards</b>	Introduce 5 x green competitions awards	1	1	1	1	1
Ensure compliance	Improve environmental management compliance	Establish Air Quality Monitoring station	1	1				
		Number of air quality hand-held mobile measuring instrument procured	2		2	Implementation	Implementation	Implementation
		Number of road blocks conducted for vehicle emission testing	50	10	10	10	10	10

Ensure compliance	Improve environmental management compliance	<b>100% implementation of programmes on the climate change strategy</b>	100%	20%	20%	20%	20%	20%
		<b>Develop inventory of all sources of greenhouse gaseous and enforce by-laws</b>	1	1	Implementation	Implementation	Implementation	Implementation
Biodiversity is conserved and enhanced	Development and implementation of Integrated Environmental management plan (IEMF)	<b>Develop and implement an education and awareness strategy</b>	1	1	Implementation	Implementation	Implementation	Implementation
		<b>Development of Environmental Management Framework to control siting of new mines</b>	1		1	Implementation	Implementation	Implementation

		<b>Develop a bioregional biodiversity plan to control siting of new mines</b>	1			1	Implementation	Implementation
		<b>Develop and implement a nature reserve management plan to control biodiversity loss</b>	1	1	Implementation	Implementation	Implementation	Implementation
Biodiversity is conserved and enhanced	Biological Assessments conducted	Number of developed Emalahleni Local Municipality Nature Reserve Management Plan	<b>Develop and implement a nature reserve management plan to control biodiversity loss</b>	1	Implementation	Implementation	Implementation	Implementation

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve access to services	Providing suitable facilities and improve the quality of life	Number of sports, Arts, Culture and libraries facilities Constructed, upgraded and Refurbished	Upgrade and refurbish 8 sport facilities	1	1	3	1	2
			Refurbish x 2 Arts and construct x 1 Culture facilities	1	1	1		
			Facilitate Construction of 1 library and upgrade 1x library	1		1		
		Number of sports, Arts, culture and	Implement 20 Sports programme	4	4	4	4	4

		libraries development programmes developed	s					
			Implement 20 Arts and Culture programmes	4	4	4	4	4
			Implement 40 Library programmes	8	8	8	8	8
Improve access to services	Providing suitable facilities and improve the quality of life	Number of fire, rescue and disaster facilities Constructed and Upgraded	Construct 4 emergency and disaster facilities	1	2	1		
			Upgrade 2 fire, rescue and disaster facilities	1		1		

		Number of equipment and material purchase	Purchase 19 emergency and disaster equipment	4	4	3	5	3
			Purchase 1 325 emergency and disaster material	265	265	265	265	265

<b>Municipal KPA</b>	<b>Spatial or Cross cutting issues</b>
<b>Problem statement and root causes per KPA:</b>	<p><b>Occupations on undevelopable Land</b>  <b>Illegal Land Occupation</b>  <b>Lack of Bulk Infrastructure Services</b>  <b>High backlog</b></p> <p><b>Root Causes</b></p> <ul style="list-style-type: none"> <li>• Migration</li> <li>• Funding</li> <li>• Mushrooming of informal settlements</li> <li>• Synges between spheres of government</li> <li>• Lack of bulk infrastructure</li> <li>• Design lifespan of the infrastructure reaching its useful expectance</li> </ul>
<b>One Plan Transformation Area</b>	<b>Spatial transformation and sustainable human settlements</b>
<b>2019-24 MTSF Priority</b>	<b>Spatial Integration, Human Settlements and Local Government</b>
<b>Municipal</b>	<b>Spatial transformation and social cohesion</b> <b>Sustainable and affordable services</b>

Priority										
Strategic objective		<p>To promote spatial concentration and facilitate, manage and control integrated land use and spatial planning</p> <p>To provide access to habitable, sustainable and affordable intergraded human settlements</p>								
Impact statement: security of tenure				MTSF Target: Reduce the number of households living in inadequate housing						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL TARGETS				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved quality of life	Formalized informal settlements	13 settlements upgraded  600ha	Occupation of undevelopable Land  Illegal Land Occupation  Lack of Bulk Infrastructure Services	Formalisation of 58 informal settlements	Acquire suitable land for affordable quality housing  Upgrade informal 15 settlements  Relocation of	11	11	12	11	13

			High backlog  Informal settlements affected by Undermining, sinkholes and wetlands		Informal Settlements (Old Coronation, Lekazi; Tsietsi; Thabo Mbeki, etc						
Improve quality of life	Provide adequate houses	45 000 houses (backlog)  4500	High backlog, unavailability of land  Lack of service	20 000 (50%)	Facilitate construction of houses  Issue title deeds	5 000	5 000	5 000	5 000	5 000	5 000

		title deeds	d land for human settlement development		Apply for Level 2 Accreditation					
			Unproclaimed townships Insecure land tenure		Refurbishment of 3 hostels through social housing program (Highveld, Mgababa and Phola)					
Improve quality of life	Provide adequate houses	7000	Unserviced municipal land for human settlement	15 000	Installation of services (Benfleur X20, Hoefeld Park; Thubeli	3000	3000	3000	3000	3000

			ments		hle X7 to 10 and Corrido r Hill Ext1)						
Improv e quality of life	Provi ding strat egic direc tion	Outd ated munic ipal policy	Outdat ed municip al policy Non- compli ance to municip al policy Compe ting land uses (minin g vs towns hip establi shmen t)	Devel op, revie w and imple ment munic ipal policie s	Review SDF  Review Sector Housin g Plan  Facilitat e the implem entatio n of CBD revitaliz ation strateg y	Devel op, revie w and imple ment munic ipal polic ies	Dev elop , revie w and impl eme nt mun icipa l polic ies	Dev elop , revie w and impl eme nt mun icipa l polic ies	Dev elop , revie w and impl eme nt mun icipa l polic ies	Dev elop , revie w and impl eme nt mun icipa l polic ies	

Improve quality of life	Providing strategic direction	Withdrawal of the management company	Capacity challenges within the municipality to manage social housing	Appoint the social housing management company	Appoint the social housing management company	Appoint the social housing management company				
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## TABLE B: INTEGRATED DEVELOPMENT PLAN

- Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved quality of life	Formalized informal settlements	Acquire suitable land for affordable quality housing	750ha	150ha	150ha	150ha	150ha	150ha

		Upgrade informal 15 settlements	Formalisation of 58 informal settlements	11	11	12	11	13
		Relocation of Informal Settlements (Old Coronation, Lekazi; Tsietsi; Thabo Mbeki, etc)	10	1	2	2	2	3
Improve quality of life	Provide adequate houses	Facilitate construction of houses	10 000	200	200	200	200	200
		Issue title deeds	15000	3000	3000	3000	3000	3000
		Apply for Level 2 Accreditation	Level 2 Accreditation delegated					Level 2 Accreditation delegated
		Refurbishment of 3	3 hostels	Feasibility Studies	1	1	1	

		hostels through social housing program (Highveld, Mgababa and Phola)						
Improve quality of life	Provide adequate houses	Installation of services (Benfleur X20, Hoeveld Park; Thubelihle X7 to 10 and Corridor Hill Ext1)	15 000	3000	3000	3000	3000	3000
Improve quality of life	Providing strategic direction	Review SDF	Review SDF	Review SDF				
		Review Housing Sector Plan	Review Housing Sector Plan	Review Housing Plan				
		Facilitate	Multi	Phase1	Phase	Phase3		

		the implementation of CBD revitalization strategy	modal transport hub	(Secure Funding)	2 (Planning and Design)	(Construction)		
Improve quality of life	Providing strategic direction	Appoint the social housing management company	1 x social housing management company Appointed	Finalize appointment of 1x social housing company				

<b>Municipal KPA</b>	<b>Local Economic Development</b>									
<b>Problem statement and root causes per KPA:</b>	<p><b>Unemployment, inequality and poverty</b></p> <p><b>Root causes</b></p> <p><b>High Unemployment</b>  <b>The decline of coal mining as the main economic growth industry.</b>  <b>Lack of Skills to match market requirements.</b>  <b>Global sluggish economic growth.</b>  <b>Impact of the COVID-19 pandemic on businesses.</b></p>									
<b>One Plan Transformation Area</b>	<b>Diversified Economy, inclusive Economic growth and Decent Employment for a skilled work forced</b>									
<b>2019-24 MTSF Priority</b>	<b>Economic Transformation and Job Creation</b>									
<b>Municipal Priority</b>	<b>Socio-economic growth and a safe environment</b>									
<b>Strategic objective</b>	<b>To create an attractive and conducive environment for sustainable economic development and tourism</b>									
<b>Impact statement: Reduced unemployment and poverty</b>					<b>MTSF Target: Growth of 2%-3% pa, Unemployment rate of 25%, Poverty rate of 35%</b> <b>Improve income inequality, poorest 40% of households 8-9% of income</b>					
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Situational analysis</b>	<b>5 year IDP target</b>	<b>Intervention/ Programme</b>	<b>ANNUAL TARGETS</b>				
						<b>2022/23 Output s</b>	<b>2023/24 Output s</b>	<b>2024/25 Output s</b>	<b>2025/26 Output s</b>	<b>2026/27 Output s</b>
Improved	% increase in	17.8% %	Business	5% growth	Comprehensi	1%	1%	1%	1%	1%

local economic performance	economic growth  % reduction in unemployment (number)	economic contribution to Mpumalanga  45.8% economic contribution to Nkangala  29% unemployment	closure due to Covid19, poor LED stakeholder management , Economic decline Infrastructure decay Low investor interest  Unemployment and inequality  Skills not matching economic demands, poor education outcomes	30% unemployment	ve support programmes to SMME and cooperatives (supplier development and localisation / incubation/ financing and marketing)  Establish Fly Ash  Establish plug-in and operate workshops (light industrial workshop)  Agro-processing hubs  Mining Museum					
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					Establish Emalahleni Growth and Development Agents					
					Development of a hotel, conference facilities (ICC)					
					Develop and implement investment strategy Review LED strategy					

## TABLE B: INTEGRATED DEVELOPMENT PLAN

- Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved local economic performance	% increase in economic growth	Number of SMMES and cooperatives supported on different programmes (supplier	Support 180 SMMES and cooperatives	40	40	40	40	40
	% reduction in unemployment							

	nt (number)	development and localisation / incubation/ financing and marketing)						
		Established Fly Ash	Established 1 x Fly Ash	Facilitate funding for the fly ash project	Facilitate funding for the fly ash project	Facilitate funding for the fly ash project	Established 1 x Fly Ash	
		Number of workshops established per industrial area (plug-in and operate workshops (light industrial workshop)	Construct of 5 workshops (Ferrobank and Lynnville)	1	1	1	1	1
		Number of Agro-processing hubs established	Establish 2 (Kendal, Riutspruit)	1	1			
		Established	Establish 1 x		mobilise	mobilise funds	Proposal	Implementatio

		Mining Museum	Mining Museum	Identification of land and feasibility study	funds		Development and appointment of the Service Provider	n of the project
		1 x Emalahleni Growth and Development Agency established	Establish 1 x Emalahleni Growth and Development Agency	Conduct feasibility study and preparation of the Business Plan	Appointment for the board of directors	Implementation		
		Developed hotel, conference facilities (ICC)	Develop 1 x conference facilities	Call for proposals from potential investors	Appoint and conclude SLA processes	Commencement of Development processes	Continuation of Development processes	Continuation of Development processes
		1 x investment strategy and number of programmes implemented	1 x investment strategy	1 x investment strategy				
		1 x LED strategy Updated	1 x Strategy	Update 1 x LED Strategy				

TABLE A: INTEGRATED DEVELOPMENT PLAN

<b>Municipal KPA</b>	<b>Public Participation and Good Governance</b>									
<b>Problem statement and root causes per KPA:</b>	Lack of Accountability, Reporting, compliance Root causes Lack of consequence management Manual record management Lack of change management									
<b>One Plan Transformation Area</b>	Building a capable, financially sustainable and developmental Governance System									
<b>2019-24 MTSF Priority</b>	Building A Capable, Ethical And Developmental State									
<b>Municipal Priority</b>	Clean administration and good governance									
<b>Strategic objective</b>	To strengthen good governance and public participation									
<b>Impact statement: Capable, accountable and responsive municipality</b>				<b>MTSF Target:</b>						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Provide sustainabl	Quality and quantity of	High Quantitati	High Quantitativ	Conduct quality	Develop ward	conduct quality	conduct quality	conduct quality	conduct quality	conduct quality

e and effective service  Sustainable livelihood	Public participation engagement s.	ve engagements	e engagements Last Satisfaction Survey Conducted in 2019  34 Ward Operational Plans conducted Lack of public education, ineffective feedback mechanisms, ineffective structure/forums	engagements	profiles Review and Implementation of ward operational plans  Develop and implement ward base programme on municipal systems, performance and finances  Monitor the effectiveness of all Public Participation Structures	engagements	engagements	engagements	engagements	engagements
Good corporate	Improve control	100% internal	Inadequate Response	100% implement	Follow-up and	100% implement				

image and financial viability	environment and audit outcomes.	audit recommendations were followed up and 50% was implemented in the 2020/21 financial year.	to Audit Recommendations & Ineffective implementation of Consequent Management  Only 50% Internal Audit recommendations were implemented in the 2020/21 financial year.  Lack of consequence management	tation of Internal Audit recommendations	implement 100% of internal audit recommendations. Regular Monitoring of consequence management interventions implemented for Underperformance	tation of Internal Audit recommendations				
Good corporate image and	Improve control environment	100% of AGSA audit	Inadequate Response to Audit	100% implementation of	Develop AGSA action plan	100% implementation of				

financial viability	t and audit outcomes.	recommendations were followed up and 28% was implemented for 2019/20 audit outcomes resulting in a qualified audit opinion for the municipality.	Recommendations & Ineffective implementation of Consequent Management  Only 28% of AGSA recommendations were implemented in 2019/20  Lack of consequence management.	AGSA recommendations (Clean Audit outcome)	Review AGSA action plan  Follow up 100% recommendations by Auditor General	AGSA recommendations (Clean Audit outcome)				
Good corporate image and financial viability	Improve control environment and audit outcome	Maturity level of Risk Management is 3	Slow improvement in the Organizational Risk	Reach maturity level 5	Capacitate stakeholders and evaluate risk	Reach maturity level 5				

		for the past 3 consecutive financial years. (Business processes in place, implementing risk in most but not all projects)	<p>Maturity Level</p> <p>Risk Management not embedded to in Municipal processes.</p> <p>Maturity level of Risk Management is 3 for the past 3 consecutive financial years. (Business processes in place, implementing risk in most but not all processes.</p> <p>Lack of</p>		<p>management the impact</p> <p>Enhance planning to be risk based</p> <p>Cascade risk management to all levels</p>					
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			consequence management.							
Good corporate image and financial viability	Improve control environment and audit outcome	13 % of reported fraud hotline cases resolved (5 resolved out 76 cases received ELM & NDM Anticorruption Hotline	Weak Control internal environment and poor consequence management No preliminary investigations to resolve the cases  Lack of consequence management  Inadequate capacity	Resolve 100% reported fraud hotline cases	Review and implement procedure to address fraud hotline cases  Review and implement Ethic Management Committee Charter	Resolve 100% reported fraud hotline cases				
Good corporate image and	improved credibility and quality	2021-2022 IDP adopted	IDP is not adequately funded,	Adopted, Review and	Acquire Updated IDP	Adopted, Review and				

financial viability	of the IDP Improved accountability and developmental municipality	and implemented	Lack of or outdated sector plans, non-alignment between planning, budgeting, implementation	Implement credible approved IDP	statistics and demographics  Review and update sector plans	Implement credible approved				
Good corporate image and financial viability	Improved Customer Satisfaction through implementation of communication strategy	Lack of coherent communication project charter,  Current corporate image is riddled with negative public opinions, lack of public and investor confidence	Negative Corporate image, Deficient Stakeholder confidence, inadequate internal & external Communication	Improve corporate image	<i>Synchronised 5X Annual Communication Action plan</i>  <i>Develop/ Review and Implement communication enablers (Communication policy, Corporate identity manual,</i>	Improve corporate image				

		e aggravated by under resourced communication unit  Approved Communications Strategy			<i>Social media and website content management manual, production, publication and marketing manual, media liaison guidelines)</i>					
Create conducive environment socio-economic development	Improved Skills development	Lack of skills that respond to available local job market Lack of IGR coordination Uncoordinated initiatives 339 Young	Minimal Socio-economic opportunities for Youth Development	Implemented skills coordinated programme	Create central coordinating point for all skills development opportunities through DDM  Develop skills programmes	Implemented skills coordinated programme				

		people trained in fields			Forge partnerships with key stakeholders 1. LG SETA 2.MQA SETA 3.Services SETA 4.National Skills Fund (NSF) 5.Govt Jobs Fund 6. Private Sector 7.Debt of Labour 8.NYDA 9.Debt of Agr  Create a credible unemployed youth database					
Social cohesion	Improved livelihood of the	Only Reactive & event	Current Transversal programs	Develop and Implemen	Develop 5x Annual and implement	Develop and Implemen				

	vulnerable groups	based Transversal Programmes and therefore not sustainable.	are not empowering and are unsustainable.	t empowering and sustainable programs	sustainable programmes for Transversal Programme for vulnerable groups  Resuscitate and Support Transversal Sectoral Groups	t empowering and sustainable programs				
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Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Provide sustainable and effective service  Sustainable livelihood	Delivery effective and adequate service	Updated indigent register	Low number of qualifying applicants  Not all indigents are registered	Improve the indigent register	Encourage and facilitate the registration of indigent	Improve the indigent register				

Safer City	Decrease accidents	High crime rate	<p>High volume of traffic</p> <p>Undocumented foreign national</p> <p>High rate of property crimes, contact related crimes and trio crimes</p> <p>High rate of illegal trading</p>	Reduce crime rate 5%	<p>Increase visibility of law enforcement and enforce by-laws</p> <p>Facilitate recruitment of additional traffic officers</p> <p>Establish and implement crime prevention programmes</p>	1%	1%	1%	1%	1%
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## TABLE B: INTEGRATED DEVELOPMENT PLAN

- Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Provide sustainable and effective service  Sustainable livelihood	Quality and quantity of Public participation engagements.	Number of ward profiles Developed	Develop 34 ward profiles	<b>Develop 34 ward profiles</b>	<b>Review and update 34 Ward Profiles</b>	<b>Review and update 34 Ward Profiles</b>	<b>Review and update 34 Ward Profiles</b>	<b>Review and update 34 Ward Profiles</b>
		Reviewed and Implemented ward operational plans	Review and Implement 34 ward operational plans (Per portfolio)	Develop and implement Ward Operational Plans (Incl Mayoral Prog)	Review and Implement Ward Operational Plans			
		Number of ward-based programme on municipal systems, performance		Develop an electric community satisfaction tool	Quarterly monitoring of Departmental Intervention on			

		e and finances Developed and implemented			community survey.	community survey.	community survey.	community survey.
			Conduct 2 comprehensive customer satisfaction survey	Conduct one comprehensive customer satisfaction survey	Implementation of recommendations/outcomes of a comprehensive customer satisfaction survey	Conduct one comprehensive customer satisfaction survey	Implementation of recommendations/outcomes of a comprehensive customer satisfaction survey	Implementation of recommendations/outcomes of a comprehensive customer satisfaction survey
		effectiveness of all Public Participation structures Monitored	5 Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures. (War Room) (LAC war room) (CPF)	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.	1 x Annual Assessment Report on the functionality and Effectiveness of Public Participation Structures.

Good corporate image and financial viability	Improve control environment and audit outcomes .	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented	100% internal audit recommendations Followed-up and implemented
		Regular Monitoring of consequence management interventions implemented for Underperformance	Review policies and enabling documents to include consequence management directives (All implementation plans)	Review policies and enabling documents to include consequence management directives	Review policies and enabling documents to include consequence management directives	Review policies and enabling documents to include consequence management directives	Review policies and enabling documents to include consequence management directives	Review policies and enabling documents to include consequence management directives
Good corporate image and financial viability	Improve control environment and audit outcomes .	Number of AGSA action plan Developed	1 x AGSA plan developed	1 x AGSA plan developed	1 x AGSA plan developed	1 x AGSA plan developed	1 x AGSA plan developed	1 x AGSA plan developed
		Number of AGSA action plan	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed	1 x AGSA action plan reviewed

		reviewed						
		Number of follow up conducted	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations	4 x follow up conducted on implementation AGSA recommendations
		% of Auditor General recommendations implemented	100% of Auditor General recommendations implemented	80% of Auditor General recommendations implemented	90% of Auditor General recommendations implemented	100% of Auditor General recommendations implemented	100% of Auditor General recommendations implemented	100% of Auditor General recommendations implemented
Reach maturity level 3 Good corporate image and financial viability	Improve control environment and audit outcome	Capacitate stakeholders and evaluate risk management impact	Reach maturity level 5	Reach maturity level 3	Reach maturity level 4	Reach maturity level 5	Reach maturity level 5	Reach maturity level 5
				Annual Risk Assessment (Strategic & Operational)				
		Risk Management Cascaded	Cascade risk management to all levels	Risk Management Cascaded to	Risk Management Cascaded	Risk Management	Risk Management Cascaded	Risk Management Cascaded

				level 3	to level 4 and 5	Cascaded to levels 6 to 8	to levels 9 and 10	to 10-13
		Procedure to address fraud hotline cases Reviewed and implemented	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases	Resolve 100% reported fraud hotline cases
			<b>Procure 1x Service Provider for Anti-Fraud Corruption Hotline</b>	Appointment and Implement for Anti-Fraud Corruption Hotline	Investigate and report on the Anti-Fraud Corruption Hotline	Investigate and report on the Anti-Fraud Corruption Hotline	Investigate and report on the Anti-Fraud Corruption Hotline	Appointment and Implement for Anti-Fraud Corruption Hotline
		Ethic Management Committee Charter Developed, Reviewed and implemented	Develop, Review and implement Ethic Management Committee Charter	Develop Ethic Management Committee Charter	Review and implement Ethic Management Committee Charter	Review and implement Ethic Management Committee Charter	Review and implement Ethic Management Committee Charter	Review and implement Ethic Management Committee Charter

Good corporate image and financial viability	improved credibility and quality of the IDP  Improved accountability and developmental municipality	Acquire and Updated IDP statistics and demographics	Adopt, Review and Implement credible IDP	Develop, Review and Implement credible IDP	Review, approve and Implement credible IDP	Review, approve and Implement credible IDP	Review, approve and Implement credible IDP	Review, approve and Implement credible IDP
		<b>Facilitate the Development and Review of Municipal Sector Plan</b>	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan	Facilitate the Development and Review of Municipal Sector Plan
Good corporate image and financial viability	Improved Customer Satisfaction through implementation of communication strategy	Develop communication Action Plan	Synchronised 5X Annual Communication Action plan	Review & Implement Communication Strategy & policy	Develop and implement production, publication and marketing manual	Reviewed and Implemented communication enablers	Reviewed and Implemented communication enablers	Develop communication policy

			Develop/ Review and Implement communication enablers <b>Communication policy, Corporate identity manual, Social media and website content management manual, production, publication and marketing manual, media liaison guidelines)</b>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4XQuarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12xMonthly media briefings</i>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4XQuarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12xMonthly media briefings</i>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4XQuarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12xMonthly media briefings</i>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4XQuarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12xMonthly media briefings</i>	Develop & Implement Communications Action plan  <b>Action Plan to include:</b> <i>4XQuarterly Newsletters (Int/Ext)</i>  <i>Social media publications</i>  <i>12xMonthly media briefings</i>
				Develop and implement Social media and website content management manual	Develop and implement media liaison guidelines			
				Develop and implement				

				Corporate identity manual (Logo/signature)				
Create conducive environment socio-economic development	Improved Skills development	Create central coordinating point for all skills development opportunities through DDM	5x Development & Implementation of Socio-economic Youth Development Plan based on the Youth Development Strategy pillars.	Development & Implementation of a Comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars	Review & Implementation of a comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars	Review & Implementation of a comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars	Review & Implementation of a comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars	Review & Implementation of a comprehensive Socio-economic Youth Development Plan based on the Youth Development Strategy pillars
		Youth skills programmes Developed	5 x youth skills programmes developed and implemented	Develop and implement youth skills programmes developed and implemented	Review and implement youth skills programmes developed and implemented	Review and implement youth skills programmes developed and implemented	Review and implement youth skills programmes developed and implemented	Review and implement youth skills programmes developed and implemented
		Forge partnerships with key	Update 5x unemployment Youth	1 x unemployment Youth	Update unemployment Youth	Update unemployment	Update unemployment Youth	Update unemployment Youth

		stakeholders  1.LG SETA 2.MQA SETA 3.Services SETA 4.National Skills Fund (NSF) 5.Govt Jobs Fund 6. Private Sector 7.Debt of Labour 8.NYDA 9.Debt of Agr	Database <i>1.Education, Economic participation and skills development</i> <i>2. Health (Substance Abuse/Teenage Pre</i> <i>3. Sports and Recreation (Mayoral Games) -Bursaries Learnerships/internships -Career Guidance</i>	Database <i>1.Education, Economic participation and skills development</i> <i>2. Health (Substance Abuse/Teenage Pre</i> <i>3. Sports and Recreation (Mayoral Games) -Bursaries Learnerships/internships -Career Guidance</i>	Database	Youth Database	Database	Database
		Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database	Updated credible unemployed youth database
Social cohesion	Improved livelihood of the vulnerable groups	Develop and implement sustainable programme	Develop 5x Annual and implement sustainable programmes	Develop 1x and implement sustainable programmes for Transversal	Review 1x and implement sustainable programme			

		<p>s for Transversal Programme or vulnerable groups</p> <p><b>Dialogue &amp; Network</b>  <i>(Women-Children(criminal protection)</i>  <i>-People living with disability</i>  <i>-HIV/AIDS (LAC)</i>  <i>-elderly</i>  <i>- Participate in IGR Forums</i>  <i>-Monthly Dialogues</i>  <i>-GBV</i>  <i>-LGBTI</i>  <i>-Poverty Alleviation</i></p>	for Transversal Programme for vulnerable groups	Programme on vulnerable groups	s for Transversal Programme on vulnerable groups	es for Transversal Programme on vulnerable groups	s for Transversal Programme on vulnerable groups	s for Transversal Programme on vulnerable groups
		Resuscitate Transversal	Resuscitate and Support	Resuscitate and Support	-	-	-	-

		Sectoral Groups.	Transversal Sectoral Groups	Transversal Sectoral Groups <i>(MRM -War Room LAC -Men's Forum -Women Forum -Special needs -LGBTI)</i>				
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Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Provide sustainable and effective service  Sustainable livelihood	Deliver effective and adequate service	Number of programmes aim at encourage and facilitating the registration of indigent	conducted 20 awareness programmes on indigent registration	conducted 4 awareness programmes on indigent registration				
Safer	Decrease	Increase	120	24	24	24	24	24

City	ase accide nts	visibility of law enforcem ent and enforce by-laws						
		Number of crime preventio n operation s establish and impleme nted	240 operatio ns	48	48	48	48	48

<b>Municipal KPA</b>	<b>Municipal transformation and Organisational development</b>									
<b>Problem statement and root causes per KPA:</b>	<b>Non-adherence to legislations</b>  <b>Root causes</b> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Undue interference</li> </ul>									
<b>One Plan Transformation Area</b>	<b>Diversified Economy, Inclusion Economic Growth And Decent Employment For a Skilled Workforce</b>									
<b>2019-24 MTSF Priority</b>	<b>Building A Capable, Ethical And Developmental State</b>									
<b>Municipal Priority</b>	Clean administration and good governance									
<b>Strategic objective</b>	<b>To provide support, advice and facilitate through alignment of the institutional arrangements</b> <b>To strengthen good governance and legislative compliance.</b>									
<b>Impact statement: Building a capable performing institution</b>					<b>MTSF Target:</b>					
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Situational analysis</b>	<b>5 year IDP target</b>	<b>Intervention/ Programme</b>	<b>ANNUAL TARGETS</b>				
						<b>2022/23 Outputs</b>	<b>2023/24 Outputs</b>	<b>2024/25 Outputs</b>	<b>2025/26 Outputs</b>	<b>2026/27 Outputs</b>
Optimal Organisational performance	Improved organisational performance	50% organisational performance	Corporate culture not up to standard	100% organisational performance	Conduct Organisational Work-study	80%	100%	100%	100%	100%

ce	nance and capability	nance	<p>Non-adherence to legislation</p> <p>Individual Performance Management Cascaded to level 3</p> <p>Employee by-in not thoroughly attained</p>	ce	<p>analysis/institutional review</p> <p>Develop and implement Human Resource Management &amp; Development Strategy</p> <p>Verify staff</p> <p>Compile Workplace Skills Plan</p> <p>Annual Report on training drop out</p> <p>All Employee Performance Agreements to</p>					
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					<p>include KPIs on Risk &amp; Audit implementation</p> <p>Implementation of Individual Performance Management Cascaded to all Municipal Employees to enhance productivity.</p> <p>Training of Managers &amp; Assistant Managers on Implementation of</p>					
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					<p>IPMS</p> <p>Conduct 1 employee engagement survey</p> <p>Fill all vacant &amp; budgeted positions with 6 months of vacated (turnaround time)</p> <p>Review overtime and standby policies</p> <p>Procure network security software</p>					
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					Procure electronic infrastructure					
Optimal Organisational performance	Improved records and information Management and accountability	Poorly coordinated management of records and information	Inadequate usage of electronic system  Information is disorganised	Comprehensive management of records and information	establishment of archives centre  cloud based archives centre  Conduct 5 user awareness campaign  Centralization of records management in line with National Archives Act	Comprehensive management of documents				
Good	Effective	100%	Lack	100%	Coordinate	100%	100%	100%	100%	100%

governance and stability	service delivery		implementation of council resolutions		Council meetings as legislated  Submission of 20 Sec 79 resolution register to Council						
Optimal Organisational performance	Improved occupational health and safety	Lack of compliance	Partial compliance	Fully complaint	Conduct OHS inspections  Conduct internal roadshows on OHS  EAP programmes conducted	Fully complaint					
sound labour relations	Established and strengthened	Cordial relationship	Dispute of rights and mutual interests	Solid relationship	Consult labour  Resolve	Solid relationship					

	employee and employer relationships				internal labour disputes  Develop, Review and Implement policies  Facilitate 10 periodic workshops					
Optimal Organisational performance	Compliance to legislations	Lack compliance to legislations	High number of litigations  Outdated bylaws  Lack of compliance to legislation	Fully compliant	Manage stakeholder relationships (Develop SLA/MoU, Manage contract duration, Control and update contract register)  Manage and	Fully compliant				

					<p>Reduce litigations (Manage 100% and Reduce 25% of total litigations)</p> <p>Gazett by-laws (inclusion of tariff structure, Certification of by-laws for enforcement (Magistrate))</p> <p>Development of By-Law Register</p>					
Optimal Organisational performance	Ensure sound information	Outdated plan		Develop and implement Information	Develop Information Technology	Develop and implement Information				

ce	technolog y			n Technolog y Master Plan	y Master Plan	n Technolog y Master Plan	n Technolog y Master Plan	n Technolog y Master Plan	n Technolog y Master Plan	n Technolog y Master Plan
Optimal Organisati onal performan ce	Improved organizati on performa nce and equity	EE Report 21/22 compiled	Implement ation of EE Report in progress	Compile Employe nt Equity report	Compile 1 Employe nt Equity Report	Compile Employe nt Equity report				

## TABLE B: INTEGRATED DEVELOPMENT PLAN

Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Optimal Organisation al performanc e	Improved organization performanc e	Number of Organisationa l Work-study analysis/ institutional review Conducted	1	1				
		Number of Human Resource Management & Strategy	Develop 1 x	1				
			Implement 100% HRMD programmes		20%	60%	70%	100%

		Developed and implemented	and projects					
		Conduct a verification of Staff	Conduct 5 x verifications of staff	Conduct 1 x verifications of staff	Conduct 1 x verifications of staff	Conduct 1 x verifications of staff	Conduct 1 x verifications of staff	Conduct 1 x verifications of staff
		Number of Workplace Skills Plan Compiled	Compile 5 x	1	1	1	1	1
		Compile Annual Report on training drop out.	Compile 5 x Annual Reports on training drop out.	1 x Annual Report be compiled on training drop out.	1 x Annual Report be compiled on training drop out.	1 x Annual Report be compiled on training drop out.	1 x Annual Report be compiled on training drop out.	1 x Annual Report be compiled on training drop out.
		employee engagement survey Conducted	Conduct 1 employee engagement survey	Conduct and analyse employee engagement survey Communicate the response	Implement programmes to address outcomes of the survey	Implement programmes to address outcomes of the survey		
Optimal Organisation al performanc	Improved organization performanc e and	Implementati on of Individual Performance	100% of all employee performance agreements	100% of all signed employee performance	100% of all signed employee performance	100% of all signed employee performance	100% of all signed employee performance	100% of all signed employee performance

e	capability	Management Cascaded to all Municipal Employees to enhance productivity.	with Risk & Audit KPIs	agreements with Risk & Audit KPIs as at cascaded levels	agreements with Risk & Audit KPIs as at cascaded levels	agreements with Risk & Audit KPIs as at cascaded levels	agreements with Risk & Audit KPIs as at cascaded levels	agreements with Risk & Audit KPIs As at cascaded levels
		Implementation of Individual Performance Management Cascaded to all Municipal Employees to enhance productivity.	Individual Performance Management Cascaded to all employee levels.	Individual Performance Management Cascaded to levels 4-6	Individual Performance Management Cascaded to levels 7 -10	Individual Performance Management Cascaded to levels 10-13		
		Number of training of Managers & Assistant Managers on Implementation of IPMS	Train 1 x Managers & Assistant Managers on Implementation of IPMS	Train 1 x Managers & Assistant Managers on Implementation of IPMS				
		% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of	100% of all vacant & budgeted positions filled with 6 months of

		vacated (turnaround time)	vacated (turnaround time)	vacated (turnaround time)	vacated (turnaround time)	vacated (turnaround time)	vacated (turnaround time)	vacated (turnaround time)
		Reviewed overtime and standby policies to be in line with regulation (Ministerial determination)	Review and implement overtime and standby policies	Review and implement overtime and standby policies	Implementation of overtime and standby policies	Implementation of overtime and standby policies	Implementation of overtime and standby policies	Implementation of overtime and standby policies
		Number of network security software Procured	Procure 1 network security software	1 network security software				
			Subscription of digital information hub	Affiliate with Sabinet				
		Number of electronic infrastructures procured	Procure 360 x electronic infrastructures	2 x network switches, 50 desk tops and 20 laptops	2 x network switches, 50 desk tops and 20 laptops	2 x network switches, 50 desk tops and 20 laptops	2 x network switches, 50 desk tops and 20 laptops	2 x network switches, 50 desk tops and 20 laptops
Optimal Organizational performance	Improved availability of information	% electronic stored documents	100%	40%	60%	70%	80%	100%

e	in any form							
		established of archives centre	established 1 x archives centre		1			
		digitisation of records	cloud based archives centre		Procure cloud space			
		Number of user awareness campaign Conducted	Conduct 5 user awareness campaign	Conduct 1 user awareness campaign				
		Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act	Centralization of records management in line with National Archives Act
Optimal Organisation al performance	Improved municipal administration	Number of Council legislated meetings Coordinated	Coordinate 55 Council legislated meetings	Coordinate11 Council legislated meetings	Coordinate11 Council legislated meetings	Coordinate11 Council legislated meetings	Coordinate11 Council legislated meetings	Coordinate11 Council legislated meetings
		Number submission of resolution register to Council	Submission of 20 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council	Submission of 4 Sec 79 resolution register to Council
Optimal	Improved	Number of	Conduct 450	Conduct 90				

Organisational performance	occupational health and safety	inspections conducted	OHS inspections					
		Number of internal roadshows conducted on OHS	Conduct 10 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS	Conduct 2 x internal roadshows conducted on OHS
		Number of EAP programmes conducted	Conduct 20 x EAP Programmes	Conduct 4 x EAP programmes per annum				
sound labour relations	Established and strengthened employee and employer relationships	Number of Consult	Facilitate 55 LLF meetings	Facilitate 11 LLF meetings				
		Strengthen the functionality and effectiveness of LLF	Facilitate 10 periodic workshops	Facilitate periodic workshops biannually				
		% internal labour disputes Resolve within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days	Resolve 100% internal labour disputes within 90% days
		Developed, Reviewed and	Establish an institutional	Establish an institutional	Compile and update	Compile and update	Compile and update	Compile and update

		Implemented institutional policies	policy development committee	policy development committee	institutional policy register	institutional policy register	institutional policy register	institutional policy register
			Compile and update institutional policy and SOP register	Development of the Framework and terms of reference for IPC				
Optimal Organisational performance	Compliance to legislations	% of contracts managed (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)	managed 100 % of contracts (stakeholder relationships management) (Develop SLA/MoU, Manage contract duration, Control and update contract register)
		% of litigations managed and reduced	Manage 100% of litigations (Manage 100% and Reduce 25% of total	Manage 100% of litigations (Manage 100% and Reduce 25% of total	Manage 100% of litigations (Manage 100% and Reduce 25% of total	Manage 100% of litigations (Manage 100% and Reduce 25% of total	Manage 100% of litigations (Manage 100% and Reduce 25% of total	Manage 100% of litigations (Manage 100% and Reduce 25% of total

			litigations)	litigations)	litigations)	litigations)	litigations)	litigations)
		% of by-laws gazetted	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws	Review and Promulgate 100% of by-laws
		Developed and reviewed By- Law Register	Develop and review By- Law Register	Develop By- Law Register	Review By- Law Register	Review By- Law Register	Review By- Law Register	Review By- Law Register
Optimal Organisation al performanc e	Ensure sound information technology	Developed and implemented Information Technology Master Plan	Develop and implement Information Technology Master Plan	Develop and implement Information Technology Master Plan	Implementati on of Information Technology Master Plan	Implementati on of Information Technology Master Plan		
Optimal Organisation al performanc e	Improved organization performance and equity	Compiled Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment Equity	Compile 1 x Report on Employment Equity

TABLE A: INTEGRATED DEVELOPMENT PLAN										
<b>Municipal KPA</b>	<b>Municipal Financial Viability and Management</b>									
<b>Problem statement and root causes per KPA:</b>	<b>Poor cash flow</b>  <b>Root causes</b> <ul style="list-style-type: none"> <li>• Low revenue collection</li> <li>• Under billing</li> <li>• Unfunded budget</li> <li>• Illegal connections</li> <li>• Under-recovery on tariff charges/NMD</li> </ul>									
<b>One Plan Transformation Area</b>	<b>Building a Capable, Financially Sustainable and Developmental Governance System</b>									
<b>2019-24 MTSF Priority</b>	<b>Economic Transformation and Job Creation</b>									
<b>Municipal Priority</b>	<b>Financial viability</b>									
<b>Strategic objective</b>	<b>To ensure sound financial and asset management</b>									
<b>Impact statement: Improved Service Delivery</b>				<b>MTSF Target:</b>						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
						4	5	6	7	

Good corporate image and financial viability	Improved control environment and audit outcome	Qualified audit opinion	Weak control environment, non-compliance with regulations and policies,	Clean audit outcome	<p>Improve/strengthen internal control (i.e monthly reconciliations)</p> <p>Training/refresher courses on GRAP for finance officials on a yearly basis</p> <p>Monitor implementation of Supply chain regulations and policies</p> <p>Monitor implementation of all regulatory requirements</p> <p>Training all bid committees and SCM staff members</p> <p>100% implementation of AG and internal audit action plan.</p> <p>Facilitate filling of</p>	Unqualified audit opinion	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome
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					vacant position (Financial reporting)					
Sound Financial Management	Improved revenue collection	R 2 244 550 860 annual collected (61%)	Illegal connections, high tempering, inaccurate database, unregistered township	80%	Identify new revenue streams (i.e. sale of stands in order to increase revenue base eg: basic charges)  Review and Enforce credit control policy  Update Consumer profile  Levy property rates on mining operations (implement the court ruling on MPRA section)  Introduce incentives for investment (Gross domestic products)	70%	70%	80%	80%	80%
Sound Financial Management	Enhanced revenue base	115 988 (accounts=75%)	Underbilling of property rates and services,	25%	Reconciliation of Deeds office valuation roll, financial system and Land Use Management Scheme	5%	5%	5%	5%	5%

			unapproved building plans, unproclaimed townships		(LUMPS)  Reconcile and update valuation roll in order to bill all properties (supplementary valuation Roll)  Introduction of property rates in non-formalized arrears  991 Multiply use properties (Land audit report) Supplementary valuation roll					
Sound Financial Management	Ensure funded budget and mandates	Unfunded budget	High impairment of debtors, high liabilities, increased expenditure, Inadequate cash flow management	Funded budget	Engage creditors for repayment plan  Ensure cost reflective tariffs  Review and enforce budget funding plan  Proposals to suppliers/business on funding certain	Funded budget				

					operational projects that are included in our IDP(i.e Anglo operations,Glencore,Zibulo)					
Sound Financial Management	Ensure safe guarding of assets	High assets losses and vandalism	Increase in impairment of assets, increased insurance premium,	Decrease in assets losses	Awareness of the asset management policy  Acquisition of additional fleet  Enhance Fleet management systems with innovation  Annual driver refresher programme	Decrease in assets losses				
Sound Financial Management	Improve Expenditure management	Non-compliance with MFMA	Unauthorized, Irregular as well as fruitless and wasteful expenditure	Improve cash coverage ratio	Identify and report cost driver  Review cost curtailment measure  Conduct awareness on cost curtailment measure	Improve cash coverage ratio				

## TABLE B: INTEGRATED DEVELOPMENT PLAN

- Translate interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Good corporate image and financial viability	Improved control environment and audit outcome	Improve/strengthen internal control (i.e monthly reconciliations)	144 reconciliations	12	12	12	12	12
		Training all bid committees and SCM staff members	Conduct 5 trainings for bid committees and staff members	1	1	1	1	1
		100% implementation of AG and internal audit action plan.	Implement 100%	100%	100%	100%	100%	100%
		Facilitate filling of vacant position (Financial reporting)	Facilitate filling of budgeted vacant position (financial reporting)					
Sound Financial Management	Enhanced revenue base	Number of monthly reconciliations with Deeds office valuation roll,	60	12	12	12	12	12

		financial system and Land Use Management Scheme (LUMS)						
		Number of reconciliations of valuation roll updated with supplementary Roll	60	12	12	12	12	12
Sound Financial Management	Improved revenue collection	Review and number of programmes implemented to Enforce credit control policy	Review x 1	1	1	1	1	1
			2 programmes (Daily cut-offs, monitor tempering)	2	2	2	2	2
		% of Consumer profile Updated	100%	100%	100%	100%	100%	100%
		Number of awareness campaigns conducted	Conduct 60 awareness campaigns	12	12	12	12	12
		Levy property rates on mining operations (implement the court ruling on MPRA section)	Levy property rates on mining operations (implement the court ruling on MPRA section)					Levy property rates on mining operations (implement the court ruling on MPRA

								section)
Sound Financial Management	Ensure funded budget and mandates	Number of engage creditors for repayment plan	10 engagements	2	2	2	2	2
		Number assessment reports to ensure cost reflective tariffs	25	5	5	5	5	5
		Review and enforce budget funding plan	5	1	1	1	1	1
		Number of reports on irregular expenditure	20	4	4	4	4	4
Sound Financial Management	Ensure safe guarding of assets	Number of Awareness on asset management policy conducted	10	2	2	2	2	2
		Number of additional fleets purchased	50	10	10	10	10	10
		Reduction % of accident claims through enhancement of Fleet management systems with innovation	50%	10%	20%	30%	40%	50%

		Number of driver refresher programme conducted	5	1	1	1	1	1
Sound Financial Management	Improve Expenditure management	Number of reports on cost driver	20	4	4	4	4	4
		Review cost curtailment policy	Review x 1	1	1	1	1	1
		Conduct awareness on cost curtailment measure	20	4	4	4	4	4

**TABLE C: INTEGRATED DEVELOPMENT PLAN**

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
Roads	<ul style="list-style-type: none"> <li>Grading and paving of roads</li> <li>Storm-water drainage in Mathews Phosa road(from new engine garage to phase 4)</li> <li>Pave Masilila Street for Power Mall to Mawag(Lindokuhle)</li> <li>Pave phase 1,2,3,4, Extension 2, Kananda</li> <li>Inconsistence water supply in phase 1,2,4</li> </ul>	01	Upgrading of roads Patching of potholes Reconstruction of roads Rehabilitation of roads Resealing of roads	MIG/Own /private funding
Water	<ul style="list-style-type: none"> <li>Repair high mast lights in phase 1,2,4, extension 2 and Mawag</li> </ul>		Augment water supply	
Electrification	<ul style="list-style-type: none"> <li>Illegal connections</li> <li>Install electricity meter boxes</li> </ul>		Construct and refurbish public lighting	
EMALAHLENI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN				

<p>Waste collection</p> <p>Education</p> <p>Crime prevention</p> <p>Health</p>	<ul style="list-style-type: none"> <li>• Grass cutting</li> <li>• Collection of waste in phase 4 outline, phase 2 line next to Mawag, outline next taxi rank</li> <li>• Illegal dumping sites</li> <li>• Stands for back yard dwellers, be serviced (next to ZCC church phase 4)</li> <li>• Creche</li> <li>• Library</li> <li>• Satellite police station</li> <li>• Clinic</li> <li>• Post Office</li> <li>• Hlalanikahle multi-purpose centre—need chairs, stage, security</li> </ul>		<p>Reduction of water/electricity losses Reconstruct and refurbish electricity distribution networks</p> <p>Implementation of IWMP targets</p>	
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Recreation facilities	and cleaners			
Sanitation	<ul style="list-style-type: none"> <li>Toilets at extension 2 next to taxi rank, households in phase 1</li> <li>High rate of drug abuse</li> <li>Youth empowerment projects</li> </ul>			
Crime prevention				
Employment				
Electrification	<ul style="list-style-type: none"> <li>Street lights from phase 4 and stand 4980 passing Santon road stand 162 Ext 3 Hlalanikahle</li> <li>Repair of high mast lights and electrical infrastructure</li> </ul>	02		MIG/Own /private funding
Housing	<ul style="list-style-type: none"> <li>Formalisation of ERF 1478 extension 2 Hlalanikahle</li> <li>Formalisation of ERF 327</li> </ul>			

Water	extension 3 and C section			
Sanitation	<ul style="list-style-type: none"> <li>• Water provision</li> <li>• Sewer provision</li> <li>• VIP toilets</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Electricity for formalised F section at extension 3, ERF 324 and ERF 325</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Relocate 55 families to alternative place- area is wet land</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Roads in extension 4</li> </ul>			
Storm-water	<ul style="list-style-type: none"> <li>• Storm-water drainage at extension 3 and 2 Hlalanikahle</li> <li>• Storm-water drainage maintenance</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Tar road opposite 209 and 1102 extension 3</li> <li>• Storm-water drainage at 341 extension 3, 1102</li> </ul>			

Storm-water	<p>extension 2 162 extension 3</p> <ul style="list-style-type: none"> <li>• Cleaning next ERF 324 and 325(water goes inside houses)</li> </ul>			
Waste removal	<ul style="list-style-type: none"> <li>• 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</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Request for alternative ground (the current one is earmarked for township establishment)/multi-sport centre</li> </ul>			
Recreational facilities	<ul style="list-style-type: none"> <li>• Church site</li> <li>• Old age home</li> <li>• Library</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Income generating projects (food gardening)</li> </ul>			

Education	<ul style="list-style-type: none"> <li>• VIP toilets at E, F, C and B informal settlements</li> <li>• Pave roads at phase 4 from 5251 to 4797 and 5250 to 4829</li> <li>• Secondary school at ERF 6</li> <li>• Pave Newton road from stand no 33 to 47</li> <li>• Clean dumping sites (back 1477 to 1471 and near 5127 to 4980 Ekharavaneni)</li> </ul>			
Job creation				
Sanitation				
Roads				
Education				
Roads				
Waste removal				
Water	<ul style="list-style-type: none"> <li>• Supply of water for whole ext 11 there are pipes and meters but there is no supply of water.</li> <li>• replacement of water meter in ward 3</li> </ul>	03		MIG/Own /private funding

Sanitation	<ul style="list-style-type: none"> <li>• installation of water pipes with water meters at GETFUNKY, D SECTION and EXT 4 &amp; 5 SECTION</li> </ul>			
Revenue generation	<ul style="list-style-type: none"> <li>• Installation of sewer line at GETFUNKY, D SECTION and EXT 4 &amp; 5.</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Replacement of pre- paid meters and circuit breakers to reduce electricity loses at ext 11.</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Installation of electricity at D SECTION, GETFUNKY to reduce illegal connections.</li> </ul>			
Storm-water	<ul style="list-style-type: none"> <li>• Add transformers at Block 1, 2, 3, 5 and 6 at Ext 11 because in this blocks transformers are over loaded.</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Installation of High Mast Light at D SECTION, GETFUNKY, 2 X 2 and EXT 4 &amp; 5.</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Storm water drain at EXT 11 and D SECTION.</li> </ul>			
Waste collection				
Recreational				

<p>facilities</p> <p>Housing</p> <p>Education</p> <p>Public facilities</p> <p>Public transport</p>	<ul style="list-style-type: none"> <li>• Paving of streets.</li> <li>• Speed Humps.</li>   <li>• RDP houses at D SECTION, GETFUNKY and EXT 11</li> <li>• Allocation of houses/ stands for backrooms dwellers in SIYANQOBA</li>   <li>• Supply of waste bins in Ward 3</li>   <li>• Sports facilities</li>   <li>• CR STANDS to be allocated in D SECTION</li>   <li>• Library.</li>   <li>• Municipality Satellite Offices.</li>   <li>• Post Office.</li> </ul>			
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	<ul style="list-style-type: none"> <li>Shelter at taxi rank</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>Pavement of 2 streets</li> <li>Speed humps at Sour General Dealer four ways, Ezinsimbini, Ext 1 entrance</li> <li>Gravelling of streets</li> </ul>	04		MIG/Own /private funding
Roads	<ul style="list-style-type: none"> <li>Patching of potholes</li> <li>Paving of roads</li> <li>Tarring of the road from Mathews Phosa to Roman Catholic Church</li> <li>Paving and maintenance of main roads</li> </ul>	05		MIG/Own /private funding
Recreational facilities	<ul style="list-style-type: none"> <li>Community hall/community centre with library</li> </ul>			
Storm-water				
Job creation	<ul style="list-style-type: none"> <li>Storm-water drainage on roads</li> <li>Storm-water drainage maintenance</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>Youth job creation strategies, projects and</li> </ul>			

	<p>programmes</p> <ul style="list-style-type: none"> <li>• Maintenance of street lights in the main roads</li> </ul>			
Storm-water	<ul style="list-style-type: none"> <li>• Storm-water drainage Extension3</li> </ul>	06		MIG/Own /private funding
Recreational facilities	<ul style="list-style-type: none"> <li>• Recreational facilities, e.g. sports fields, parks, community hall</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Regravelling, tarring and paving of roads</li> </ul>			
Health	<ul style="list-style-type: none"> <li>• Clinic</li> </ul>			
Recreational facilities	<ul style="list-style-type: none"> <li>• Community multi-purpose centre, stand number 1253</li> <li>• Construction of recreational park,291/1548</li> </ul>	07		MIG/Own /private funding
Roads	<ul style="list-style-type: none"> <li>• Tarring/paving /patching of roads in extension 14</li> </ul>			
Waste collection				
Youth Development	<ul style="list-style-type: none"> <li>• Support for Environmental Groups, adopt spot</li> </ul>			

Water	<ul style="list-style-type: none"> <li>Emusagweni Youth Development Centre, Old ZCC Church</li> </ul>			
Health	<ul style="list-style-type: none"> <li>Water at extension 14 ,Lekwa,Ibhalile,Mfolozi,Lebo mbo and Kilimanjaro Streets</li> </ul>			
Job creation				
Parks and cemetery	<ul style="list-style-type: none"> <li>Clinic, stand number1253</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>Youth job creation</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>Grass cutting</li> <li>Maintenance of sewer infrastructure (sewer spillage)</li> <li>Formalisation of informal settlements Mavagg ,Emsagweni</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>Construction of Road at Ext 15 Maa Section</li> <li>Construction of Bridge between Sinqobile and Ext 5</li> <li>Patching of Potholes at</li> </ul>	08		MIG/Own /private funding

Education	<p>Mathew Phosa Street</p> <ul style="list-style-type: none"> <li>• Road maintenance</li> <li>• Establishment of Library</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Backyard Dwellers Houses</li> <li>• Formalisation of Mthofi Village and Mandela Informal Settlements</li> </ul>			
Waste removal				
Sanitation	<ul style="list-style-type: none"> <li>• Clean illegal dumping</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Maintenance of sewer infrastructure (sewer spillage)</li> <li>• Maintenance of electrical infrastructure</li> </ul>			
Revenue generation				
Housing	<ul style="list-style-type: none"> <li>• Replacement of water meters</li> </ul>			
Job creation				
Storm-water	<ul style="list-style-type: none"> <li>• RDP Housing</li> <li>• Provision of land for housing</li> </ul>			
Recreational				

facilities Electrification	<ul style="list-style-type: none"> <li>• Land for agriculture</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Storm-water drainage maintenance</li> </ul>			
Education	<ul style="list-style-type: none"> <li>• Upgrading of sewer pump station extension 17</li> <li>• Construction of sports fields</li> <li>• Installation of electricity meters</li> <li>• Formalisation of Emgodini informal settlements, extension 16</li> <li>• High School</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Paving of Roads—Windsor street, Clewer</li> </ul>	09		MIG/Own /private funding
Sanitation	<ul style="list-style-type: none"> <li>• Upgrading of Sewerage system,Sinqobile,Vosman</li> </ul>			
Electrification				
Revenue generation	<ul style="list-style-type: none"> <li>• Maintenance electricity kiosks, Clewer,Sinqobile</li> </ul>			

Storm-water	<ul style="list-style-type: none"> <li>• Replacement and installation of water meters</li> </ul>			
Recreational facilities	<ul style="list-style-type: none"> <li>• Construction of storm-water drainage, Sinqobile, Clewer</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>• Sports fields, Sinqobile, Clewer</li> </ul>			
Electrification				
Health	<ul style="list-style-type: none"> <li>• Sewerage systems for plots in Clewer</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Construction of high mast lights and street lights Clewer, Sinqobile</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Clinic. Clewer</li> <li>• Surveying of Mthofi informal settlement</li> </ul>			
Public facilities	<ul style="list-style-type: none"> <li>• Patching of potholes in Escort street and Boundry Road in Clewer</li> </ul>			
Housing				

	<ul style="list-style-type: none"> <li>• Patching of potholes Albie Sachs, Joe Modise streets,Clewer</li> <li>• Opening of Clewer Post Office</li> <li>• Allocation of Church stands, Clewer</li> <li>• RDP housing ,Clewer and Sinqobile</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Formalization of informal settlements</li> <li>• RDP</li> <li>• Repairing Mgababa, Ackerville flats and toilets</li> <li>• Repair Klein Kopies park and tools</li> </ul>	10		MIG/Own /private funding
Roads	<ul style="list-style-type: none"> <li>• Potholes in Solomon Nkabinde, Godfrey Motla, Jubindaba, Jocker, Jiyane, Magebo Malaza and Louise</li> </ul>			
Naming of streets				

Roads	Dlamini (Four way) and Skosana.			
	<ul style="list-style-type: none"> <li>• Street names in the ward</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Speed humps in Willie Ackerman drive extension 3, Magebo Malaza, Louise Dlamini, Van Dalen extension 2, Skosana, Tshabalala extension 2</li> </ul>			
Storm-water	<ul style="list-style-type: none"> <li>• Street lights in all ward</li> <li>• Street marking and sign at Magebo Malaza and Masinga (stop sign), Louise Dlamini (stop sign), Van Dalen, Skosana</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Storm drainage system in all ward, Kaoli, Jiyane,</li> </ul>			
Sanitation	Jubindaba, Godfrey Matla,			
Roads	Botha extension, Willie Ackermans Drive, Mageba Malaza and Van Dalen,			

Waste collection	<p>Tshabalala and corner Mbethe , Botha and Mathebula street</p> <ul style="list-style-type: none"> <li>• Street side walk at Van Dalen, Botha, Willie Ackermans Drive, Mageba Malaza, Kunene, Skosana</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Sewer system maintenance</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• 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</li> </ul>			
Recreational facilities	<ul style="list-style-type: none"> <li>• Waste bins</li> <li>• Removal and maintenance of waste (Informal settlements)</li> <li>• Water taps</li> <li>• Water reticulation In Santa Village</li> <li>• Water meters</li> <li>• Electricity in informal</li> </ul>			

	settlements- Tsietsi and Mbeki <ul style="list-style-type: none"> <li>• Pre-paid electrical meters in all ward in Mgababa section</li> <li>• Protection of sub-stations in all ward</li> <li>• High mast lights in Ackerville flats</li> <li>• Mgababa hostel needs - renovation of hostel, need residential address, waste bins, dignified toilets, water, electricity change rental to family units</li> <li>• Renovation of Tennis Court, Lynnville Stadium</li> </ul>			
Housing Storm-water Electrification Social facility Revenue generation Sanitation	<ul style="list-style-type: none"> <li>• Houses</li> <li>• Stormwater drainage</li> <li>• Install High Mast Lights</li> <li>• Fix high mast lights</li> <li>• Rehabilitation centre</li> </ul>	11		MIG/Own /private funding

Education	<ul style="list-style-type: none"> <li>• Water meters</li> </ul>			
Recreation	<ul style="list-style-type: none"> <li>• Kalkspruit sewer</li> </ul>			
Job creation	<ul style="list-style-type: none"> <li>• Library</li> </ul>			
Revenue generation	<ul style="list-style-type: none"> <li>• Hall</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Job opportunities (EPWP)</li> </ul>			
Waste removal	<ul style="list-style-type: none"> <li>• Billing system</li> </ul>			
Recreation	<ul style="list-style-type: none"> <li>• Speed humps</li> <li>• Gravel 2 streets</li> <li>• Road maintenance</li> </ul>			
Housing				
Electrification	<ul style="list-style-type: none"> <li>• Cleaning of illegal dumping sites</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>• Regular waste collection</li> <li>• Provision of skip-bins</li> <li>• Construction of recreational facilities at Van Reebeck</li> </ul>			

	<ul style="list-style-type: none"> <li>• RDP Housing</li> <li>• Electrification of Tsietsi</li> <li>• Construction of water infrastructure(supply) in Tsietsi</li> <li>• Construction of sewer system in Tsietsi</li> <li>• Construction of sewer system in Thwala</li> </ul> <p>Formalisation of Tsietsi and Mbeki</p>			
Water	<ul style="list-style-type: none"> <li>• Reservoir</li> </ul>	12		MIG/Own /private funding
Crime prevention	<ul style="list-style-type: none"> <li>• Satellite police station</li> </ul>			
Health				
Roads	<ul style="list-style-type: none"> <li>• Clinic</li> </ul>			
Recreational facilities	<ul style="list-style-type: none"> <li>• Speed-humps</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Sports facilities/Sports</li> </ul>			

Roads	facilities MNS			
Housing	<ul style="list-style-type: none"> <li>• Water infrastructure(supply) MNS</li> <li>• Pedestrian Crossing, MNS</li> </ul>			
Job creation	<ul style="list-style-type: none"> <li>• RDP Housing</li> <li>• Construction of soccer and netball fields</li> <li>• Hawkers Stalls</li> </ul>			
	Public Park			
Stormwater	<ul style="list-style-type: none"> <li>• Repair stormwater drainage pipe and damaged pipes</li> </ul>	13		MIG/Own /private funding
Electrification	<ul style="list-style-type: none"> <li>• Solar light in entrances and passages</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Allocation of stands to those who do not qualify for RDP houses</li> </ul>			
Parks	<ul style="list-style-type: none"> <li>• CRUs in hostel</li> <li>• RDP houses to back yard dwellers</li> </ul>			

Education				
Food security	<ul style="list-style-type: none"> <li>• Parks</li> </ul>			
Revenue generation	<ul style="list-style-type: none"> <li>• Library</li> </ul>			
Parks	<ul style="list-style-type: none"> <li>• Food gardening</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Fixing taps at Highveld hostel</li> </ul>			
Waste collection	<ul style="list-style-type: none"> <li>• Install water meter at all sections</li> <li>• Replacement of water meters</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Grass cutting at Highveld hostel</li> </ul>			
Crime prevention	<ul style="list-style-type: none"> <li>• Refurbishment of toilets in Highveld hostel</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Tree cutting in all streets</li> <li>• Skip bins at Mpondozankomo and Scotch Khoza entrance</li> </ul>			

Storm-water	<ul style="list-style-type: none"> <li>• Waste collection at Highveld hostel</li> <li>• Illegal dumping site</li> <li>• Pave passages</li> </ul>			
Health	<ul style="list-style-type: none"> <li>• Control use of drugs</li> <li>• Police visibility at night</li> </ul>			
Recreational facility	<ul style="list-style-type: none"> <li>• Speed humps on main roads, Phasha street, Sotloko, Ndala, Owen Mlisa</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Patch potholes</li> <li>• Repair paved roads that are damaged by rain</li> <li>• Pave Mpondozankomo roads, Highveld hostel, Mgibe</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Maintenance of main roads</li> <li>• Construction of roads at Mcise street</li> </ul>			
Education				
Sanitation	<ul style="list-style-type: none"> <li>• Repair/maintenance stormwater drainage</li> </ul>			

	<ul style="list-style-type: none"> <li>• Clinic</li> <li>• Sport facility/Recreational facilities</li> <li>• Street lights at Johnson drive, Willie Ackerman, Scotch Khoza, Moses Kotane road, Godfrey Motla</li> <li>• Install water and electrical meters</li> <li>• Highmast lights and street-lights (with LED lights)</li> <li>• Side walk at Godfrey Motla and Johnson Drive</li> <li>• Mobile library</li> <li>• Construction of sewer system in Themba Lethu and Mpondozankomo</li> <li>Maintenance of sewer system</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Water system in Likazi and Thala and Sizanani (water tank)</li> </ul>	14		MIG/Own /private funding
Sanitation	<ul style="list-style-type: none"> <li>• Sewer at Thala</li> </ul>			
Electrification				

Roads	<ul style="list-style-type: none"> <li>• Maintenance of high mast lights</li> <li>• Installation of high mast lights (x3) at Sizanani wheels ground</li> <li>• Prepaid meters at Thala, Hostel 1 and Buffor zone</li> <li>• Solar gyser at Thala, Buffor zone and Hostel 1</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Street lights at Hostel block 3 and 4</li> </ul>			
Waste collection	<ul style="list-style-type: none"> <li>• Maintenance of church</li> <li>• Street lights</li> </ul>			
Crime prevention	<ul style="list-style-type: none"> <li>• Roads maintenance</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• RDP housing</li> </ul>			
Service Delivery	<ul style="list-style-type: none"> <li>• Cleaning of illegal dumping sites</li> </ul>			
Environment	<ul style="list-style-type: none"> <li>• Crime prevention strategies</li> <li>• Curbing of illegal</li> </ul>			
Water				

	<p>connections</p> <ul style="list-style-type: none"> <li>• Provision of land to build houses</li> <li>• Provision of basic services in informal settlement</li> <li>• Rehabilitation of mined areas (Wells)</li> <li>• Reliable water supply</li> </ul> <p>Inaccurate billing</p>			
Roads	<ul style="list-style-type: none"> <li>• Roads maintenance</li> </ul>	15		MIG/Own /private funding
Social cohesion	<ul style="list-style-type: none"> <li>• Street names</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Housing for backyards</li> </ul>			
Electrification				
Roads	<ul style="list-style-type: none"> <li>• Electricity meters</li> <li>• Bridge between Extension 3 and Extension 4 (High school)</li> </ul>			
Public facility				

Crime prevention	<ul style="list-style-type: none"> <li>Upgrade bridge between extension 5 and extension 6</li> </ul>			
Revenue Generation	<ul style="list-style-type: none"> <li>Space for community services and pay office</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>Police station</li> <li>Flat rate for old age</li> </ul>			
	Sidewalk from Klarinet Hall to Alex Mampana Primary School			
Roads	<ul style="list-style-type: none"> <li>Patching of potholes</li> </ul>	16		MIG/Own /private funding
Electrification	<ul style="list-style-type: none"> <li>Maintenance and erection of High Mast Lights</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>Street lights Church, Luthuli and Thwala Streets</li> </ul>			
Storm-water	<ul style="list-style-type: none"> <li>Paving of streets</li> <li>Construction of speed humps</li> <li>Maintenance of storm-water drainage</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>Paving of Mokibe Street</li> </ul>	17		MIG/Own /private funding

Sanitation	<ul style="list-style-type: none"> <li>Sanitation in Mpondozamnkomo</li> <li>Upgrading of water provision in Mpondozankomo</li> <li>Unblocking storm-water drainage</li> <li>Maintenance of sanitation system in the hostels- Highveld hostel</li> <li>Youth employment strategies, programmes and projects</li> <li>RDP Housing</li> <li>Replacement of water meters</li> </ul>				
Water					
Storm-water					
Sanitation					
Job creation					
Housing					
Revenue generation					
Electrification	<ul style="list-style-type: none"> <li>Maintenance of street lights</li> </ul>	18			MIG/Own /private funding
Storm-water	<ul style="list-style-type: none"> <li>Maintenance of storm water drainage</li> </ul>				

Roads				
Revenue generation	<ul style="list-style-type: none"> <li>• Construction of speed-humps</li> <li>• Patching of potholes</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Replacement of dysfunctional meters</li> </ul>			
Electrification				
Water	<ul style="list-style-type: none"> <li>• RDP Housing</li> </ul>			
Waste collection	<ul style="list-style-type: none"> <li>• Repair of vandalized kiosks</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Installation of water-tanks in Springville</li> <li>• Illegal dumping sites, erect signs</li> </ul>			
Crime prevention	<ul style="list-style-type: none"> <li>• Regular refuse collection</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Upgrade water supply and water quality</li> <li>• Identification of illegal structures</li> <li>• Identification of illegal</li> </ul>			

	<ul style="list-style-type: none"> <li>tuckshops</li> <li>• Illegal connections</li> <li>• Road markings</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Reliable, continuous water supply and fixing/digging of boreholes</li> <li>• Construction of water tower to supply Duvha1, 2, 7, 8</li> </ul>	19		MIG/Own /private funding
Sanitation	<ul style="list-style-type: none"> <li>• Drainage of toilets</li> </ul>			
Electricity	<ul style="list-style-type: none"> <li>• Electricity supply largely in farms</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Street lights at Duvha Park</li> </ul>			
Education	<ul style="list-style-type: none"> <li>• RDP houses</li> <li>• Updating list of those qualifying for RDP houses to include residents of EL Paso and Benicon informal settlements</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Educational facilities</li> </ul>			
Public facility	<ul style="list-style-type: none"> <li>• Establish fully functional library</li> <li>• Scholar transport especially for kids at three informal</li> </ul>			

<p>Parks and cemetery</p> <p>Health</p> <p>Job creation</p> <p>Recreational facilities</p>	<p>settlements</p> <ul style="list-style-type: none"> <li>• Gravel roads paving/grading of roads for transport accessibility in informal sections</li> <li>• Fixing Potholes at Duvha Park</li> <li>• A Taxi Rank for the community as it is non-existent</li> <li>• Build shelter taxi rank in Masakhane</li> <li>• Building shelter taxi stop at Benicon and EL Paso settlements</li> <li>• Construction of fully functional parks and sport facilities at Duvha park 1, 2, 7, 8</li> <li>• Maintenance of existing park facilities at Duvha Park 1</li> </ul>			
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	<ul style="list-style-type: none"> <li>• Clinic</li> <li>• Provision of mobile clinic at El Paso and Duvha Park Sections</li> <li>• Provision of land for agriculture and residential activities</li> <li>• Request for provincial land next to Masakhane for residential or agricultural activities</li> <li>• Sport facilities in Masakhane</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Repair and maintenance of street lights</li> <li>• Reconstruction of bridge in second Avenue Blancheville</li> <li>• Reconstruction of Avril Crescent Blancheville</li> <li>• Reconstruction Albert, Ada, Ermelo, Beit and Montrose Streets—Blanchenville</li> <li>• Reconstruction of Zeekoei and Annie Streets--- Riverview</li> <li>• Erection of traffic signs limiting vehicles to 10 tons in Eileen Street—Jackaroo</li> </ul>	20		MIG/Own /private funding
Water				

Roads	<ul style="list-style-type: none"> <li>• Pedestrian crossing at Panorama Primary School</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Replacement of asbestos cement main water pipe Gordon Road</li> <li>• Replace bulk electrical cable between Doornpoort and Blanche substation</li> <li>• Reconstruction of roads, Blancheville</li> <li>• Patching of potholes in Jakaroo Park, Extension ten, Blancheville ,Die heuwel Ext 1-4, Riverview Agricultural Holdings, Jackaroo Agricultural Holdings</li> </ul>			
Waste collection	<ul style="list-style-type: none"> <li>• Erection of speed humps</li> <li>• Road markings</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>• Replacement of asbestos pipes</li> <li>• Illegal dumping sites be cleaned</li> <li>• Upgrading of sewer system at Clearwater Estate and Blancheville</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Speed hump at 46 trombone</li> </ul>	21		MIG/Own /private funding

Recreational facilities	street			
	<ul style="list-style-type: none"> <li>• Bridge from Uthingo Park to Tasbet park extension 1</li> </ul>			
Public facility	<ul style="list-style-type: none"> <li>• Community Hall</li> </ul>			
Housing				
Health	<ul style="list-style-type: none"> <li>• Internet café with Wi-Fi</li> </ul>			
Crime prevention	<ul style="list-style-type: none"> <li>• RDP houses</li> </ul>			
Public facility	<ul style="list-style-type: none"> <li>• Clinic</li> </ul>			
Electrification				
Parks and cemeteries	<ul style="list-style-type: none"> <li>• Police station</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Stands for churches</li> </ul>			
LED	<ul style="list-style-type: none"> <li>• Maintenance of street light</li> <li>• Clean streets and grass cut on main roads</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Mark street and install stop signs</li> </ul>			

	<ul style="list-style-type: none"> <li>• Training centre for skills training</li> <li>• Fencing of Sub-station in Duvha 9 and extension 12</li> <li>• Solar systems for pensioners</li> </ul>			
Arts and culture	<ul style="list-style-type: none"> <li>• Upgrade Civic Theatre</li> <li>• Projects and programmes for artists</li> </ul>	22		MIG/Own /private funding
Housing	<ul style="list-style-type: none"> <li>• Formalisation of existing informal settlements in the ward and Empumelelweni Ext 9 (Section C, D, E and F)</li> </ul>	23		MIG/Own /private funding
Electricity	<ul style="list-style-type: none"> <li>• Temporary electricity bulk in informal settlements</li> </ul>			
Storm-water				
Roads	<ul style="list-style-type: none"> <li>• Stormwater drainage for Ext 7, 8 and 9 in Empumelelweni</li> </ul>			
Waste collection	<ul style="list-style-type: none"> <li>• Gravelling and tarring of roads in Empumelelweni</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Clean illegal dumping in</li> </ul>			

Arts and culture Job creation Electrification	<p>Empumelelweni Ext 7, 8 and 9</p> <ul style="list-style-type: none"> <li>• Improve water quality and supply</li> <li>• Promotion of arts and culture</li> <li>• Job creation strategies, projects and programmes</li> <li>• Electrification of ext 10</li> </ul> <p>Community hall</p>			
Storm-water Roads Sanitation Crime prevention	<ul style="list-style-type: none"> <li>• Storm-water drainage, Die Heuwel Industrial Area</li> <li>• Road maintenance, Anette Street, Jeanette Street, Joyce Street, Heide Street</li> <li>• Sewer system cleaning/clearing, Mona streets</li> </ul>	24		MIG/Own /private funding

Emergency Services	<ul style="list-style-type: none"> <li>• Police station backup/power solution</li> </ul>			
Water				
Roads	<ul style="list-style-type: none"> <li>• Fire Brigade backup water/power solution</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Regular water supply and water quality</li> </ul>			
Storm water				
Electrification	<ul style="list-style-type: none"> <li>• Repair road crossings</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Maintenance repair of streetlights</li> <li>• Repair and maintenance of storm-water drains</li> </ul>			
Environmental management	<ul style="list-style-type: none"> <li>• Maintenance and repairs of kiosks</li> </ul>			
	<ul style="list-style-type: none"> <li>• Road markings</li> <li>• Speed humps</li> <li>• Replace stolen road signs</li> <li>• Naming of streets</li> </ul>			

	<ul style="list-style-type: none"> <li>• Cutting and maintenance of open spaces/parks</li> <li>• Clean illegal dumping sites</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Residential Development Stands</li> </ul>	25		MIG/Own /private funding
Storm-water	<ul style="list-style-type: none"> <li>• RDP Houses</li> </ul>			
Education	<ul style="list-style-type: none"> <li>• Road and Storm Water Ext 5</li> <li>• Storm-water drainage maintenance</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Combined School at Ex 4</li> </ul>			
Housing				
Parks and cemeteries	<ul style="list-style-type: none"> <li>• High mast Lights / street lights maintenance</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Township Establishment Ext 6</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>• Conversion of illegal dumping sites into parks</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Portable water in Ext 6(New Development)</li> </ul>			

LED	<ul style="list-style-type: none"> <li>• Sewer connections Ext 5</li> </ul>			
Health	<ul style="list-style-type: none"> <li>• Provision of water through water-tanks/ water tankers in Ematsheni</li> </ul>			
Crime prevention				
Public transport	<ul style="list-style-type: none"> <li>• LED Strategies, projects, programmes</li> <li>• Construction of Clinic/Hospital</li> <li>• Curbing of illegal connections</li> <li>• Construction of Taxi Rank in Thubelihle</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• Streetlights and poles need to be fixed.</li> <li>• In whole ward / poles rust off and live wire lying on the ground dangerous for people walking on the</li> </ul>	26		MIG/Own /private funding
Storm water				

Roads	<p>pavements.</p> <ul style="list-style-type: none"> <li>Storm water drains are blocked need to be cleaned and fixed.</li> </ul>			
Parks and cemeteries				
Emergency services	<ul style="list-style-type: none"> <li>Potholes in whole ward</li> <li>Parks and open spaces need maintenance; park next to municipality needs public toilets.</li> </ul>			
Health	<ul style="list-style-type: none"> <li>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.</li> </ul>			
Water	<ul style="list-style-type: none"> <li>Clinic at municipality need to</li> </ul>			

Recreational facilities	be constructed, it is small and cramped, short of staff and medicine availability			
Recreational facilities	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.			
Housing				
Parks and environment	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Community Hall</li> <li>• Youth Centre</li> <li>• Sport grounds to be constructed</li> <li>• Play park at ext. 16</li> </ul>			

	<ul style="list-style-type: none"> <li>• RDP Houses</li> <li>• Grass cutting</li> </ul>			
Electrification Roads Public facility Electrification Roads	<ul style="list-style-type: none"> <li>• Maintenance of street lights/ high mast lights</li> <li>• Patching of potholes in Merlin, Bokmakierie, Albatros, Nagtegaal and Bosbok Streets</li> <li>• Refurbishment of Licence Office</li> <li>• Replacement of Solar Panels at Emaline Street</li> <li>• Erection of Road signs</li> </ul>	27		MIG/Own /private funding
Roads Housing Education Public safety	<ul style="list-style-type: none"> <li>• Unfinished pavement at Oyco to Hostel road</li> <li>• Re-allocation of Emaqandeni, Hostel and Enkanini</li> <li>• School Patrol in school at Thuthukani and Sukumani</li> </ul>	28		MIG/Own /private funding

Public facility Electrification	<ul style="list-style-type: none"> <li>• Installation of robot at Welcome to Phola and Engine garage and municipality office roads</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Church stands</li> </ul>			
Sanitation	<ul style="list-style-type: none"> <li>• Replacement of electricity meter boxes</li> </ul>			
Water Storm-water	<ul style="list-style-type: none"> <li>• RDP Housing</li> </ul>			
Roads	<ul style="list-style-type: none"> <li>• Land for housing</li> </ul>			
Housing LED	<ul style="list-style-type: none"> <li>• Construction of sewer system in Enkanini</li> </ul>			
Housing Sanitation	<ul style="list-style-type: none"> <li>• Water supply in Ekananini</li> <li>• Construction of storm-water drainage in Enkanini</li> <li>• Gravelling of gravel roads in Enkanini</li> </ul>			

	<ul style="list-style-type: none"> <li>• Formalisation of Ezipokweni</li> <li>• Ogies town regeneration</li> <li>• RDP Houses for Back-yard dwellers</li> <li>• Refurbishment of sewer network</li> </ul>			
Housing	<ul style="list-style-type: none"> <li>• Survey and packing</li> </ul>	29		MIG/Own /private funding
Roads	<ul style="list-style-type: none"> <li>• Tar road (connect to N4)</li> </ul>			
Water				
Stormwater	<ul style="list-style-type: none"> <li>• Infrastructure and Water taps</li> </ul>			
Water	<ul style="list-style-type: none"> <li>• Stormwater drainage and V-drainage</li> </ul>			
Recreational facility				
Education	<ul style="list-style-type: none"> <li>• Jojo tanks (plots)</li> </ul>			
	<ul style="list-style-type: none"> <li>• Community hall</li> </ul>			
Roads				

	<ul style="list-style-type: none"> <li>• Secondary school</li> <li>• Library</li> <li>• Primary School</li> <li>• Tarring of main road- main taxi road</li> </ul>			
Electrification	<ul style="list-style-type: none"> <li>• <b>Bufferzone, Tycoon, Siyabonga and extension buffer</b></li> <li>• Street lights not working</li> <li>• Paving streets</li> <li>• Centre for kids</li> <li>• RDP houses and electricity at Siyabonga</li> <li>• Gravelling of roads</li> <li>• Renovation of Phola Community Hall</li> <li>• LED Strategies, projects, programmes</li> <li>• Patching of potholes</li> <li>• Re-installation of water meters in Siyabonga</li> <li>• Re-install water pipes in Siyabonga</li> <li>• Gravelling of gravel roads, Siyabonga</li> </ul>	30		MIG/Own /private funding

	<ul style="list-style-type: none"> <li>• Expansion of Library</li> <li>• Land for business development</li>   <li>• Youth Development Strategies</li> <li>• RDP housing</li> <li>• Construction of speed-humps</li> <li>• Conversion of illegal dumping sites into Parks</li> <li>• Maintenance of high mast lights</li> <li>• Establishment of Mall</li> <li>• Naming of streets around Siyabonga, Buffer zone 1,2,3 and Tycoon</li> <li>• Pavement of streets around Siyabonga, Buffer zone 1,2,3 and Tycoon</li> <li>• Supporting Local Environmental Group to support Executive Mayor's Operation Hlanzeka project</li> <li>• Construction of Bus Stop</li> </ul>			
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	<ul style="list-style-type: none"> <li>• Construction of hawkers stalls</li> <li>• Establishment of Warrooms</li> <li>• Restoration of Jungle Park</li> <li>• Purchase land for housing development</li> <li>• Poverty alleviation projects</li> </ul>			
	<ul style="list-style-type: none"> <li>• <b>Construction of three bus shelters/bus stop</b></li> <li>• <b>Cleaning of cemeteries/Grass cutting in cemeteries</b></li> <li>• <b>Regular refuse removal</b></li> <li>• <b>Provision of church stands</b></li> <li>• <b>Law enforcement strategies</b></li> <li>• <b>Crime prevention strategies</b></li> <li>• <b>Establishment of Industrial Park</b></li> <li>• <b>Land for small business</b></li> <li>• <b>Electrification of Iraq</b></li> <li>• <b>Fencing of cemeteries</b></li> <li>• <b>Gravelling of gravel roads in Iraq</b></li> </ul>	31		MIG/Own /private funding

	<ul style="list-style-type: none"> <li>• <b>Repair of high mast lights</b></li> <li>• <b>Installation of solar system high mast lights in Sakhile Section</b></li> <li>• <b>Adoption of illegal dumping sites</b></li> <li>• <b>Building of victim centre</b></li> <li>• <b>Residential stands</b></li> <li>• <b>Ward war room construction</b></li> <li>• <b>Combat air pollution</b></li> <li>• <b>Repair of Somhlolo sports ground</b></li> <li>• <b>Wheelie bins for residence</b></li> <li>• <b>Weigh bridge at the land field site</b></li> <li>• <b>Adoption of Youth Centres and NPO that benefit the community</b></li> <li>• <b>Repair/construction of streets, Kgope, Mokaba, Mphangela, Mtshali and Sakhile main streets</b></li> <li>• <b>Upgrading of Library</b></li> <li>• <b>Planting of trees</b></li> </ul>			
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	<ul style="list-style-type: none"> <li>• <b>Construction of walk ways</b></li> <li>• <b>Building of school in Sakhile</b></li> <li>• <b>Repair of street lights</b></li> </ul>			
	<ul style="list-style-type: none"> <li>• Police satellite</li> <li>• Upgrade post office</li> <li>• Pay point</li> <li>• Cleaning of VIP toilets at Van Dyks Driefft</li> <li>• Patch potholes around Rietspruit</li> <li>• High-mast lights in Rietspruit</li> <li>• Electricity supply in informal settlements</li> <li>• RDP houses</li> <li>• Grass cutting</li> <li>• Illegal dumping</li> <li>• Provision of sport field</li> <li>• Cemetery</li> <li>• Land provision for residential purposes</li> <li>• Renovation of hall at Reedstream</li> <li>• Renovation and refurbishment of Lehlaka school</li> <li>• Maintenance of storm-water</li> </ul>	32		MIG/Own /private funding

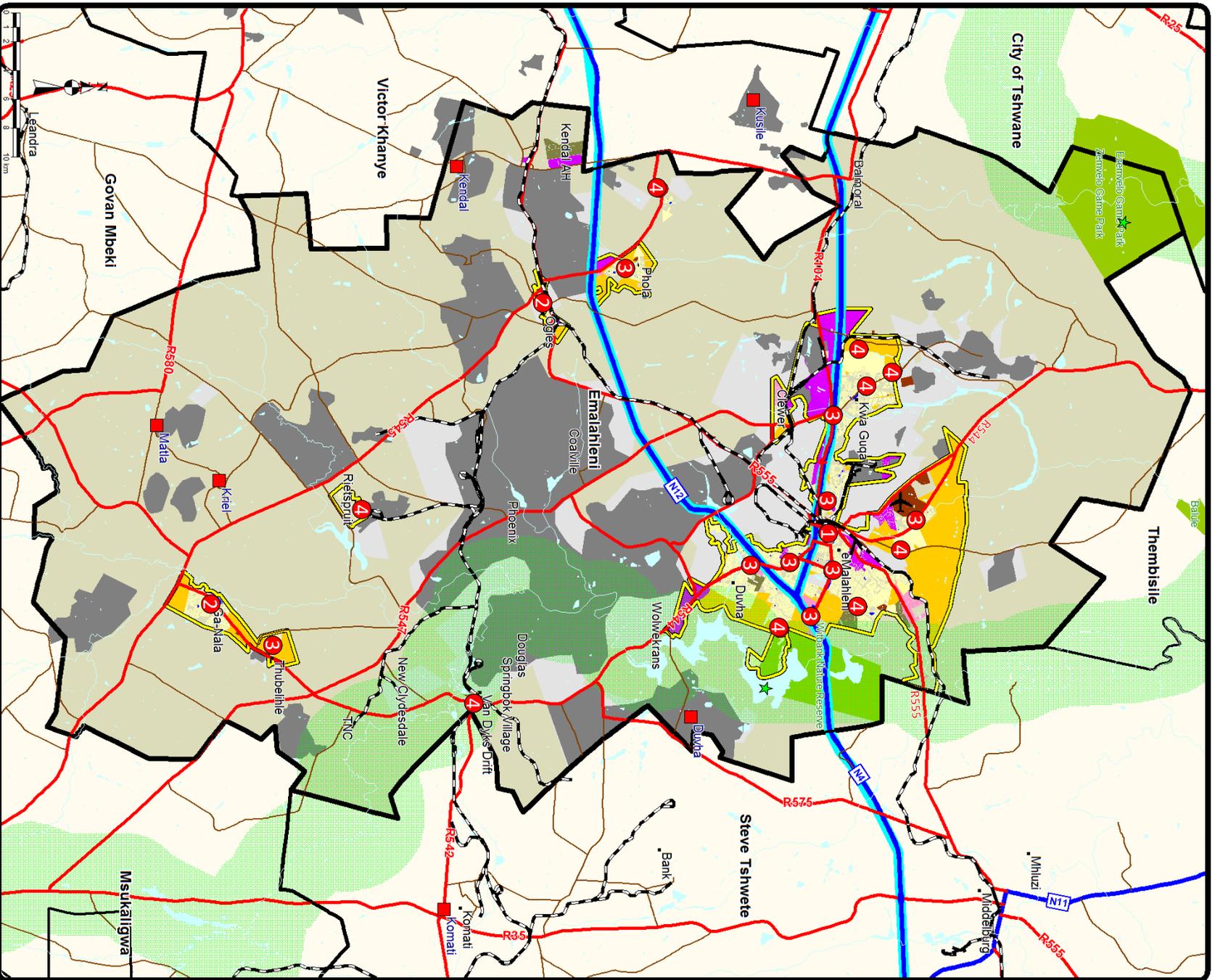
	drainage, Rietspruit <ul style="list-style-type: none"> <li>• LED Strategies for Rietspruit</li> <li>• Farming/agriculture projects</li> <li>• Electrification of Albion</li> </ul> RDP Housing for Albion			
	<ul style="list-style-type: none"> <li>• Street-humps (Long Fellow Street)</li> <li>• Repair and maintenance of roads</li> <li>• Street names boards/kerbs</li> <li>• Road demarcations/markings</li> <li>• Upgrading and maintenance of electricity infrastructure</li> <li>• Crass cutting along the main roads, open spaces</li> <li>• Replacement of stolen manholes covers</li> <li>• Repair and lock electrical sub-station/kiosks</li> <li>• Replace/installation of water meters</li> <li>• Allocation of RDP houses</li> <li>• Adopt spot to deal with illegal dumping spots</li> <li>• Regular refuse removal</li> <li>• Job creation</li> </ul>	33		MIG/Own /private funding

	<ul style="list-style-type: none"> <li>• Construction and maintenance of streetlights/high masts</li> </ul>			
	<ul style="list-style-type: none"> <li>• Patching of pot holes in the ward</li> <li>• Repair and maintenance of roads</li> <li>• Fine and manage illegal dumping in the ward</li> <li>• Erect calming devices where needed</li> <li>• Road painting</li> <li>• Repairs of street lights</li> <li>• Maintenance of dysfunctional robots</li> <li>• Upgrading and maintenance of water infrastructure in the ward</li> <li>• Upgrading and maintenance of electricity infrastructure in the ward,</li> <li>• Upgrading of maintenance of storm water drainage in the ward</li> <li>• Upgrading and maintenance of sewer infrastructure in the ward</li> <li>• Repair and maintenance of</li> </ul>	34		MIG/Own /private funding

	street and high mast lights <ul style="list-style-type: none"><li>• Crass cutting</li></ul>			
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# EMALAHLENI LOCAL MUNICIPALITY

## Municipal Spatial Development Framework

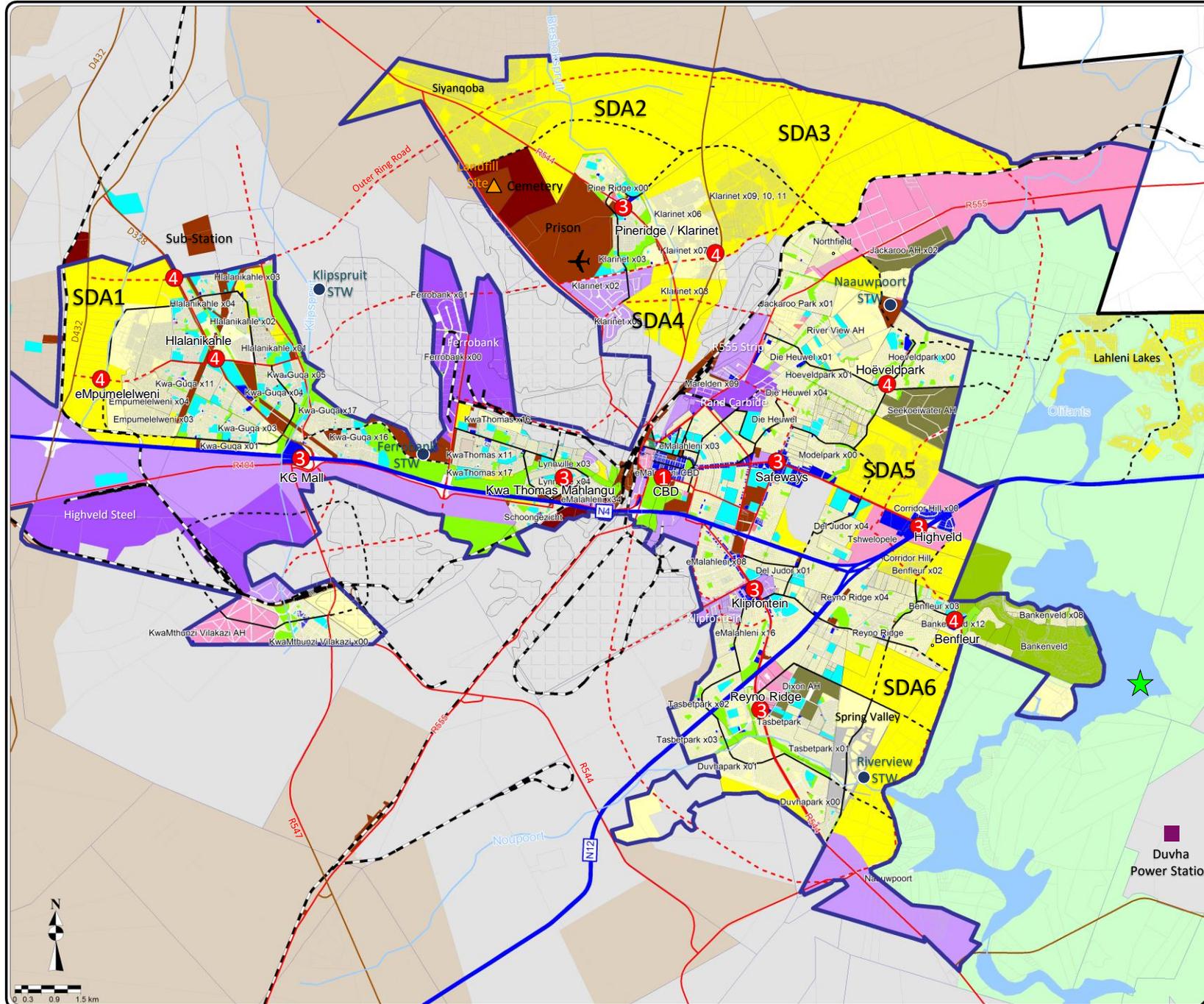
- Nodal Hierarchy (1-4)
- Urban Footprint
- Agricultural Holdings
- Extensive Agriculture
- Protected Areas
- Eco Focus Area
- Provincial Ecological Corridor
- ★ Tourism Nodes
- Dams and Rivers
- Mixed Use
- Commercial / Industrial
- Strategic Development Areas
- Secondary Roads
- Railways
- Development Corridors
- Urban Development
- Boundary
- Airfield
- Power Stations
- National Roads
- Main Roads
- Mining Areas
- Shallow Undermined



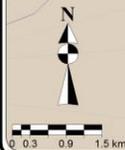


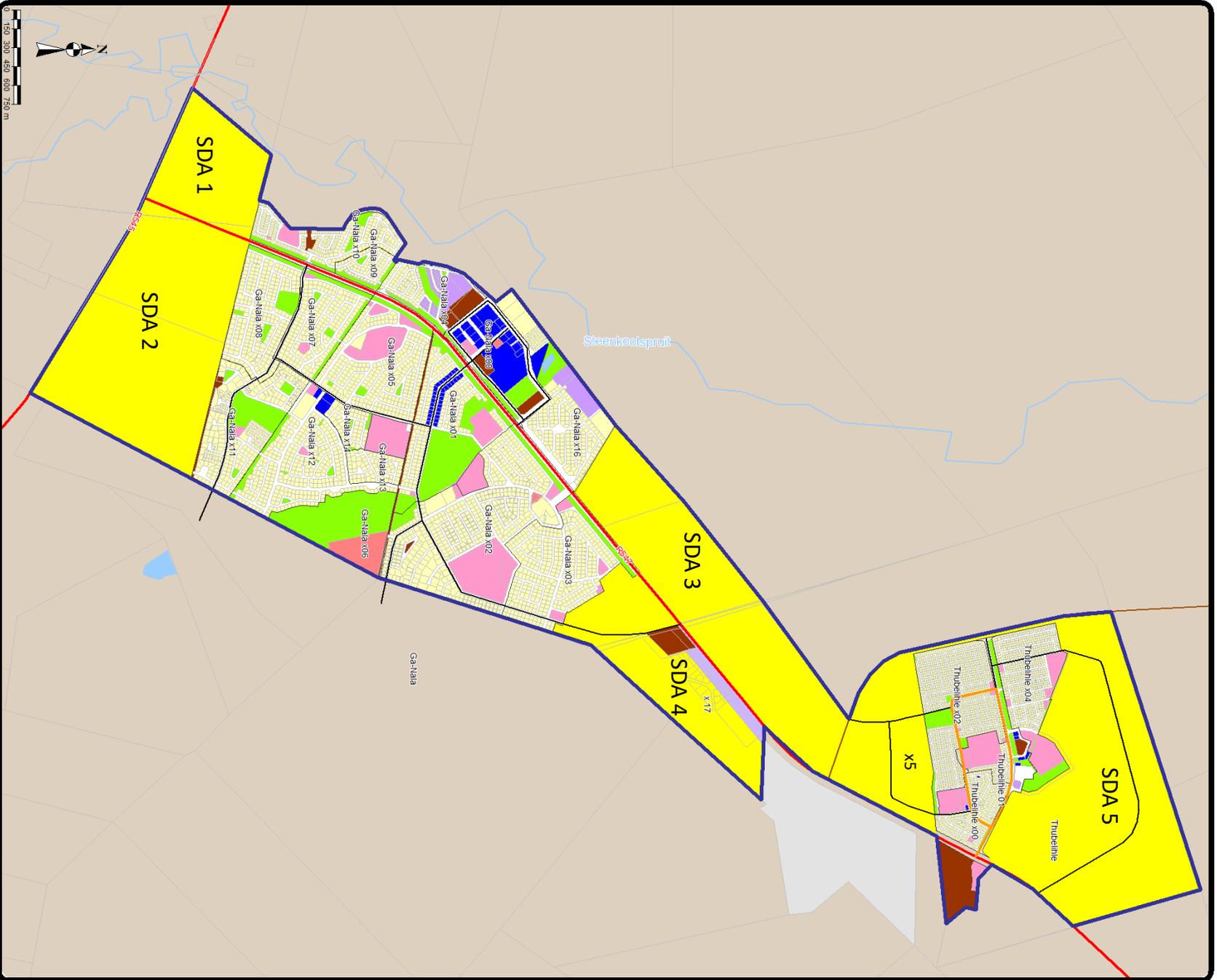
# EMALAHLENI LOCAL MUNICIPALITY

eMalahleni City  
LSDF



- Dams and Rivers
- Regional Open Space
- Conservancy
- Eco Focused Development
- Residential
- Residential Expansion
- Business
- Institutional / Community Facility
- Mixed Use
- Commercial / Light Industrial
- Heavy Industrial
- Mining / Undermining
- Government
- Cemetery
- Agricultural Holdings
- Extensive Agricultural
- Tourism Nodes
- Major Arterial
- Secondary Roads
- Collector Streets
- Proposed Arterial Street
- Proposed Collector Street
- Urban Edge 2015
- Nodal Hierarchy (1-4)





# EMALAHLENI LOCAL MUNICIPALITY

## Ga-Nala, Thubelihle Local Spatial Development Framework

- |  |                            |  |                         |  |                     |  |                       |
|--|----------------------------|--|-------------------------|--|---------------------|--|-----------------------|
|  | Residential                |  | Mixed Use               |  | Regional Open Space |  | Major Arterial        |
|  | Strategic Development Area |  | Industrial / Commercial |  | Agricultural        |  | Activity Spine        |
|  | Business                   |  | Mining                  |  | Dams and Rivers     |  | Priority Road Network |
|  | Institutional /            |  | Government              |  | Urban Edge 2015     |  |                       |
|  | Community Facility         |  | Cemetery                |  |                     |  |                       |





## EMALAHLENI LOCAL MUNICIPALITY

### Phola, Ogies Local Spatial Development Framework

#### Legend

- Residential
- Strategic Development Area
- Business
- Mixed Use
- Institutional / Community Facility
- Industrial / Commercial
- Government
- Cemetery
- Regional Open Space
- Agricultural
- Mining / Undermining
- Dams and Rivers
- Urban Edge 2015
- National Roads
- Major Arterial
- Secondary Roads
- Priority Road Network
- Railways
- Activity Spine

