# FINAL

# INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

# 2023-2024

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## ACRONYMS

| | |
|---|---|
| ABET | : Adult Based Education and Training |
| ADZ | : Agricultural Development Zone |
| AU | : African Union |
| CRDP | : Comprehensive Rural Development Programme |
| COGTA | : Department of Co-operative Governance and Traditional Affairs |
| CoM | : City of Mbombela |
| DARDLEA | : Department of Agriculture, Rural Development and Land and Environmental Affairs |
| DBSA | : Development Bank of Southern Africa |
| DDM | : District Development Model |
| DEDP | : Department of Economic Development and Planning |
| DHSS | : Department of Health and Social Services |
| DMR | : Department of Minerals and Petroleum Resources |
| DoE | : Department of Education |
| DPWRT | : Department of Public Works, Roads and Transport |
| DSS | : Department of Safety and Security |
| DWS | : Department of Water and Sanitation |
| EDM | : Ehlanzeni District Municipality |
| EMS | : Environmental Management System |
| EPWP | : Expanded Public Works Programme |
| FBS | : Free Basic Services |
| GIS | : Geographic Information System |
| GDS | : Growth and Development Summit |
| IDP | : Integrated Development Plan |
| ISF | : Mpumalanga Integrated Spatial Framework |
| IWMP | : Integrated Waste Management Plan |
| KMIA | : Kruger Mpumalanga International Airport |
| LED | : Local Economic Development |
| MDG | : Millennium Development Goals |
| MIG | : Municipal Infrastructure Grant |
| MSA | : Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) |
| MFMA | : Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) |
| MTSF | : Medium Term Strategic Framework |
| NDP | : National Development Plan |
| NDoT | : National Department of Transport |
| NEPAD | : New Partnership for Africa's Development |
| NSDP | : National Spatial Development Perspective |
| PFMA | : Public Finance Management Act, 1999 (Act 22 of 1999) |
| PGDS | : Provincial Growth and Development Strategy |
| SDBIP | : Service Delivery and Budget Implementation Plan |
| SDF | : Spatial Development Framework |
| SERO | : Socio-Economic Review and Outlook |
| SONA | : State of the Nation Address |
| SOPA | : State of the Province Address |
| SPPSU | : Strategic Programmes and Projects Support Unit |
| STATSSA | : Statistics South Africa |
| UN | : United Nations |

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## FOREWORD BY THE EXECUTIVE MAYOR

It is my pleasure to present Council's approved IDP for 2023/2024 financial year. The 2023/2024 IDP is the 1st Review of the 5-year plan which was adopted by Council in the beginning of this administration. I am happy to report that, a lot has been achieved in the previous year and more still need to be done in order to fulfill the City's Constitutional obligation of providing services to the communities.

The City is still faced with huge challenges of water, roads, electricity, refuse removal and youth unemployment. In an endeavour to address these challenges, the City will be spending in the next three years an amount of R1 892 billion (86 percent) of the total capital expenditure budget on infrastructure development and upgrading of the existing infrastructure in the following priority areas:

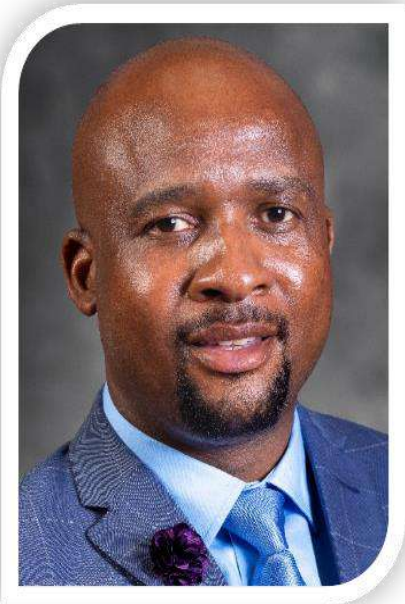
a) Roads infrastructure development and storm water over the medium term will amount to R1 139 billion, which accounts for 52 percent of the total capital budget with an allocation of R282 million for the 2023/2024 financial year.
b) Bulk water and reticulation infrastructure budget allocation amounts to R403 million over the medium term, which accounts for 18 percent of the total capital budget. Projects are targeted to reduce existing backlog for water supply. The allocation for 2023/2024 financial year amounts to R126 million.
c) Electricity supply and infrastructure budget allocation amounts to R222 million which accounts for 10 percent of the total capital budget. The allocation for 203/2024 financial year amounts to R63 million.
d) Sanitation or sewerage infrastructure is allocated an amount of R129 million over the medium term which accounts for 6 percent of the total capital budget. Total budget for the 2023/2024 financial year amounts to R60.5 million.

In conclusion, the IDP for 2023-2024 is based on an extensive consultation process with the communities and stakeholders. All the inputs or comments were recorded and addressed accordingly. The issues that could not be implemented or accommodated in the 2023-2024 financial year will be prioritized in the future depending on the availability of funding. Operational issues which do not require funding will be addressed in consultation with relevant Ward Councillors, and those that are within the competence of provincial departments will be forwarded to the relevant sector departments.

Regards,

**Cllr SE Makushe-Mazibuko**

## THE MUNICIPAL MANAGER'S OVERVIEW



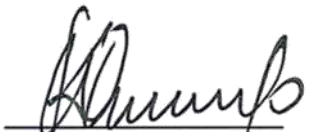
It is my great pleasure to present the City's Integrated Development Plan (IDP) for the 2023-2024 Review. The adoption of the Integrated Development Plan (IDP) is a statutory obligation in terms of sections 25 and 34 of the Local Government: Municipal Systems Act (Act 32 of 2000, as amended) which requires each municipality to adopt and annually review a single, inclusive strategic plan that will guide its development initiatives.

The IDP is a comprehensive document which details the elected council's development plans and service delivery commitments to its community and spans for a five-year circle. The City of Mbombela's IDP 2023-2024 Review as approved by Council on 31 May 2023 serves as a principal strategic planning instrument which guides and informs the planning and development processes in the city.

The IDP was compiled in line with community priorities, district priorities, provincial priorities, and national priorities, State of the Nation Address (SONA), State of the Province Address (SOPA), Department Of Cooperative Governance And Traditional Affairs IDP guidelines and the District Development Model (DDM). The IDP has identified eleven development priorities, which are i) water supply & sanitation, ii) road infrastructure development and stormwater, iii) electricity supply and management, iv) local economic development & tourism, v) waste and environment management, vi) sports, arts and culture, vii) financial management and viability, viii) integrated human settlement, ix) community development & public safety, x) good governance and public participation, xi) public transport.

It must be stated that the stakeholders including the communities were consulted and there was sufficient political oversight on the IDP. The municipality appreciates the commitment provided by all the role players particularly the Councillors, Ward Committee members, Traditional Leadership, Community members, municipal officials and various stakeholders including Provincial departments. Together we can do more in fulfilling the Local Government mandate to provide basic services to the community of City of Mbombela

Yours in cooperative governance,



**WJ KHUMALO**
**MUNICIPAL MANAGER**

# CHAPTER 1: AN OVERVIEW OF THE IDP PROCESS

## 1.1 INTRODUCTION

It is required in terms of Section 25 of the Local Government: Municipal Systems Act, 32 of 2000, that each municipal council must within a prescribed period after the start of its elected term, adopt a strategic plan, known as the Integrated Development Plan (IDP). IDP is a 5-year plan which guides and informs the municipality's planning, development and budgeting. It is reviewed annually based on its performance and other changing circumstances deemed relevant by the municipal council (Section 34 of the Municipal Systems Act, 2000 as amended).

Integrated development planning is a process through which a municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. The process seeks to ensure vertical and horizontal integration between the municipal planned interventions with the planning efforts of national and provincial spheres of government as well as within the various sectors of government. This process also allows for the participation of private sector, the community and community organisations identified by the Municipality as key stakeholders in the development planning of the municipal area. In compliance with the Municipal Systems Act (2000, as amended), the City of Mbombela (CoM) has embarked on a process that led to the development of the IDP for the next five (5) years (2022-2027). The process (IDP Process Plan) is legislated in terms of Section 28 of the Municipal Systems Act (2000, as amended) and guides the Municipality with regard to the activities, timelines and responsibilities required of each roleplayer in various phases towards the development of the final plan (IDP).

The City of Mbombela's IDP is underpinned by key sector plans and strategies, which include the Municipality's long-term plan (City of Mbombela Vision 2030), Spatial Development Framework (SDF), Draft Local Economic Development (LED) Strategy, and an Integrated Waste Management Plan (IWMP), Water Services Development Plan (WSDP), Integrated Transport Plan (ITP) and the Environmental Management Plan amongst others. The IDP is responding to the community priorities, provincial, national priorities and is in line State of the Nation Address (SONA), State of the Province Address (SOPA), Department of Cooperative Governance and Traditional Affairs IDP guidelines and the District Development Model (DDM). This version of the municipal IDP constitutes a first review of the Municpality's five year IDP - IDP Review 2023-2024.

## 1.2 THE SCOPE OF THE IDP

The 2023-2024 IDP Review is comprised of seven (7) interlinked chapters that are mandatory for a credible IDP, in terms of the Department of Cooperative Governance and Traditional Affairs (DCOG) IDP framework and guidelines.

The first chapter provides an introductory overview of the process followed in compiling the IDP and in reviewing it annually. The process unfolded in various phases which includes the preparation, analysis, strategy, projects, integration and ultimately the approval phase of the IDP.

The second chapter is a situational analysis, aiming to give the reader a deep understanding of the context in which the IDP has been developed. It outlines the municipal development profile in terms of the institutional and external environmental scan. It captures the socio-economic indicators which comprises amongst others the demographics, social analysis, economic analysis, spatial analysis, and access and lack of accesss to basic services within the Mbombela municipal area. It also gives an overview of the transversal programmes currently under implementation within the Municipality.

The third chapter details the municipal Development Strategies that will be employed by the Municipality to respond to its legislative mandate and its development and transformation needs. In this chapter, the Municipality's vision, mission, development objectives, development priorities, development strategies and five-year performance targets are clearly articulated. The alignement between the IDP and the municipal long-term strategy (Vision 2030) is explained, together with a short briefing on other policies and priorities at various governmental levels, which have an influence on the IDP.

The fourth chapter provides a brief summary of the Auditor-General (AG) audit findings and MEC for Department of Cooperative Governance and Traditional Affairs (COGTA) IDP assessment findings, and subsequent remedial measures taken to address these findings in compliance with statutory obligations.

The fifth chapter is the financial plan of the Municipality over the next Medium-Term Revenue and Expenditure Framework (MTREF). Items covered under this chapter includes *inter alia* estimate of revenue, capital expenditure, revenue enhancement, cashflow statement for the medium-term as well as a brief explanation of policies that support the municipal budget. It also includes how this MTREF is linked to the Municipality's IDP.

The sixth chapter provides an outline of the performance management framework that guides how the municipality will monitor the progress made towards the achievement of the set IDP targets. Topics covered in this chapter include the legislative framework for performance management, role players in performance management, and the types of reports that are produced as a result of the performance management process.

The last chapter (chapter seven) provides an outline of the Municipality's planned and budgeted projects to be implemented by the Municipality, and those that will be implemented by provincial and national sector departments. It also includes the projects that are implemented and funded by the private sector such as local mines as part of their Social Labour Plans. Most of these projects span out for the duration of the medium-term period (3 years). The planned projects form part of the municipal strategy to respond to the five-year development priorities of the Municipality.

## 1.3 THE IDP PROCESS

The IDP 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 (Municipal Systems Act, 2000, as amended). As a five-year plan, which has to be developmentally oriented and aligned to development plans and strategies of other affected municipalities and organs of State, its aim is to propose a short-term implementation of a long-term developmental strategy (i.e., CoM Vision 2030).

In this regard, the IDP Review 2023-2024, which forms part of the second generation of IDP after the amalgamation of the former Umjindi and Mbombela Municipalities, aims to focus on priorities for the designated five-year period. It further ensures that the desired future described in the long-term development plan (CoM Vision 2030) is clearly defined and embedded into the decision-making processes of the City of Mbombela.

### 1.3.1 Strategic role

The Integrated Development Plan was introduced by the White Paper on Local Government in 1998. It is one of the critical tools available for South African municipalities to drive the attainment of a

‘Developmental Local Government’, by integrating and coordinating the activities of all spheres of government that happen within a municipal space. By encouraging the intergovernmental relations through an active involvement of all spheres of government in ensuring development, the IDPs give municipalities the opportunity to both respond to their socioeconomic challenges and address spatial disparities. In the IDPs, the municipal space isn’t seen anymore as an exclusive space to be managed by a local authority, but as a space where different roles and responsibilities lie with a wide range of stakeholders, who collaborate to establish a suitable planning for their “pieces of land”. The municipal planning process resulting in an IDP document is therefore the basis for all land development and land-use planning in South Africa.

Thus, those interlinkages set the IDPs as strong components of a global strategy, aiming to empower municipalities to make critical interventions to reach the developmental state targeted by South Africa. Driven by the NDP, an IDP is composed of a variety of plans and policies, both at strategic and implementation levels, from micro to macro scales. The IDP is also placed at the center of a network of plans, while being an implementation tool which allows a municiality to prioritize its actions.

The processes used to develop and review the IDP allows it to guide not only the municipal decisions, but also the policies and implementation measures of various stakeholders, ranging from other organs of state to the private sector. Therefore, to serve its population, the City of Mbombela uses the opportunity provided by the IDP to contribute to its strategical objectives by implementing tangible measures while using this document both as a communication tool (to cross boundaries and establish relations with its communities, other institutions and the private sector) and as a sharp instrument for planning.

### 1.3.2 Annual review process

As prescribed in the Municipal System Act, a Municipality must review its IDP annually. This process gives the Municipality the opportunity to better align its IDP with its long-term vision, while taking into account all external influences that might occur. Moreover, the IDP review process also ensures the alignment between the implemented projects and the five-year targets, propose other ways of reaching the objectives in case of major changes or unforeseen contexts, plan and adjust budgets for this cycle but also integrate the issues raised by the consulted stakeholders. It is a component of a multi-year process that aims to provide the implementation of the long-term vision to be effective and efficient.

The process that was followed to guide the first review of the City of Mbombela’s five year IDP involved various phases which had their respective outcomes. The phases includes, preparation, analysis, strategies, projects, integration and approval phases. It must be noted that the Draft IDP Review 2023-2024 was tabled before Council on the 31st of March 2023. After the tabling of the Draft IDP, consultative meetings were convened to solicit comments and inputs from affected stakeholders. These comments and inputs were then considered by the Municipality before approval of the IDP.

#### 1.3.2.1 Preparation phase

The City of Mbombela Municipal Council, under Council Resolution No. A5/2022, adopted an IDP Process Plan on the 25th of August 2022. The IDP Process Plan outlined the legislative framework, institutional structures to guide, manage and monitor the IDP processes, mechanisms for community participation as well as key deadlines of the activities that led to the development of the Draft IDP Review for 2023-2024 financial year(s).

The IDP process plan was developed in line with the Ehlanzeni District Municipality’s IDP Framework Plan adopted for the entire district after consultations with the local municipalities, including the City of Mbombela. The Process Plan was advertised on local newspapers, the Lowvelder dated 8 September 2022 as well as on Mpumalanga News dated 7 Septemper 2022, in order to give notice to the affected stakeholders and the community members. The Process Plan was also published on the Municipality’s website and placed in all the Regional Service Centres of the Municipality.

Briefing sessions on the adopted IDP Process Plan were also held with the various stakeholders including Ward Committees, Traditional Leadership and organised business such as Mbombela Economic Development Partnership (MEDP), Kruger Lowveld Chamber of Business and Tourism (KLCBT), Sappi-Lomati, Barberton Mines, South Africa Property Owners Association (SAPOA), BATOBIC, etc.

#### 1.3.2.2 Analysis phase

During this phase, it was important for the municipality to understand the current existing situation within the municipal area. An in-depth diagnostic assessment was done in relation to the levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues (issues that needed to be addressed first), and available resources to help deal with identified challenges or problems.

Sources of information that were used as baseline include annual reports, mid-year performance report, Service Delivery and Budget Implementation Plan (SDBIP) quarterly reports, StatsSA Community Survey 2016, and DEDET Socio-Economic Profile (SEP) reports. Sector plans were also used to inform the planning of the IDP in terms what programmes or projects needs to be implemented to address the service delivery gaps within the municipal area. The GIS system was also used in identifying communities that do not have access to municipal basic services within the municipal area. The information obtained through this process helped the municipality to identify priority issues according to the Municipality's perspective. Further more, an assessment was done in terms of the internal institutional gaps or needs (i.e. shortage of staff, governance issues, etc.) as well as internal resources (revenue generation capacity, ICT infrastructure, etc.) that may assist in addressing the identified priority issues.

Community and stakeholder participation in matters of local government is a cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) puts it succinctly that: "*the objects of local government include, amongst others, the encouragement of involvement of community and community organisations in matters of local government".* Furthermore, the Local Government: Municipal Systems Act (Act 32 of 2000) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its integrated development plan. In order to give effect to the legislative provisions, the City of Mbombela adopted a public participation strategy which outlines the processes, mechanisms, and procedures for community and stakeholder participation. According to the Public Participation Strategy, the participation of communities is driven through a Ward Committee System managed by the Public Participation Unit located in the Office of the Speaker and the IDP Representative Forum. Moreover, the municipality's public participation process comprises of community meetings, zonal meetings, Mayoral Imbizo(s), Speaker's Outreach programs, business and commercial stakeholders engagements and traditional leaders engagements.

As part of the analysis phase, the first round of community and stakeholder consultation process was conducted from 06 October 2022 until 04 November 2022 in the existing four municipal regions. The municipality also utilised other mechanisms of public engagement such as drop-in boxes, central email, radio stations and socia media platforms (facebook, Instagram, WhatsApp) where it was impossible for other affected parties to attend face-to-face meetings. During the consultation meetings, communities and stakeholders were given an opportunity to raise service delivery challenges and propose projects to be included as part of the first review of the municipal 5-year IDP. The stakeholders who participated in the consultation process include Councillors, Ward Committees, Traditional Leaders, Organised Business, Community Development Workers, Religious Leaders and Transport Industry. The summary of the community priorities is detailed in table 1.4.1 below. The detailed priorities per ward is included as annexure to this IDP document.

**Table 1.4.1 Summary of the community priorities**

| PRIORITY | ISSUES TO BE ADDRESSED | PROPOSED INTERVENTIONS |
|---|---|---|
| **1.Water** | Bulk water infrastructure | Construction of dams, water treatment works (WTW), Package Plants, installation of Reservoirs, Bulk supply lines, Augmentation schemes |
| | Reticulation | Household water supply, communal standpipes, reticulation network, 24 hour water supply |
| | Short-term water supply | Drilling of Boreholes, provision of Jojo tanks, provision of water tankers |
| | Maintenance programmes | Rehabilitation of water supply infrastructure: dilapidating water sources, burst pipes, |
| | Water conservation programmes | War on water leaks |
| **2. Sanitation** | Bulk sewer infrastructure | Construction of waste water treatment works (WWTW), Outfall sewer, Pump Stations, construction of sewer network system (sewer lines, manholes), Augmentation schemes |
| | Reticulation | Household connection to sewer network system, |
| | Sanitation structures | Provision of water-borne ablution facilities |
| | Alternative technology sanitation facilities | Provision of enviro-loo ablution facilities, VIP ablution facilities |
| | Maintenance programmes | Rehabilitation of sewer infrastructure |
| **3. Electricity** | Bulk electrical infrastructure | Construction of Sub-stations, Switch stations, Transformers, power supply lines, Augmentation schemes |
| | Reticulation | Household connections |
| | Public lighting | Installation of street and high mast lights |
| | Maintenance programmes | Fixing of existing streets and high mast lights |
| | Electricity demand management | War on electricity theft |
| **4. Roads & Stormwater** | Lack of connection roads / Long distances travelled to connect to nearby towns/cities | Construction of new surfaced roads with asphalt and installation of stromwater drainage system |
| | Gravel roads hindering effective commuting / Dilapidated surfaced roads/streets | Upgrading of gravel roads / Rehabilitation of existing surfaced roads/streets |
| | Gravel internal streets that are not conducive for effective commuting | Surfacing of existing gravel internal streets with interlock paving |
| | Need to improve transport mobility and linkage to neighbouring extensions/villages | Construction of foot & vehicle bridges |
| | Road traffic management and passenger safety | Installation of speed humps |
| | | Installation of road signage |
| | | Installation of traffic lights (robots) |
| **5. Waste management** | Need for refuse removal service to avoid health and environmental risks | Extension of refuse collection service to affected areas and provision of refuse bulk bins |

| PRIORITY | ISSUES TO BE ADDRESSED | PROPOSED INTERVENTIONS |
|---|---|---|
| | Need for / lack of dedicated waste disposal area | Establishment of licenced waste disposal sites |
| | Environmental and waste management | Implementation of waste recycling programmes |
| **6. Human settlement** | Need for eradication of housing backlogs | Construction of low cost housing structures (RDP houses) / Implementation of human settlements programmes (IRDP, PHP, FLISP, CRU, RHP, MVHAP, EMA, etc.) |
| | Dilapidated housing structures | Rehabilitation of built low cost housing structures |
| | Outstanding title deeds for new homeowners | Provision of title deeds to qualifying beneficiaries of government housing |
| **7. LED** | Inadequate financial and technical support for SMMEs and Cooperatives | Provision of financial and technical support for SMMEs and Cooperatives |
| | Need to stimulate the local economy in order to ensure economic growth and job creation | Support for local economic development initiatives to maximise employment opportunities |
| | Need to promote local tourism development | Support for tourism development initiatives to ensure growth of the local economy |
| | Need for Public-Private Partnerships programmes | Establishment and implementation of Public-Private Partnership programmes that promote investments in the local economy (i.e. *Construction of Shopping Complexes and Malls*) |
| | Need for allocation of land for economic activities | Allocation and distribution of business stands for the benefit of SMMEs, partnerships and sole traders |
| | Need for implementation of agricultural development initiatives (i.e. *Farming, Poultry, Fisheries)* | Financial, technical and resource support for SMMEs and Cooperatives in the agricultural sector |
| | Need for labour intensive programmes to curb unemployment and poverty | Implementation of EPWP and CWP programmes |
| **8. Education** | Need for educational facilities to ensure access to learning | Construction of new primary, combined, secondary schools and TVET Colleges |
| | Poor or dilapidated educational facilities | Upgrading / Renovation of existing primary, combined, secondary schools and TVET Colleges |
| | Need for encompassing facilities in schools to comply with the DBE minimum norms and standards for schools | Provision of proper ablution facilities, admin blocks, school libraries, laboratories and sporting facilities |
| | Learners travelling long distances and sometimes dangerous areas to access educational facilities | Provision of scholar transport programme |
| **9. Health** | Incapacity of the existing clinics to serve the ever increasing population | Construction of new satellite clinics (CHC) |
| | Lack of primary health care facility | Provision of mobile clinics |
| | Dilapidated infrastructure/ insufficient space and facilities in existing clinics | Upgrading and renovation of existing satellite clinic (CHC) |

| PRIORITY | ISSUES TO BE ADDRESSED | PROPOSED INTERVENTIONS |
|---|---|---|
| | Need for new hospitals | Construction of new hospitals |
| | Dilapidated public health facility (Hospital) | Upgrading of existing public hospital |
| | Some existing clinics operating less than 24 hours making it difficult to access emergency health care | Conversion of existing clinics to operate for 24 hours |
| **10. Community facilities** | Need for a centre for community socio-economic gatherings | Construction of new community halls |
| | Dilapidated structure / poor or lack of enabling facilities in existing community halls | Upgrading of existing community halls |
| | Need for a resource centre of information to disseminate knowledge and information | Construction of new public libraries |
| | Dilapidated structure / poor or lack of enabling facilities / inadequate space in existing libraries | Upgrading of existing public libraries |
| | Insufficient supply of early childhood development centres | Construction of new Early Childhood Development Centres (ECD) |
| | Dilapidated structure / lack of enabling facilities in existing Early Childhood Development Centres (ECD) | Upgrading / Support for existing Early Childhood Development Centres |
| | Need for sports facilities to stimulate recreational activity | Construction of new sporting facilities (i.e. *Stadium, Tennis court, Netball courts*) |
| | Dilapidated sports facilities / poor or inadequate sports facilities | Upgrading of existing sporting facilities (i.e. *Stadium, Tennis court, Netball courts)* |
| | Insufficient supply of burial sites | Establishment of new cemeteries |
| | Poor state of existing burial sites | Upgrading of existing cemeteries |
| **11. Safety & Security** | People travelling long distance to access a community service centres / Rising instances of crime | Construction of satellite police station / Provision of mobile police station |
| | Dilapidated community service centres / increase in local population which affects the number of police per persons ratio | Upgrading of existing satellite police stations |
| | Some police stations not operating for 24 hours thereby causing inconvenience to people who need to report crime | 24 hour operation of existing satellite police stations |
| | Rising instances of crime | Police visibility or patrols / Functional Community Policing Forums (CPFs) |
| **12. Public transport** | Need for taxi ranks | Construction of new taxi ranks |
| | Poor state of existing taxi ranks | Upgrading of existing taxi ranks |
| | Need for commuter public transport facilities | Construction of Public Transport facilities |

#### 1.3.2.3 Strategy phase

The City of Mbombela had its strategic planning sessions to devise means to respond to the priority issues identified during the analysis phase. The departmental strategic planning sessions reviewed their strategies and objectives taking into consideration the results of the internal assessment of the

Municipality. Furthermore, departments identified programmes and projects which are critical to respond to the ward priorities as well as the institutional needs.

#### 1.3.2.4 Projects

The project phase involved Municipal Departments designing programmes and projects with clear targets and indicators which are specific, measurable, achievable, realistic and time-bound. The location, beneficiaries, as well as project costing was also done. These programmes and projects were informed by the ward priorities, the Municipality's Vision 2030, sector plans, policy imperatives and planning requirements from the national and provincial spheres of government. The identified programmes and projects gave effect to the national priorities as pronounced during the State of the National Address (SONA) and State of the Province Address (SOPA) respectively.

#### 1.3.2.5 Integration

During this phase, the Municipality held a broader institutional Mayoral Lekgotla chaired by the Executive Mayor from 9-11 March 2023. This was preceded by the Technical Lekgotla, chaired by the Municipal Manager, which took place on the 7th and 8th of March 2023. The aim of these sessions was to align and integrate departmental programmes and projects as well as to devise interventions that will assist in the attainment of the Municipality's programmes/projects objectives and outcomes that responds to the IDP priorities. The session (Lekgotla) was also aimed at ensuring that all efforts are directed towards the realisation of the municipality long-term plan (i.e. City of Mbombela Vision 2030).

The Municipality aligned its five-year programmes with the Budget (MTREF) and also with its performance management system. An operational plan (SDBIP) was also developed to track performance on planned activities in relation to budgeted projects. Sessions with sector departments were also held, through platforms created by Ehlanzeni District Municipality (EDM) and Provincial Department of Cooperative Governance and Traditional Affairs (COGTA) such as the District Development Model, to integrate programmes and projects of all the local municipalities in Ehlanzeni district with that of the provincial and national sector departments, as well as state-owned enterprises (SOE's) such as ESKOM and other private companies i.e. Barberton Mines, etc. Hence, projects from provincial and national sector departments, private sector and state parastatals are also incorporated in this reviewed IDP. This was to ensure that there is vertical alignment of plans and programs aimed at achieving national and provincial policy imperatives, strategies and plans (i.e. National Development Plan, Medium-Term Strategic Framework, Mpumalanga Province Vision 2030, Mpumalanga Economic Development Path, etc.).

#### 1.3.2.6 Approval

The Draft IDP Review 2023-2024 was tabled before Council on 31 March 2023 for noting and thereafter placed on the local newspapers, municipal website and in all the municipal service centres (Regions) to invite the communities and stakeholders to make inputs or comments on the Draft IDP as required in terms of the Municipal Systems Act (2000). The document was also submitted to the Provincial Department of Cooperative Governance and Traditional Affairs, Ehlanzeni District and National Treasury.

The Draft IDP was also subjected to a community and stakeholder consultation process (meetings) for inputs or comments. These consultative engagements took place from 13 April to 10 May 2023 as per the approved IDP & Budget Process Plan. All the inputs or comments that were received from the consultation process were recorded and evaluated accordingly. Those that the Municipality could accommodate were eventually incorporated into the final IDP Review 2023-2024. The final IDP Review 2023-2024 was tabled before Council on the 31st of May 2023 for approval. The approved IDP Review 2023-2024 will be submitted to the Provincial Department of Cooperative Governance and Traditional Affairs as required by Section 32 of the Municipal Systems Act 32 of 2000 (as amended), as well as to Ehlanzeni District Municipality and National Treasury.

## 1.4 THE IDP GOVERNANCE & INSTITUTIONAL ARRANGEMENT

The following institutional structures have been identified in the municipality's public participation strategy as key structures in the development of the IDP. These structures represent a wider audience of stakeholders which include organised business, labour, civil society, ward committees, Traditional Leaders, NGOs, CBOs, as well as members of the public.

**Table 1.4.4: Key structures in the development of the IDP**

| Structure | Description | Composition | Terms of Reference | Frequency of Meeting |
|---|---|---|---|---|
| **IDP Representative Forum (DDM Council)** | Platform for stakeholder engagement | **Chaired by Executive Mayor:**<br>• Members of the Mayoral Committee<br>• Councillors (PR & Ward Councillors)<br>• Municipal Manager<br>• General Managers<br>• Senior Managers<br>• CEO of Parastatals<br>• Office of the Premier<br>• HODs<br>• District Municipality<br>• Traditional Leaders<br>• Secretary of Ward Committees<br>• Organised Business<br>• Labour<br>• NGO<br>• Organised groups | • Represent constituency interest in the IDP process<br>• Platform for discussions<br>• Participate in the process of setting and monitoring "key performance Indicators.<br>• Promote stakeholder integration and alignment<br>• Information assimilation/dissemination.<br>• Capacity development and sharing.<br>• Resource mobilization | Bi-Annually |
| **IDP/Budget Steering Committee** | Coordination and implementation | **Chaired by the Executive Mayor:**<br>• Members of the Mayoral Committee<br>• Municipal Manager<br>• Deputy Municipal Manager<br>• General Managers<br>• Chief Financial Officer<br>• Senior Managers<br>• Manager: IDP<br>• Manager: Organisational Performance Management System<br>• Manager: Budget | • Validation of Technical information<br>• Alignment of Sector plans<br>• Sector consultation<br>• Integration of projects<br>• Comments on technical aspects of sector plans<br>• Information assimilation/dissemination | Quarterly<br>**(it is also part of the Joint POB & Executive Management)** |
| **IDP/Budget Technical Committee** | Internal technical working team | **Chaired by the Municipal Manager/ Deputy Municipal Manager/GM Strategic Management Services:**<br>• General Managers<br>• Senior Managers<br>• Managers<br>• GIS Unit<br>• Town Planners<br>• Sembcorp Silulumanzi<br>• Rand Water | • Facilitate implementation of IDP<br>• Commission research and studies.<br>• Consolidate performance report<br>• Assist the Executive Mayor in discharging the responsibilities as contemplated in Section 53 of the Municipal Finance Management Act no. 56 of 2003. | Bi- Monthly |

| Structure | Description | Composition | Terms of Reference | Frequency of Meeting |
|---|---|---|---|---|
| | | • Other relevant stakeholders are invited on an ad-hoc basis | • Co-ordinate the budget preparation process. | |
| **Ehlanzeni (EDM) DDM Workstreams** | Working committees to be established in terms of municipal Key Focus Areas | **Chaired by relevant District MMC/GM:**<br>• Municipal Officials<br>• Sector Departments<br>• Business<br>• Labour<br>• Civil society<br>• Interest Groups | • Advisory and support for programmes and project implementation.<br>• Advise on IDP Process development | Quartely |
| **Community Meetings (Ward Forums)** | Community Platforms to discuss issues affecting communities | **Chaired by the Ward Councillor:**<br>• Members of the Wards Committee in the ward<br>• Community Organizations<br>• Traditional Leaders<br>• Civic Organization<br>• Chairperson of Street Committees<br>• Business Reps<br>• Youth organizations<br>• CDW<br>• (Concern Groups) | • Development of ward plans, programmes and projects<br>• Monitoring Programmes and Project implementation | At least once every two months. |
| **War Rooms- Operation Vuka Sisebente (ovs)** | Involvement of all stakeholders to improve service delivery.<br>Community Platforms to discuss issues affecting communities. | **Local War Room is Chaired by the Executive Mayor**<br>**Ward War Room is Chaired by the Ward Councillors**<br>• Members of the Wards Committee in the ward<br>• Community Organizations<br>• Traditional Leaders<br>• Civic Organization<br>• Chairperson of Street Committees<br>• Business Reps<br>• Municipal Officials<br>• Sector departments Officials<br>• Youth organizations<br>• CDW<br>• (Concern Groups) | • Monitor the implementation of government programmes & projects<br>• Address the solf issues such as mantainance of streets lights, illegal connections, water leakages etc.<br>• Ensure regular feedback to the communities | Local war room- meet per quarter<br>Ward war room- meet monthly. |

## 1.5 CONCLUSION

IDP is a strategic document which details a five-year developmental aspiration of the municipality. Integration is central to its annual review and is therefore discussed at the outset. Both in letter and in spirit, local government legislation talks of integration as the golden thread that links strategy, people, process, projects and programmes:

- within the municipality;
- with the needs of the community;
- with provincial and national objectives.

As far as possible, the intention of the Municipality's IDP Review 2023-2024 is to link, integrate and co-ordinate development plans for the Municipality. Resources and capacity are aligned with the implementation of the plan, forming the basis for the annual budget.

# CHAPTER 2: MUNICIPAL DEVELOPMENT PROFILE (SITUATIONAL ANALYSIS)

## 2.1 INTRODUCTION

This chapter provides a detailed summary of the municipality's development profile or situation analysis and is divided into two sections, namely, the institutional profile and environmental profile.

## 2.2 INSTITUTIONAL PROFILE

### 2.2.1 Governance

Local government function in a highly sophisticated environment. To be successful in its endeavours to render quality, affordable and sustainable municipal services, it needs to be structured in the best possible way to facilitate effective governance as well as to ensure proper oversight and to measure performance. The municipality has approved the governance model which separates the Legislative and Executive functions.

#### 2.2.1.1 Legislative Arm

This component consists of the following:

- Council (including the Traditional Leaders)
- The Speaker
- The Chief Whip
- Chairperson of MPAC
- Chair of Chairs
- Section 79 Oversight Committees, namely, Technical Services; Social Services; Community Services; Strategic Management Services; Corporate Services and Support Services; City Planning and Development; Local Economic Developent; and Financial Management.
- Section 79 Standing Committees, namely**,** Chairpersons Committee; Public Participation and Petition Committee; Programming Committee; Rules & Ethics Committee; Municipal Public Accounts Committee & Party Whips Forum.
- Ward Committees.

#### 2.2.1.2 Executive Arm

This component consists of the following:

- Executive Mayor (Head of the Executive)
- Members of the Mayoral Committee with delegated powers.
- Mayoral Committee (MMC) comprising of MMC for Technical Services; MMC for Social Services; MMC for Community Services; MMC for Strategic Management Services; MMC for Corporate Services & Support Services; MMC for City Planning and Development; MMC for Local Economic Developent; and MMC for Financial Management.

- Section 80 Committees, namely, Concession Monitoring Committee; Local Geographical Names Committee, Appeals Committee, Local Labour Forum, Bursary Committee, Employment Equity Committee.
- Administration with the City Manager as Head. This incumbent also serves as the Accounting Officer of the municipality.

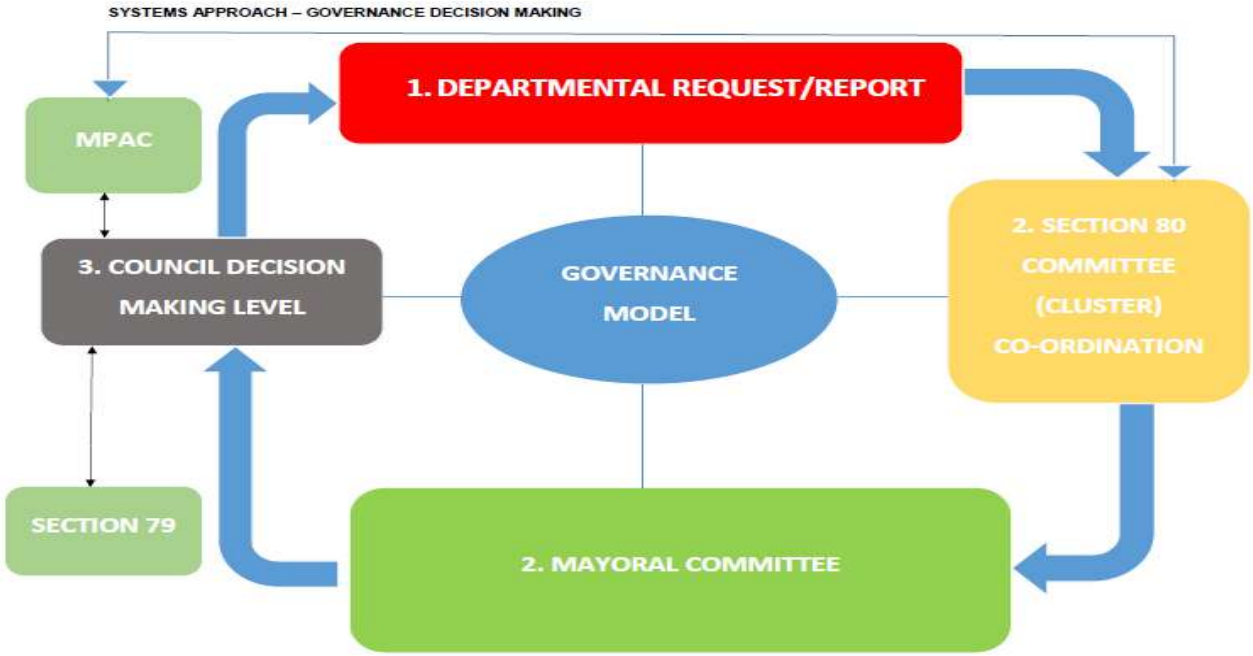
#### 2.2.1.3 Key Roles & Responsibibilities of Council Committees

The following constitutes the City of Mbombela's Council's Committees established in terms of Sections 79 & 80 of the Municipal Structures Act (Act no. 117 of 1998).

| COMMITTEE NAME | KEY ROLES & RESPONSIBILITIES |
|---|---|
| **LEGISLATIVE ARM COMMITTEES (SECTION 79)** | |
| **Oversight Committees** | • Ensure that service delivery happens in terms of the approved Integrated Development Plan (IDP) and Service Delivery Budget Implementation Plan (SDBIP).<br>• Ensure that the Executive acts in compliance with applicable legislation, Council policies and accepted administrative standards and good practice, as approved by Council and the Provincial and National government.<br>• Ensure that remedial action plans from the Office of the Auditor-General and the Audit Committee/Internal Audit Unit are implemented.<br>• Ensure that service delivery projects and services are indeed to the benefit of the community.<br>• Ensure that Council resolutions are indeed implemented. |
| **Municipal Public Accounts Committee (MPAC)** | • Reviewing of the Annual Report and annual financial statements of the municipality.<br>• Compiling an oversight report on the annual report.<br>• Examining the municipality's financial statements.<br>• Advising Council on how to address any matters pertaining to irregular, fruitless and wasteful expenditure.<br>• Ensuring that all possible cases of fraud and corruption are being reported to the SA Police Services. |
| **EXECUTIVE ARM COMMITTEES** | |
| **Mayoral Committee** | • Present reports from the Administration to the Mayoral Committee.<br>• Monitoring of implementation of service delivery strategies, with a view of rendering political support to the Administration to get things done.<br>• Assist the Executive Mayor in the execution of his duties. |
| **Other Section 80 Committees:**<br>- Concession Monitoring Committee<br>- Local Geographical Names Committee<br>- Appeals Committee<br>- Local Labour Forum<br>- Bursary Committee<br>- Employment Equity Committee | Section 80 Committees are responsible for advising the Executive Mayor on:<br><br>• All relevant information from applicable departments are included in the reports.<br>• There are no conflicting information in the reports.<br>• Funds are available on applicable budget votes.<br>• Possible risks are identified and mitigation strategies are in place.<br>• The content of the reports are factually correct. |

The figure below shows the governance decision making approach of the City of Mbombela

**Figure 2.2.1: Systems Approach – Governance Decision Making**



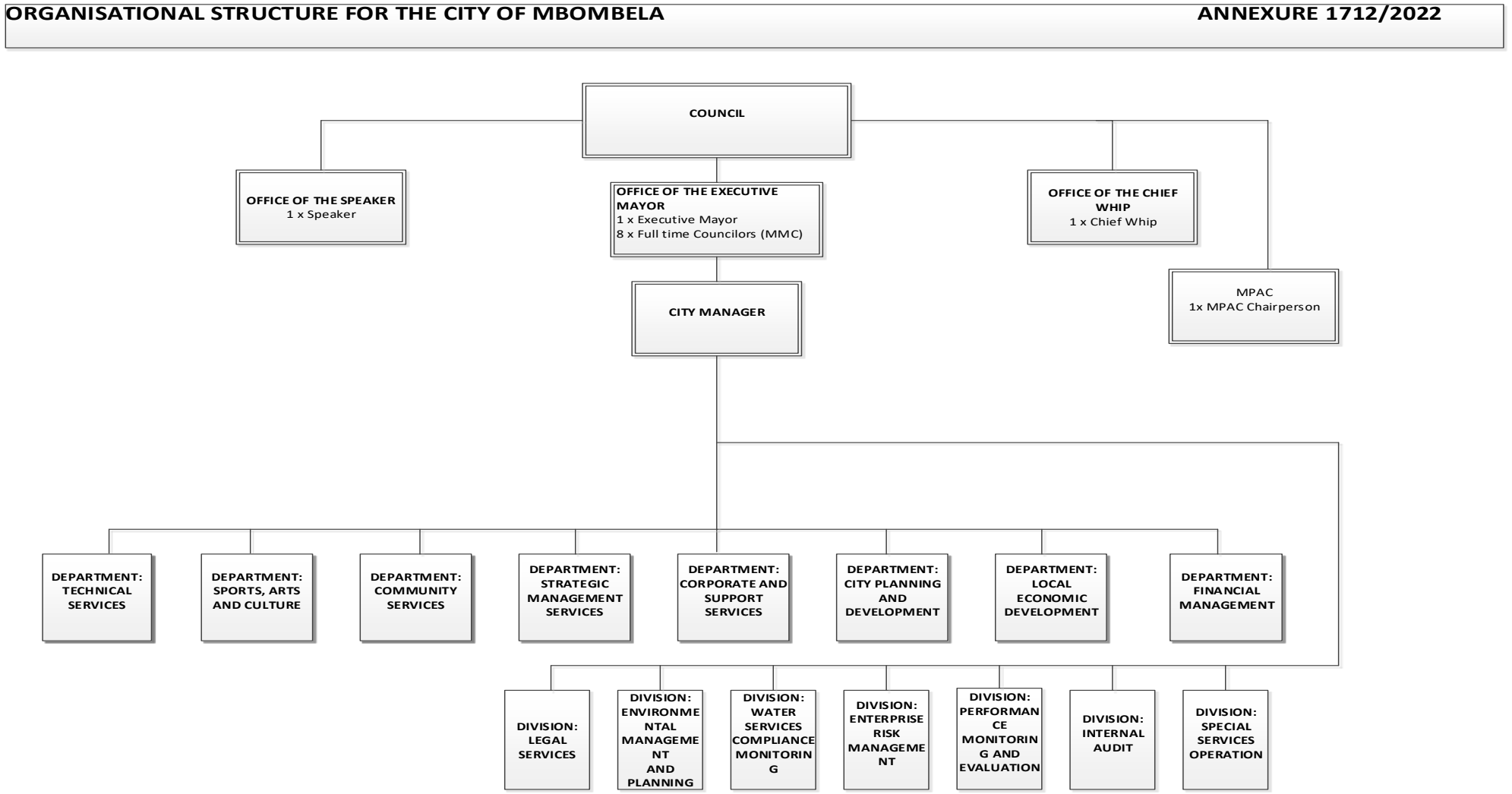

### 2.2.1.4 Establishment and Functionality of Ward Committees

Section 9 of the Municipal Structure Act (1998) makes provision for Category B municipalities to opt for a number of systems inludind ward participatory system. The City of Mbombela, in this regard, opted for a combination of mayoral executive system combined with ward participatory system. The ward participatory system is another form of deepening community involvement in matters of local government as it allows for the establishment of ward committees made up mainly of members of the community who are not employed or elected to serve in that particular municipality, except for the ward councillors. The City of Mbombela has thus established 45 ward committees made up of 10 members each chaired by their respective ward councillors and are meeting as per schedule and are functional. The other 9 members are members of the community who do not perform any other task for the Municipality. The table below indicates the status quo of the established ward committees for the City of Mbombela.

### 2.2.2 Administration development/arrangement

There is a significant relationship between an IDP and the institutional arrangement. The municipality cannot implement its IDP effectively without proper organisational structure. Consequently, the municipality has developed amended its organisational structure which was tabled before Council on the 31st of May 2022 for approval. This was also in line with new Municipal Staff Regulations, Government Gazette No. 45181 of 20 September 2021, gazetted by the Minister of Cooperative Governance and Traditional Affairs. Figure 2.2.2 below shows the top layer of the final organizational structure for the City of Mbombela.

**Figure 2.2.2: Top layer of the Draft organization structure**



The municipality is currently in the process of developing a comprehensive Human Resources Strategy aligned to the IDP and long-term vision of the Municipality. The objectives of the organisational review are to:

- diagnose and define the status quo of the municipality, its current structure, systems, processes and its alignment to the vision, mission and the IDP.
- confirm defined roles and responsibilities for management and key organizational functions.
- analyze skills and competencies of managerial staff and their placement and utilization.
- analyze possible skills gaps and recommend remedies for same and draft individual Personal Development Plans.
- conduct an organizational culture analysis and develop a change management strategy.
- develop a comprehensive human resource strategy for the city to ensure alignment with the IDP and long-term vision of the municipality.
- analyze internal communication and recommend communication strategies to ensure effectiveness.
- conduct a financial system compliance analysis with the view to bring control to minimize fraud and corruption.

A Task Job Evaluation project is underway and will ensure that all job descriptions are updated and that all post levels are correctly placed in the organogram and salary curve. On the other hand, a Performance Management System (PMS) for non-section 56/57 employees was developed and is currently cascaded to lower employees on levels 1-7, PMS will be further cascaded to the remaining levels in the next financial years using a phased approach to ensure recognition of good performance and to establish development gaps which might exist.

The Municipality through the Training and Skills Development Section has the Workplace Skills plan in place. The plan is aimed at responding to the capacity challenges of the Municipality.

The Municipality has a draft Retention Strategy that still needs to go through administrative processes before tabled before Council for approval. The purpose of this strategy is to outline the mechanisms, tools and strategies that can be applied at the municipality to retain critical, scarce and high-risk skills, whichever is applicable. The primary emphasis of this strategy is to ensure that the Municipality proactively retains employees to ensure that the Municipality has the best, well trained and suitable employees occupy key positions at all times.

The municipality has approved the Recruitment, Selection and Induction Policy. The objective of the policy is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.
- Introduction of fair and objective principles and procedures for that staffing of the employer.
- Provision of guidelines for the appointment of candidates to the employer.
- Establishing principles and procedures ensuring that the Employer complies with legislative principles in respect of employment equity and affirmative action.

- Setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff of the Employer.

Apart from the above-mentioned policies, the municipality has approved the following policies associated with institutional development, namely, Employment Equity Policy, Adult Basic Education Policy, Promotion Policy, Internal And External Bursary Agreement Policy, Acting Allowance Policy, Long Service Award Policy, Sexual Harassment Policy, Experiential Training Policy, Work Attendance And Absenteeism Management Policy and policy on the attendance of Local Labour Forum meetings by members.

In order to strengthen intergovernmental relations, the Municipality has established Integovermental Relations (IGR) Division. Its primary objective is to facilitatate intergovernmental dialogue with relevant provincial and national government. Moreover, the unit also creates a conducive working relationship of the municipality with the district municipalities and other stakeholders.

### 2.2.3 Vacancy rate

This section presents the status quo in relation to the Municipality's current vacancy rate. It must be indicated that while the Municipality has done some considerable strides in fillicant positions, it was however met with a number of challenges in filling most of the existing vacant positions. The status quo thereof is depicted below:

| | |
|---|---|
| Total number of Posts | **5 203** |
| Total Vacant Funded Posts | **465** |
| Total Vacant Unfunded Posts | **2 886** |
| Total Filled Posts | **1 852** |
| Vacancy Rate | **64.4%** |

Of the total of 5 203 positions available in terms of the approved organogram, only 1 852 are filled and 3 351 are not filled. From the total of 3 351 unfilled positions, only 465 have been budgeted for in the current financial year which the Municipality intends to fill by end of June 2023.

### 2.2.4 Emloyment Equity Plan

The City of Mbombela has developed and pproved a five-year Employment Equity Plan in terms of the Employment Equity Act (Act of 55 of 1998) with date of effect being 01 January 2019 and end date being 31 December 2023. The Plan reflects the City of Mbombela Municipality's employment equity implementation program. It also represents the critical link between the current workforce profile and possible barriers in employment policies, practices and procedures, and the implementation of remedial steps to ultimately result in equitable representation of the workforce. The objectives of the Plan are stated below:

- To do away with all forms of unfair discrimination with regard to employment practices and policies.
- To eradicate all barriers that may hamper the advancement of the designated groups.

- To ensure that management is actively committed to implementing employment equity measures.
- To create and employ IDP related strategies to make reasonable and serious progress on employment equity on all occupational levels.
- To ensure that the numerical goals and targets for each year, as set out in this plan are achieved.

The Municipality has also identified various stakeholders to manage, monitor and evaluate the implementation of the Emloyment Equity Plan. This includes amongst others the Emloyment Equity Forum, Municipal Manager, Executive Management, Senior Manager for Employment Equity, Manager Skills Development, and Senior Managers and Line Managers. The Employment Equity Plan also provides for mechanisms and procedures to manage, monitor and evaluate its implementation.

### 2.2.5 Skills Development Planning

The Skills Development Act (Act No.97 of 1998), as amended, makes provision for all employers with an annual payroll in excess of R500 000 to pay a skills development levies and subsequently submit Workpace Skills Plan and Annual Training Report to the relevant Sector Education and Training Authority (SETA). This is to ensure that employers are not only able to identify existing skills but also able to plan for new skills that are in short supply but needed in their organisations.

The City of Mbombela has developed its own Workplace Skills Plan to assist in relation to the skills gap that exist within the Municipality. Through this process, the Municipality is able to plan for skills needs that require funding from the Local Government Sector Education and Training Authority (LGSETA). Not only does this process empower the municipal work force with the requisite skills to fulfill its mandate but it also ensures that the skills development levies paid by the Municipality are re-invested back to the Mucipality, thus, eliminating fruitless expenditure.

### 2.2.6 Information Communication and Technology (ICT)

The municipality has an Information Technology (IT) Sub Division which is responsible for assisting the Municipality to transform itself into a Smart City by providing innovative solutions, a stable information technology infrastructure and optimal functioning of internal application systems to meet the service delivery needs of the community. The key functional areas of the IT Division are:

- Corporate IT Governance and Strategy.
- Servers, Network Systems & Desktop Maintenance.
- IT Infrastructure and Application Management.
- IT Disaster Recovery and Business Continuity.
- IT Security, and
- Records management.

### 2.2.7 Risk Management and Fraud prevention

To successfully mitigate risks that may prevent the City of Mbombela to reach its IDP objectives, a Risk Management Policy and Strategy are in place. Risk management forms part of management core responsibilities and it is an integral part of the internal processes of the Municipality. Risk management is seen as a systematic process to identify, evaluate, and mitigate risks on a continuous basis before the risks impact negatively on the institution's service delivery capacity. It is believed that when properly

executed, risk magement provides a reasonable, but not absolute assurance, that the Municipality will be successful in achieving its goals and objectives. Thus, it should be embedded into the systems and culture of the Municipality.

The Municipality has in place a Risk Mangement Unit that plays a central role in risk management. The strategic objective of this Unit is to add value by assisting Council, Municipal Manager and Management to ensure that all risks facing the Municipality are identified, rated, tolerance levels established, mitigating strategies formulated and action plans compiled to manage all risks. The primary role of the Risk Management Unit includes the following:

- To act as champions of risk management in the Municipality
- To facilitate the establishment of effective and efficient risk management structures in the Municipality
- To advise management on all matters pertaining to risk management
- To continually advise management about possible new risks.

The Risk Management Unit however serves as an advisory unit and is not responsible for the mitigation of risks. The mitigation of risks is the responsibility of the Risk Owners, Risk Champions and finally the Accounting Officer. Furthermore, a Risk Management Committee with an external chairperson has been established and is functional and Risk Champions have been appointed in every department.

The City of Mbombela, maintains a zero-tolerance stance with regards to fraud and corruption. To execute the Prevention and Detection of Fraud and Corruption Policy, a Disciplinary Board has been established. The Internal Audit Unit is also capacitated to conduct forensic audits in this regard.

### 2.2.8 Fraud & Corruption Prevention and Detection Policy

The Municipality has approved a policy to curb fraud and corruption from occurring within the institution on the 31st of August 2022 under Council Resolution A2/2022. The purpose of this Policy The policy provides a framework to enable the municipality to prevent, limit, reduce and detect losses due to fraud and corruption such as bribery, embezzlement, fraud, extortion, abuse of power, nepotism, and misuse of privileged information, favoritism and conflict of interest. The City of Mbombela hopes to achieve the following objectives with its Fraud & Corruption Prevention and Detection Policy:

- ✓ Prevent and/or minimize losses due to misconduct by means of corrupt and/or fraudulent activities.
- ✓ To create internal control systems of prevention and early detection of any corrupt and/or fraudulent activities.
- ✓ To enable management to investigate any possible case of corrupt and/or fraudulent activity.
- ✓ To enable management to implement consequence management measures to act against any guilty party.
- ✓ To closely cooperate with other spheres of government to eradicate the scourge of fraud and corruption that is sabotaging government service delivery.
- ✓ Encouraging a culture within the Municipality where all employees, the public and other stakeholders continuously behave ethically in their dealings with, or on behalf of the Municipality.

Through this Policy, the Municipality has ensured the development of internal controls which are preventative, detective and corrective in nature. These internal controls are aimed at ensuring that there

is effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations. The preventative controls are designed to keep errors or irregularities from occurring in the first place while the detective controls are designed to detect errors or irregularities that may have occurred. The corrective controls are thus designed to o correct errors or irregularities that have been detected.

The preventative controls that have been developed by the Municipality to deal with fraud and corruption include amongst others understanding amongst personnel that the municipality maintains a zero-tolerance policy pertaining to fraud and corruption; ensuring that employees are properly trained and capacitated to fulfil their daily duties; promotion of the Code of Conduct; and general understanding amongst personnel that fraud and corruption amounts to the sabotaging of the institution in fulfilling its mandate.

The detective controls employed by the Municipality include application of the Internal Control Framework; proper management supervision; and whistle blower system. Lastly, the corrective controls devised by the Municipality involve investigating and reporting of an alleged fraud/corruption (i.e. Fraud Hotline); consequence management; recovery of losses incurred; cancellation of contracts; and protection of whistle blowers.

Futher the mechanisms put in place to curb fraud and corruption, the Municipality has in place what is called a Risk Management and Fraud/Corruption Prevention/ Detection Committee. The Committee receives and may request reports from Head of Departments pertaining to steps taken by departments to mitigate the risk of fraud/corruption; losses incurred by the municipality due to fraud and/or corruption; and action taken by the Heads of Departments with regards to consequence management.

### 2.2.9 Complaint Management System

The Municipality has a unit that is dedicated to customer care (Customercare Unit). Through this Unit, members of the community are able to report their complaints through telephone or mail and have them registered. The Unit will thereafter refer the complaint to the relevant Department to subsequently address it. A complainant is kept up to date in every stage up until the complaint is resolved.

Other mecchanisms available to the community members include writing a petition to the Office of the Speaker, where the matter will be brought to the responsible Department. Also a feedback mechanism is also provided for in order to ensure that whoever submitted the petition obtains the desired answers or remedy.

### 2.2.10 Sector Plans, Strategies, By-laws and Policies Status Quo

The municipality has developed sector plans in order to effectively achieve its priorities and objectives and comply with relevant legislation such as MSA, MFMA, NEMA and others. Table 2.2.5 below outlines sector plans that have been developed for service delivery and compliance purposes.

**Table 2.2.6: Sector Plans, Strategies, By-laws and Policies Status Quo**

| Sector Plans & Strategies | Status Quo | Council Resolution Number |
|---|---|---|
| 1. City of Mbombela Vision 2030 Strategy | Approved | |
| 2. Spatial Development Framework | Approved | A(7) 27/09/2018 |
| 3. Local Economic Development & Economic Recovery Strategy | Approved | A(5) 31/08/2022 |
| 4. Rural Development Strategy | Under review | N/A |
| 5. Tourism Sector Plan | Under review | N/A |
| 6. Housing Sector Plan | Approved | 2022 |
| 7. Integrated Housing Plan | Under review | N/A |
| 8. Integrated Transportation Plan | Under review | N/A |
| 9. Land Use Transportation Plan | Under review | N/A |
| 10. Integrated Waste Management Plan | Under review | N/A |
| 11. Comprehensive Infrastructure Plan | Under review | N/A |
| 12. Master Plan for Water-borne Sanitation | Under review | N/A |
| 13. Bulk Water Supply Strategy | Under review | N/A |
| 14. Water Infrastructure Maintenance Plan | Under review | N/A |
| 15. Water Asset Management Plan | Under review | N/A |
| 16. Roads Master Plan | Under review | N/A |
| 17. Water Services Development Plan | Under review | N/A |
| 18. Water Master Plan | Under review | N/A |
| 19. Storm Water Master Plan | Under review | N/A |
| 20. Maintenance & Refurbishment Plan | Under review | N/A |
| 21. Maintenance plan & water safety plan | Under review | N/A |
| 22. Consolidated Water Master Plan | Under review | N/A |
| 23. Environmental Management Plan | Under review | N/A |
| 24. Electrical Infrastructure Master Plan | Under review | N/A |
| 25. Electrification Master Plan | Under review | N/A |
| 26. Workplace Skills Plan | Under review | N/A |
| 27. Disaster Management Plan | Approved | A149/2016 |
| 28. Fraud Prevention Plan | Under review | N/A |
| 29. Development of Migration and management of informal settlements strategy | Under review | N/A |
| 30. Development of housing gap market strategy | Under review | N/A |
| 31. Human Resources Strategy | Under review | N/A |
| 32. Public participation Strategy | Under review | N/A |

| Sector Plans & Strategies | Status Quo | Council Resolution Number |
|---|---|---|
| 33. Climate Change Response Strategy | Approved | A211/2018 |
| **By-laws & Policies** | | |
| 1. Credit Control and Debt Collection Policy/By-Law | Approved | A(4) 31/3/2017 |
| 2. Property Rates Policy/By-Law | Approved | A(4) 31/3/2017 |
| 3. Solid Waste Management Policy/By-Laws | Approved | A(4) 31/3/2017 |
| 4. Supplier Performance Monitoring Policy | Approved | A(4) 31/3/2017 |
| 5. Tariff Policy/By-Law | Approved | A(4) 31/3/2017 |
| 6. Electricity Supply by- laws | Approved | A (4) 28/4/2017 |
| 7. Water Supply Services by-law | Approved | A(3) 27/03/2018 |
| 8. Wastewater and Industrial Effluent by–law | Approved | A(3) 27/03/2018 |
| 9. Business License Policy/By-Laws | Approved | A(11) 30/11/2017 |
| 10. Draft Container Policy/By-Laws | Approved | A(3) 27/03/2018 |
| 11. Draft Informal Traders Policy/By-Laws | Approved | A(12) 30/11/2017 |
| 12. Draft Policy Framework for Improved Itinerant | Approved | A(3) 27/03/2018 |
| 13. Draft Rental Policy/By-Laws | Approved | A(3) 27/03/2018 |
| 14. COM By-Laws for Advertising | Approved | A (10) 30/11/2017 |
| 15. Public Participation Policy | Approved | A(3) 27/03/2018 |
| 16. EPWP Policy | Approved | A(4) 29/03/2018 |
| 17. Bursary Policy | Approved | A(3) 27/03/2018 |
| 18. Traffic By-Laws | Approved | A(3) 27/03/2018 |
| 19. By-Laws on Noise, Street and Public Nuisance | Approved | A(3) 27/03/2018 |
| 20. Fire Brigade By-Laws | Approved | A(3) 27/03/2018 |
| 21. Draft Cemeteries By-Laws | Approved | A(9) 28/06/2018 |
| 22. Parks and Public Open Spaces By-Laws | Approved | A(7) 28/06/2017 |
| 23. By-Laws on Street Trees | Approved | A(8) 28/06/2018 |
| 24. Asset Management Policy | Approved | A(4) 31/3/2017 |
| 25. Budget Management Policy | Approved | A(4) 31/3/2017 |

| Sector Plans & Strategies | Status Quo | Council Resolution Number |
|---|---|---|
| 26. Cash Management Policy | Approved | A(4) 31/3/2017 |
| 27. Deposits and Refund Policy | Approved | A(4) 31/3/2017 |
| 28. Funding and Reserves Policy | Approved | A(4) 31/3/2017 |
| 29. Supply Chain Management Policy | Approved | A(4) 31/3/2017 |
| 30. Indigent Policy | Approved | A(4) 31/3/2017 |
| 31. Payroll Policy | Approved | A(4) 31/3/2017 |
| 32. Proof of Residence Policy | Approved | A(4) 31/3/2017 |
| 33. Recruitment, Selection and Induction Policy | Approved | A(4) 31/3/2017 |
| 34. Virement Policy | Approved | A(4) 31/3/2017 |
| 35. Liquidity Policy | Approved | A(3) 31/05/2018 |
| 36. Travelling and Subsistence Policy | Approved | A(4) 31/3/2017 |
| 37. Draft Research Policy | Approved | A(4) 27/09/2018 |
| 38. Draft CoM Policy Development And Review Framework | Approved | A(4) 23/08/2018 |
| 39. Draft Policy for the Supporting of Events | Approved | A(8) 31/08/2018 |
| 40. Nursery Policy | Approved | A(3) 27/03/2018 |

It must be stated that due to the fact that the municipality came as result of the amalgamation of former Mbombela and Umjindi local municipalities in 2016, most of the sector plans and strategies listed above are still being reviewed and rationalised to cover the entire City of Mbombela municipal area.

### 2.2.11 SWOT Analysis

SWOT Analysis is a strategic planning technique used to help an organisation identify its strengths, weaknesses, opportunities and threaths related to its operations and project planning. In order for the Cty of Mbombela to be better place to deliver on its strategic objective and its goals, it is important that this process is undertaken so that it is aware of where attention should given. The following constitutes the strengths, weaknesses, opportunities, and threats that have been identified by the Municipality.

| STRENGTHS | WEAKNESSES |
|---|---|
| • Strong, competent and dedicated personnel<br>• All section 56/57 positions are filled<br>• Good governance structures established and functional<br>• Council meetings convene as per planned schedule<br>• Council committees (Section 79) established and functional<br>• Mayoral Committee and its committees (Section 80) adequately constituted and functional | • Inadequate response to community priorities through project implementation<br>• Insufficient budget to implement capital projects<br>• Under spending on grant allocations by some departments |

| | |
|---|---|
| • MPAC and Audit Committee established and functional | |
| **OPPORTUNITIES** | **THREATS** |
| • Gateway for tourist attraction such as KNP and neighboring countries such as Mozambique and Swaziland<br>• Host of the Makhonjwa Mountain WHS, KNP, Mthethomusha Game Reserve, Sudwala Caves<br>• Prospects to acquire a metropolitan status (application in process)<br>• Host to the Mpumalanga Provincial Administration and Legislature<br>• Capital city of the Mpumalanga Province<br>• Host of the 2010 FIFA World Cup Mbombela Stadium and Kruger Mpumalanga International Airport<br>• Host of the Mpumalanga Parliamentary Village<br>• The Mpumalanga International Fresh Produce Market provides opportunities for growth of the agriculture sector and other sectors like manufacturing, transportation, trade, services etc.<br>• Host to several mines that produce gold and quarry<br>• Host of the newly established University of Mpumalanga | • Informal settlements that do not contribute to municipal revenue<br>• Halting through community protest of capital projects under implementation<br>• Mushrooming of informal settlements / land invasion<br>• Natural disasters (droughts, floods, wild fires, etc.)<br>• Tempering and theft of municipal infrastructure<br>• Illegal connection of water and electricity<br>• COVID-19 pandemic |

Below are mechanisms on how the Municipalit intends to overcome the identified weakneses to strengths.

| WEAKNESS | MECHANISM / ACTION |
|---|---|
| Inadequate response to community priorities through project implementation | • The Municipality is currently undertaking formalization of settlements which will ensure that these settlements are billed. This will boost revenue collection and thus more allocation will be made available to finance capital projects that respond to community priorities<br><br>• The Municipality, in consultation with traditional authorities, is also in the process of introducing basic service fee in communal areas where land is under the custodian of Traditional authorities |
| Insufficient budget to implement capital projects | |
| Mushrooming of informal settlements / land invasion | Working in partnership with the traditional authorities, institute better spatial governance in communal areas where land invasion is rife. |
| Under spending of grant allocations by some departments | Speed up the appointment of critical staff to help with the shortage of staff in the Project Implementation Unit. |

## 2.3 ENVIRONMENTAL PROFILE

This section provides a situational analysis for the City of Mbombela. The analysis ranges from demographic, social, economic, spatial, environmental as well as service delivery assessment. The aim of this Chapter is to provide detailed information on the status quo of all the various facets or conditions that make up and found within the Mbombela municipal area. The results of these analysis are then used to devise means of intervention with a view to overcome the hindrance to development. This implies that the findings are used to inform future planning and also address the challenges and problems that exist within the communities in the municipal area. Own research, field studies and

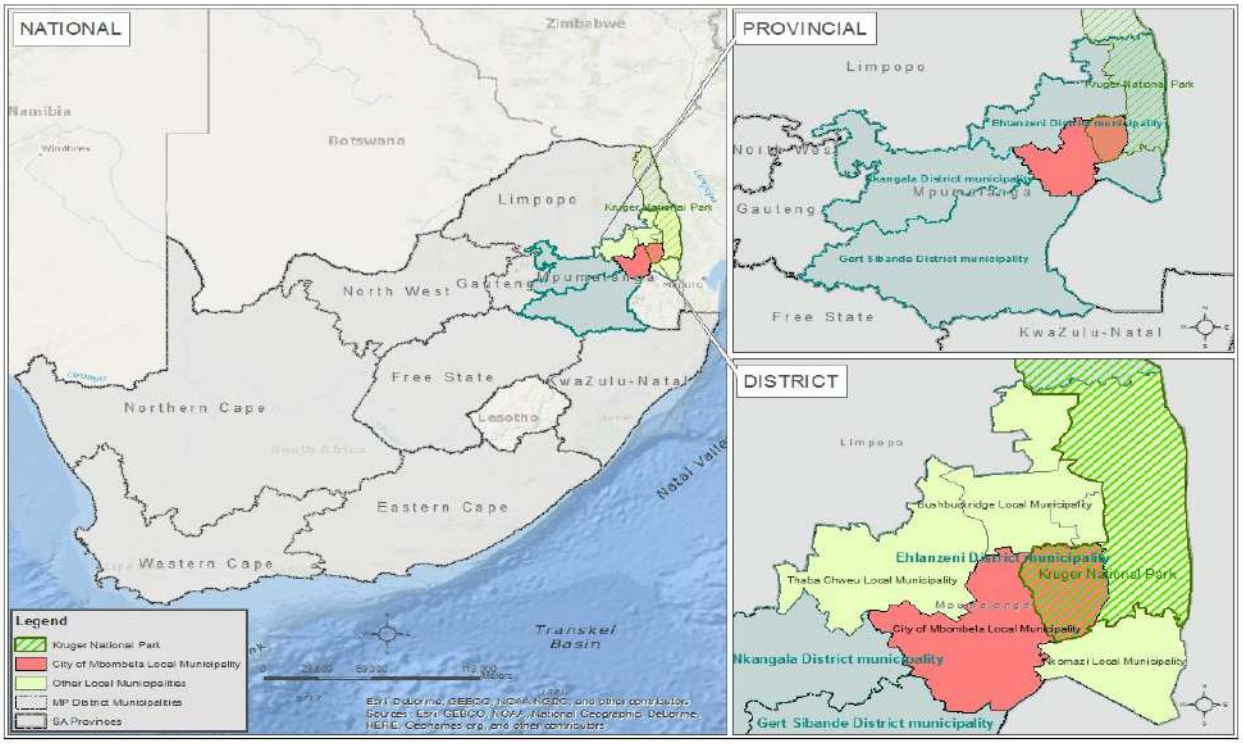
statistical resources such as StatsSA Census Surveys and SERO reports, annual performance reports were used in conducting the analysis (situation).

### 2.3.1 Geographic location

The City of Mbombela is one of the municipalities of South Africa, located in the Ehlanzeni District Municipality, Mpumalanga province. The City of Mbombela was established in terms of Section 12 of the Municipal Systems Act (2000) by the MEC for Cooperative Governance and Traditional Affairs in Mpumalanga subsequent to the disestablishment of two municipalities, Mbombela Local Municipality (MP322) and uMjindi Local Municipality (323).

The Municipality is situated in the North Eastern part of South Africa within the Lowveld sub-region of the Mpumalanga Province. The geographic coordinates of the Municipality are 25.4° South and 30.9° East. Figure 2.3.1 is a map showing the location of the Municipality's area of jurisdiction.

**Figure 2.3.1: National, Provincial and District Context**




Source: Mbombela GIS, **2020**

The metropolitan areas of Pretoria and Johannesburg are located 320 km inland, with the border post at Komatipoort approximately 120 km to the east and the Mozambican coastline being around 200 km away and 55 km from the famous Kruger National Park. The Municipality is also bordered by Swaziland, situated 167km from the CBD, and 127km from Barberton. Urban areas within the Municipality include Mbombela, White River, Hazyview and Barberton as well as former homeland towns such as Kabokweni, Kanyamazane and Matsulu.

The Municipality is located in Mbombela which constitutes the capital city of the Mpumalanga province and hosts the head office of the provincial government (legislature). The location and its status of a capital city provide the Municipality with a competitive advantage as a corridor for growth and development. The City has two airports, Kruger Mpumalanga International Airport to the north east, and the general aviation Mbombela Airport to the south west. Kruger Mpumalanga is used for scheduled flights to Johannesburg and, less frequently, to Cape Town and other cities.

It is also a home of the Government Research Institute for Citrus and Subtropical Fruits, and the Lowveld Botanical Gardens. The City of Mbombela is a major stopover point for tourists travelling to the Kruger National Park and to Mozambique.

### 2.3.2 Municipal regions and wards

The municipality is made up of 45 wards and 4 regions as per the new municipal dermacation and section 12 notice by the MEC for Cooperative Governance and Traditional Affairs. The regions include Central region, Eastern region, Northern region and Southern region. Table 2.3.2 and Figure 2.3.2 below show the municipal regions and their respective wards.

**Table 2.3.2: Municipal Regions and Wards**

| No. | Municipal Regions | Wards |
|---|---|---|
| 1. | **Central Region** (Mbombela, Kanyamazane, Piennaar, Daantjie, Nelsville, Mataffin, Elandshoek) | 2, 4, 12, 14, 15, 16, 17,18, 19, 20, 21, 22, 23, 24, 26, 29 & 40 |
| 2. | **Northern Region** (Hazyview) | 1, 3, 5, 6, 7, 8, 9,25 & 39 |
| 3. | **Eastern Region** (Nsikazi, White River, Kabokweni, Malekutu) | 10,11,30, 38, 31,32,33, 34, 35,36 & 37 |
| 4. | **Southern Region** (Barberton, Lowscreek, Matsulu) | 13, 27, 28, 41, 42, 43, 44 & 45 |

Source: **IDP Division, 2017**

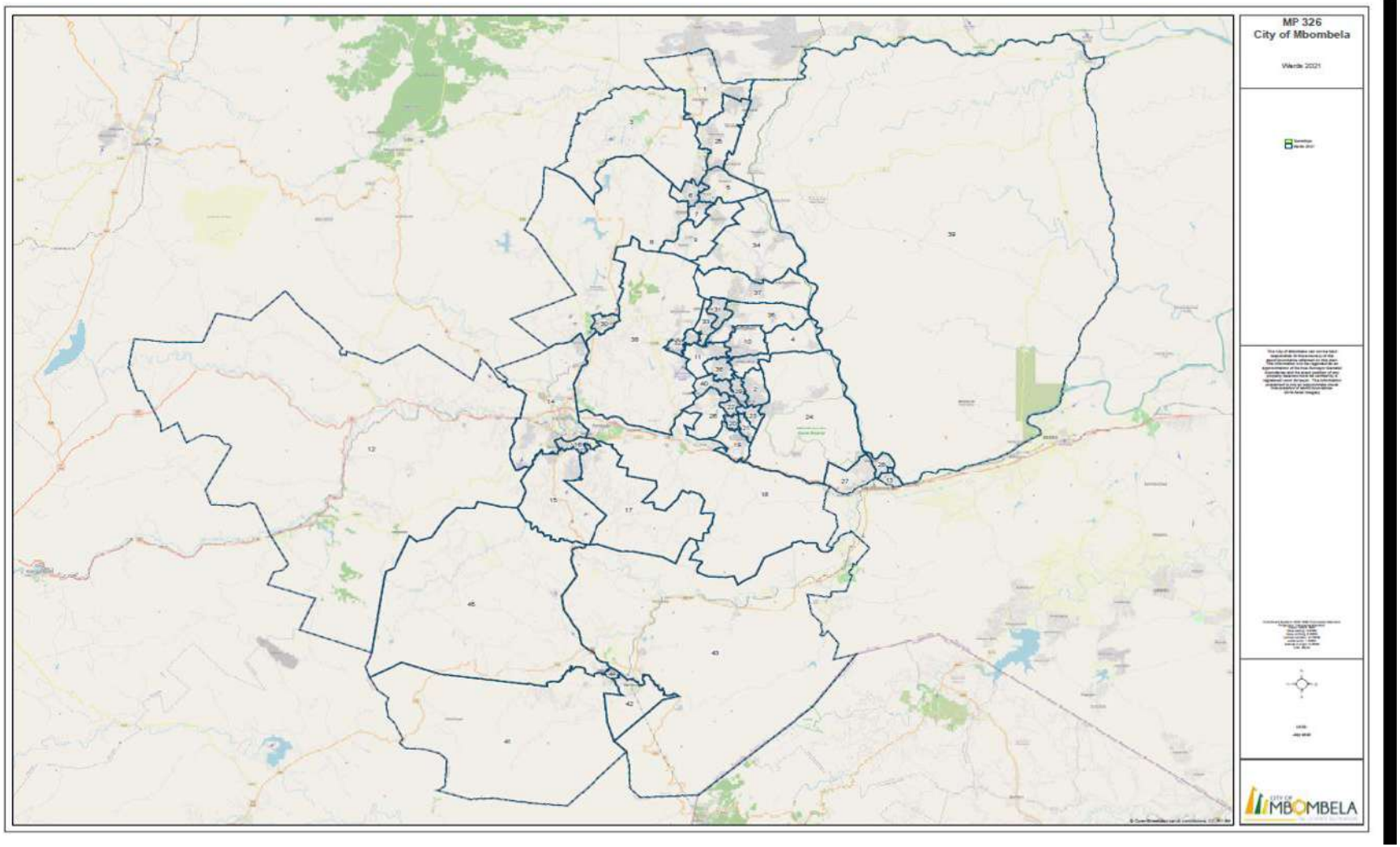
The City of Mbombela is also made up of traditional communal areas which are led by various traditional leaders. These communal areas are constituted as follows:

**Table 2.3.3 City of Mbombela Traditional Communal Areas**

| TRADITIONAL COUNCIL | TRADITIONAL LEADER | AREA OF JURISDICTION | WARDS |
|---|---|---|---|
| Kwa-Khumalo Traditional Council | Chief BS Khumalo | Gutshwa, Mgcobaneni, Sibamba, Phameni, Malekutu, Chweni, Manyeveni, Mjejane, Khumbula, Phondweni, Mpoponyane, kaMkasi,Julukani, Silubane, Nkohlakalo, Mealieland, makotapenini, Mbonisweni | 5,31,34A,35,37, 38 |
| Kgarudi Traditional Council | Chief S Mogale | Sandford | 1 |
| Mbuyane Traditional Council | Chief RM Mbuyane | Clau- Clau, Newscom, Zomba, Spelanyane, Ermelo, TV Nkomeni, Mantangaleni | 10,11,33,35,38, 39, |
| Lomshiyo Traditional Council | Chief T Dlamini | Matsulu B | 27 |
| Masoyi Traditional Council | Chief TF Mashego | Mshandza, Phola, Chochocho, Swalala, Jerusalam, Mganduzweni | 5,6,7,8,9 |
| Mdluli Traditional Council | Chief MI Mdluli | Makoko, Salubindza, Bhekiswako, Nyongani | 5,34,39 |
| Mpakeni Traditional Council | Chief SA Nkosi | Daantjie, Mphakeni | 2,4,23,24 |
| Msogwaba Traditional Council | Chief HR Nkosi | Msogwaba, Lehawu | 22,26,29,40 |

| | | | |
|---|---|---|---|
| Emjindini Traditional Council | Chief KM Nkosi | Emjindini Trust, Kamadakwa Ndlovu | 41 |
| Nkambeni Traditional Council | Chief V Mhaule | Sandriver Trust, Shabalala Trust, Mahushu, Part of Numbi | 1,3,25,39 |

**Figure 2.3.2: City of Mbombela Regions and Wards**




Source: **Municipal Demarcation Board, 2021**

### 2.3.3 Spatial analysis (structure and form)

The current spatial structure of the City of Mbombela is dictated by various spatial structuring elements and settlement status (hierarchy) with associated economic base. The spatial structure that currently defines the City of Mbombela can be summarised in terms of the following dominate elements:

**Table 2.3.3: Spatial structuring elements**

| CBD'S OR PRIMARY NODES | SECONDARY NODES | DEVELOPMENT AXIS |
|---|---|---|
| Established inner City cores or CBD's which still functions as significant economic focus f the municipality. These CBD's are also anchored on the four dominant development corridors or axis across the municipal regions. | A series of activity or secondary nodes of varying intensities and functional characteristics that have been established over time. | An economically strong eastern urban development axis or corridor system that has grown around the key activity road (R40) and industrial characterized by major spine supporting accessibility routes. |
| **DEVELOPMENT AXIS** | **MINING SETTLEMENTS** | **DEVELOPMENT AXIS** |
| An area of mainly residential development, predominately low to medium income within the southern region. | Related mining settlements in the southern region of the City that have grown around the mining areas and supported the mining industry. | A spatially and economically marginalized pattern of settlement to the east, centred around the former Nsikazi area and home to approximately 70% of the city's population, characterised by low to medium residential density sprawling settlement, with relatively low levels of economic activity and generally poor connectivity to urban areas and economic opportunities to the west. |

Source: **SDF 2018**

#### 2.3.3.1 Settlements patterns and interrelationship

Urban and rural development is dictated by the settlement status (hierarchy and role / function) and its economic base. The settlements that currently defines the municipality can be categorised as follows:

- Central Business Districts (Primary municipal nodes)
- Secondary Nodes
- Mining Settlements
- Rural settlements and rural service centres

The roles and functions of the above settlements are summarised in the below table.

**Table 2.3.3.1: Roles and Functions of Nodes/Settlements**

| NODE / SETTLEMENT TYPE | NAME | ROLE AND FUNCTION |
|---|---|---|
| **Primary Node (City centres)** | Nelspruit | Nelspruit is the capital city for Mpumalanga and regional economic hub for the southern parts of Mozambique, the northern parts of Swaziland and the Lowveld Region. |
| | White River | White River fulfils a sub-regional role with respect to services and retail facilities, however an important residential, tourism and agricultural centre. |
| | Barberton | Barberton/ Emjindini is the major urban development node within the southern area consisting of business centres and residential areas, providing services to the mining settlements. |
| | Hazyview | Hazyview is an important agricultural and tourism centre serving the northern areas of Mbombela and southern areas of Bushbuckridge. |
| **Secondary Nodes** | Rockydrift | Rocky Drift currently performs the function of a regional industrial centre. |
| | Kabokweni | These nodes have a limited economic base providing a variety of social, retail, personal services and service industries to the mainly dormitory settlements surrounding them. |
| | Kanyamazane | |
| | Matsulu | |
| | Swalala | Swalala is predominantly residential with commercial activities clustered along the P17/6 mobility road. |
| **Mining settlements** | Fairview | These are mining settlements in the southern region of the City that have grown over the years characterised with residential settlements around the mining areas and supporting the mining industry. |
| | Sheba | |
| | New Consort | |
| | Barbrook | |
| **Rural service centres** | Ngodwana | Ngodwana is a private settlement that evolved around the forestry industry. The settlement includes the Sappi factory, associated housing and ancillary services. |
| | Elandshoek | Elandshoek provides housing, mainly to the people associated with the forestry industry. |
| | Kaapschehoop | Kaapsehoop is mainly residential with a strong tourism component. |
| | Sheba Siding | The role and function of these settlements is to provide shelter within the rural context and are supported by subsistence crop production and livestock farming with no economic base. These rural communities depend on nearby service centres where they can access day-to-day services. |
| | Louw's Creek | |
| | Emjindini Trust | |
| | Lomshiyo Trust | |
| | Verulam | |
| | Shiyalongubo | |

Source: **SDF 2018**

### 2.3.3.2 Settlement Interrelationship and Connectivity

Evident from the above table are the following realities:

- Nelspruit is the most important settlement within the hierarchy of settlements as it provides the majority of central functions and has the greatest sphere of influence. Nelspruit has a high dependence on surrounding areas for resource inputs.

- White River, Hazyview and Barberton performs a secondary role to Nelspruit as employment centre and residential area and fulfil a sub-regional role with respect to the provision of central functions. These nodes depend on Nelspruit for specialised goods and services.
- The main economic activity in the eastern areas is taking place at Kanyamazane CBD, Kabokweni and Matsulu. Commercial activities in Swalala, Msogwaba and Daantjie are located along the main routes. These areas are characterised by low levels of formal local economic activity and high dependence on higher order settlements for specialised goods and services.
- A number of rural villages in the eastern part are supported by subsistence crop production and livestock farming with no economic base. These rural communities depend on nearby service centres where they can access day-to-day services.

Rocky Drift is the third largest employment area after Nelspruit and White River performing the function of a regional industrial node. Rocky Drift is lacking central functions other than industrial. Ngodwana, Kaapsehoop and Elandshoek depend on Nelspruit for a larger variety of functions and services.

#### 2.3.3.3 Broader Land Use Activities

The land use patterns of urban and rural areas are mostly influenced by diverse set of factors, which includes climate, topography, and resource base in the area such as minerals, soils, etc. The broader land use patterns that occur within the City of Mbombela are categorized into natural elements, primary economic activities and human settlements as indicated in the tables below.

**Table 2.3.3.3: Land use patterns**

| CATEGORY | TOTAL LAND COVER (ha)- 2014 |
|---|---|
| **Natural elements** | 543 680 |
| **Primary economic activities** | 146 732 |
| **Human settlements** | 23 591 |

Source: **SDF 2018**

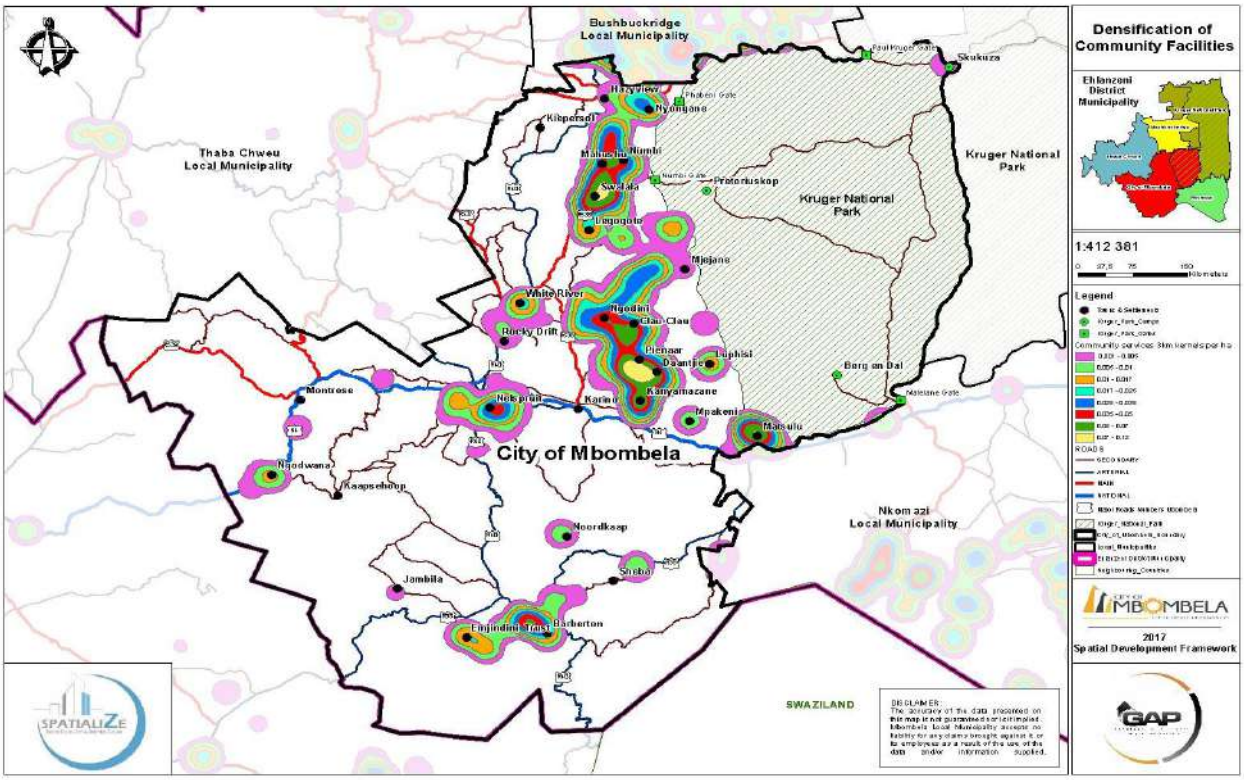
From the above table, it is clear that the natural elements dominate the total land cover within the Mbombela municipal area with 543 680 hectares. It is followed by the primary economic activities that takes place within the municipal space as a whole. Human settlements constitute a mere 23 591 hectares.

#### 2.3.3.4 Densities

A 3km Kernel Analysis was conducted to determine the densities of social amenities and businesses within 3 km representing access to social infrastructure and commercial jobs as well as the number of people who live within the 3km distance (see Figure 2.3.9.4 (a) – 2.3.9.4 (c). The results can be summarised as follows:

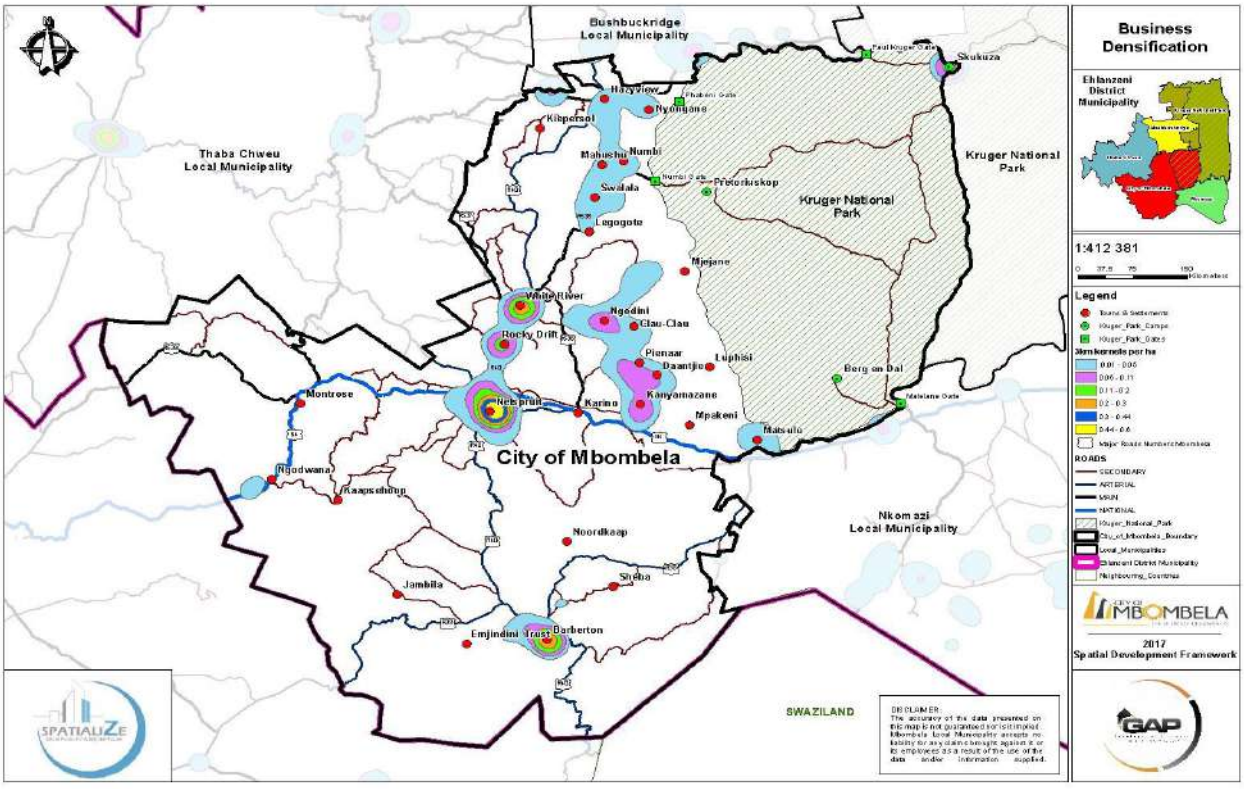
- Most of the community facilities are concentrated in Nelspruit, Kanyamazane, White River, Kabokweni, Hazyview, Mahushu, Swalala and Barberton.
- Majority of Businesses are concentrated in Nelspruit, Rockydirft, Whiteriver and Barberton.
- The majority of the population is concentrated in the eastern part of the municipality, in areas such as Matsulu, Kabokweni, Kanyamazane, Mahushu, Swalala, and Legogote

**Figure 2.3.3.4-1: 3km Kernels Community Facilities Densities**



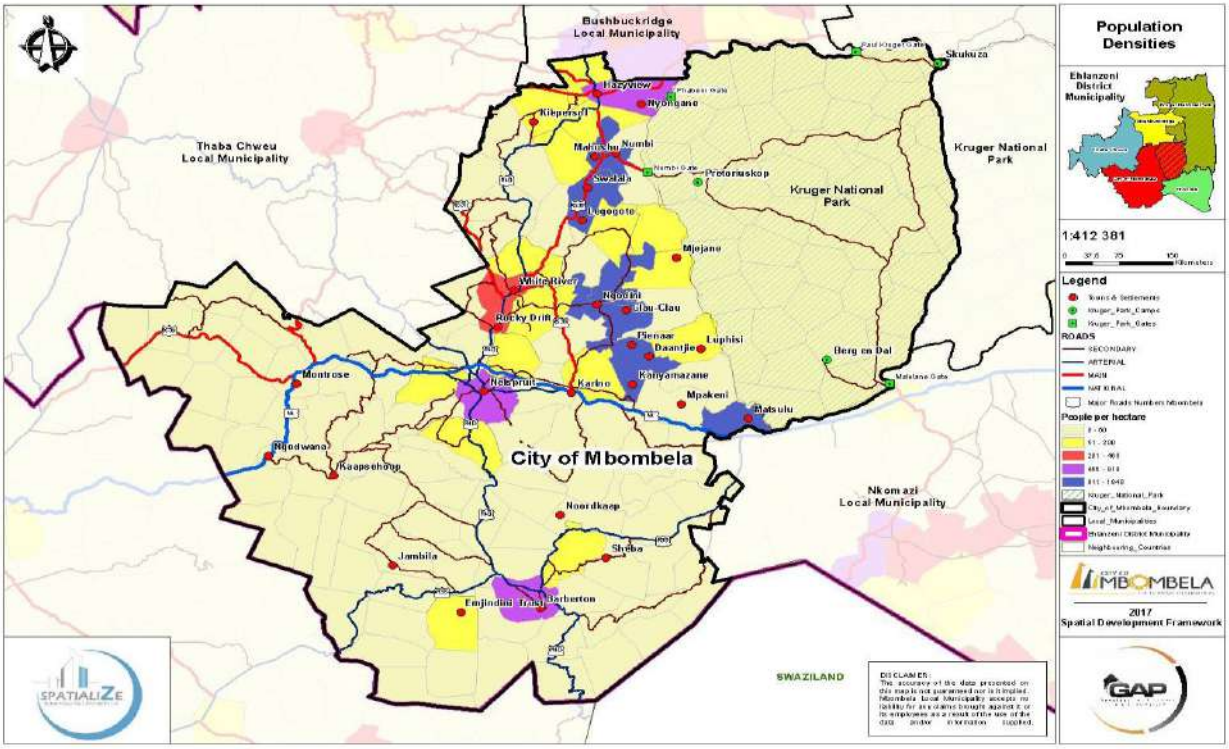

Source: **SDF 2018**

**Figure 2.3.3.4-2: 3km Kernels Business Facilities Densities**




Source: **SDF 2018**

**Figure 2.3.3.4-3: CoM Population Density**




Source: **SDF 2018**

### 2.3.3.5 Development Pressure

Over the years the City of Mbombela has grown considerably due its status as a Capital City and Provincial Administration of Mpumalanga. With the recent amalgamation of the former Umjindi and Former Mbombela Local Municipalities, the City is expected to grow rapidly and heading towards a Metropolitan Status.

The growth of the City resulted in demand for urban land around the main economic centres, i.e. White River, Nelspruit, Hazyview and Barberton. Development pressure within the municipality is eminent in the following Axes of Development:

*2.3.3.5.1 Mbombela – White River Development Axis:*

- Business and commercial development along the R40,
- The provision of affordable housing nearer to places of employment,
- The provision of roads and engineering infrastructure

*2.3.3.5.2 The Eastern Development Axis:*

- The unmanaged influx of people into the area,
- Unstructured settlement patterns,
- The lack of employment within proximity of residential areas,
- Urban and rural decay,
- Disparate provision of social, economic and engineering infrastructure,
- A poorly developed roads and transportation system.

*2.3.3.5.3 Karino – Tekwane South Development Axis:*

- Urban expansion area of the City of Mbombela.

- Ongoing residential, commercial, institution and other urban development.

*2.3.3.5.4 Southern Region Development Axis:*

The Sothern Region Development Axis is characterised by the Barberton / Emjindini as a major urban development node within the area consisting of various business centre and residential areas.

Recently submitted and approved land development applications (from year 2012 to date) give an indication of the development pressures in the municipality. The majority of applications for rezoning are clustered in and around economic centres such as Barberton, Nelspruit, Rocky drift, White River, Hazyview and other expansion areas such as Nelspruit extension, Riverside Park extension 24, Sonheuwel Township and West Acres extension 17.

This can be ascribed to the proximity of existing social and engineering infrastructure, economies of scale, employment opportunities, good access and visual exposure.

An investigation of land development applications for township establishment, mainly submitted to City of Mbombela Local Municipality indicate that the majority of these applications are clustered around White River farm portions, Karino area, Tekwane area, Boschrand Heights and South of the Nelspruit CBD.

Land development in the eastern areas is mainly funded by the public sector focusing on the delivery of houses and associated social and engineering infrastructure. It is imperative that tenure issues be resolved, settlements be formalised and registered in order to attract private sector investment.

### 2.3.3.6 Future Development Trends

The future development trends of the municipality emanate from the future township developments as indicated as well as the proposed future roads according to the roads master plan of the municipality. The City of Mbombela has identified the following new development areas which will play a vital role for future development of the municipality:

- Tekwane Mega Urban Hub
- Nkosi City
- Mataffin Stadium Precinct
- Northern Areas Development
- Plaston Park Precinct
- KMIA Hub
- Rocky Drift – Dingwell
- Mpumagreen
- Kgarudi

## 2.3.4 Human settlements and land administration

The City of Mbombela municipal Council has adopted a Housing Sector Plan as required by law that will guide the delivery of integrated human settlements and ensure the provision of adequate housing conforming to the national housing codes. The list of the governing legislation, codes of good practice from internal, national, provincial and local levels are outlined below.

#### 2.3.4.1 Legal Framework

The City of Mbombela (CoM) Housing Sector Plan is guided by, at an international level, the United Nations (UN) Sustainable Development Goals (SDGs) and the New Urban Agenda (Habitat III). Nationally, the guiding legislation includes *inter alia* the Constitution of the Republic of South Africa (Act 108 of 1996), The Housing Act (Act 107 of 1997), Spatial Planning and Land Use Management Act (Act 16 of 2013). Provincially, the Mpumalanga Vision 2030, Provincial Spatial Development Framework (2018), Draft Mpumalanga Human Settlements Master Plan (2019-2024), Draft Informal Settlements Upgrading and Management Strategy (2021) remains the governing policy directives. At a local level, the legislative and policy framework includes the Ehlanzeni District Rural Development Plan (2017), City of Mbombela Vision 2030, CoM Spatial Development Framework (2019), SPLUMA By-laws (2019), CoM Land Use Scheme (2019), and the CoM Integrated Development Plan.

Furthermore, the National government prescribes policy directive such as the National Development Plan (2012), the National Housing Codes (2009), Breaking New Grounds (2004), the Integrated Urban Development Framework (2016), and the Medium-Term Strategic Framework (2019-2024) to be considered by municipalities when developing Housing Sector Plans.

#### 2.3.4.2 Purpose of CoM Housing Sector Plan

The City of Mbombela Local Municipality (COMLM) Housing Sector Plan (HSP) is a five-year strategic plan that will guide transformation of the existing settlements and development of new sustainable human settlements in accordance with the Constitution of the Republic of South Africa, national policy on human settlement, and development policy of the Municipality. The municipality will review the HSP annually considering changes in development trends, progress made in the implementation of the plan and emerging (new) human settlement needs within its area of jurisdiction.

It satisfies the requirements of Section 9(1) of the National Housing Act, (Act 107 of 1997) which requires the municipality to take reasonable and necessary steps, as part of integrated development planning process, to enable adequate access to housing for people residing within the municipality's area of jurisdiction by:

- setting housing delivery goals,
- identifying suitable land for housing development,
- undertaking spatial planning and obtaining all the relevant statutory approvals; and
- facilitating, initiating, and coordinating housing development within its area of jurisdiction.

The City of Mbombela Municipality HSP accords with the national policy on the development of sustainable human settlements, responds to the housing issues facing the municipality, and seeks to reposition the municipality to perform its responsibilities in respect of human settlement effectively an efficiently.

#### 2.3.4.3 Objectives of CoM Housing Sector Plan

The City of Mbombela Local Municipality Housing Sector Plan is a component of the Integrated Development Plan. It provides a strategic framework for addressing housing backlog and coordination of service delivery programs towards the ideal of sustainable human settlements. This includes unlocking economic opportunities, improving access to basic services and public facilities, and securing land tenure rights. Its objectives are:

- To reduce housing backlog in its various forms while transforming existing settlements into sustainable human settlements.
- To strengthen the capacity of the municipality to deliver on the mandate of sustainable human settlements.
- To facilitate rapid and cost-effective release of land for the development of sustainable human settlements.

- To establish synergistic relations with key stakeholders.
- To develop and implement effective systems and procedures for the delivery of the human settlement programme.
- To use housing as a catalyst for spatial transformation and equitable socio-economic development.

#### 2.3.4.4 Strategic Objectives of CoM Housing Sector Plan

The municipality will undertake a series of activities towards the realisation of the ideal of integrated and sustainable human settlements envisaged in the national human settlement policy and implied in the municipal long-term development vision with the following being the five key pillars:

- Transformation of the existing settlements into sustainable human settlements.
- Creating new integrated and sustainable living environments.
- Upgrading of informal settlements into sustainable human settlement and their integration into the urban management systems.
- Improving capacity to deliver on the human settlement mandate.
- Developing and implementing effective human settlement development systems.
- Focus human settlement projects in spatially targeted areas.

The net impact of these strategic objectives will be the development of sustainable human settlements, spatial transformation in accordance with the SPLUMA principles and the Municipal Spatial Development Framework, and reduction of housing backlog.

#### 2.3.4.5 Housing analysis, backlog and needs

##### 2.3.4.5.1 Tenure status

The 2016 Community Survey results indicates that 153 884 (74.7%) households in the CoM municipal area reside in paid-up dwellings. This marks a significant increase from 55.9% recorded in 2011. Units that are owned but not yet fully paid-up decreased from 7.3% in 2011 to 6.2% in 2016. Approximately 16 503 (8%) households reside in rented dwellings and is down from 17.8% in 2011. These significant changes could be attributed to the amalgamation of former Mbombela Local Municipality and Umjindi Local Municipality, as well as the number of households that could have potentially purchased homes between 2011 and 2016.

##### 2.3.4.5.2 Housing Backlog

According to the Mpumalanga Spatial Development Framework (2019), the housing backlog stands at 30 326. This number is an expanded definition that includes the 15 356 informal dwellings. Therefore, the estimated number of informal dwellings within the Mbombela municipal area is around 30 326. The projected “new” increase in informal dwellings is 1 397 (average increase in households in absolute terms from 2019 to 2020), the initial supply of new houses is around 1 000 based on the Mpumalanga Human Settlements Budget Vote and Allocation (2018/2019 MTEF) and 41 is the annual increase in new houses (smaller than 80m²). The 41 value is kept constants for simplicity. The inflow in new informal dwellings decreases by a factor of 88% (subsequent year on year adjustment, i.e., 100 to 88, etc.) based on the increasing gap between the increase in the supply of formal dwellings (4.07%) and the increase in households (3.19%) within the Mbombela municipal area. Thus, it is estimated that it will take around 31 years to eradicate the current and projected informal dwelling backlogs. The following table depicts the housing backlog per ward.

**Table 2.3.4.5: Housing backlog per ward**

| Ward 1 | Ward 2 | Ward 3 | Ward 4 | Ward 5 | Ward 6 | Ward 7 | Ward 8 | Ward 9 | Ward 10 | Ward 11 | Ward 12 | Ward 13 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 550 | 1400 | 600 | 600 | 710 | 380 | 800 | 875 | 670 | 870 | 650 | 625 | 910 |
| **Ward 14** | **Ward 15** | **Ward 16** | **Ward 17** | **Ward 18** | **Ward 19** | **Ward 20** | **Ward 21** | **Ward 22** | **Ward 23** | **Ward 24** | **Ward 25** | **Ward 26** |
| 207 | 23 | 12 | 780 | 1705 | 1760 | 1900 | 780 | 1010 | 1150 | 1040 | 750 | 1350 |
| **Ward 27** | **Ward 28** | **Ward 29** | **Ward 30** | **Ward 31** | **Ward 32** | **Ward 33** | **Ward 34** | **Ward 35** | **Ward 36** | **Ward 37** | **Ward 38** | **Ward 39** |
| 1800 | 1080 | 765 | 400 | 400 | 575 | 2200 | 650 | 1100 | 650 | 478 | 310 | 710 |
| **Ward 40** | **Ward 41** | **Ward 42** | **Ward 43** | **Ward 44** | **Ward 45** | | | | | | | |
| 745 | 2420 | 150 | 1680 | 1050 | 1380 | | | | | | | |

*Housing Market Segment*

Stats SA 2011 revealed that 64.7% of households relies on an income of R 0-R3 333. These households fall within the low-cost housing market and could qualify for the low-cost housing subsidies. The affordable/Gap Market (FLISP) is targeting people with a household income between R3500 and R22 000.

*Housing needs by Dwelling Type (As per NHNR)*

A total of 33 628 people is documented in the National Housing Needs Register (NHNR) under the City of Mbombela. Approximately 44.2% of people registered in the NHNR reside in informal dwellings. This is closely followed by 41.7% that reside in formal backyard dwellings on formal sites and 6.5% who occupy traditional dwellings. The remaining people reside in temporary shelter and/or do not have shelter and/or stay in a flat. 59.4% of those registered in the NHNR are female while 40.3% are male. Of the total number of people registered, 61.7% are between the ages of 36-59 years, followed by the youth population, accounting for 22.5%. The elderly citizens between 60+ make up 15.5% and the remaining 0.3% comprises of the children population.

#### 2.3.4.5.2 Typology of Need

*Informal Settlements*

The Community Survey 2016 recorded approximately 6 280 households that are residing in informal dwellings. On the contrary, the City of Mbombela Informal Settlements database 2020, indicates a total of at least 29 752 households living in informal dwellings, spread across 68 informal settlements. Although there is a list of informal settlements in the CoM jurisdiction, the Council is yet to initiate and finalise a process to identify, enumerate and assess informal settlements within its area of jurisdiction. This process will be undertaken in terms of the Upgrading of Informal Settlements Programme (UISP) with the support of both Provincial and National Departments of Human Settlements.

A few informal areas such as Msholozi and Matsafeni are being upgraded with the assistance of the Provincial Department of Human Settlements. Upgrading plans have been prepared for at least four informal settlements these include Lurex (category A), Sheba Siding (category B1), Verulam (category A) and Emjindini Extension 17 as part of the Upgrading of Informal Settlements Programme (UISP).

*Backyard Dwellers*

The City of Mbombela has approximately 3 901 households, occupying backyard dwellings according to the 2016 Community Survey. The backyard rental market has become a common phenomenon in black townships. This has been attributed to the need to generate extra income, whilst also providing affordable housing, particularly for low-income earners. Backyards are also a means to address

overcrowding in the main house. Backyard dwellings are most common in townships due to the previous poor enforcement of land use controls and building regulations. They generate the following challenges for the municipality:

A high proportion of these structures contravene municipal by-laws and/or do not comply with the norms and standards set out in national building regulations and/or municipal by-laws, in relation to acceptability of secondary structures, health, safety and aesthetic considerations specifically. As a result, they are unsafe, unhealthy, and do not guarantee access to basic services which is a Constitutional right. They also overburden infrastructure carrying capacity.

*Rural Housing Need*

The Community Survey 2016 indicated that 3 602 households reside in traditional dwellings. As such, rural housing need is particularly visible along the eastern region of the municipality on settlement located on state land and under tribal authorities. According to the CoM SDF (2018), these areas are characterised by a relatively high population rate, unplanned sprawling settlement, service backlogs and poor access to social and economic opportunities. Land tenure rights in these settlements in protected in terms of the Interim Protection of Informal Land Rights Act (Act 31 of 1996).

*Gap Housing Demand*

The Department of Human Settlements introduced the Finance Linked Individual Subsidy Programme (FLISP) as an initiative for households falling within the “Gap Market”, targeting people earning between R3 501-R22 000. This income bracket is interlinked with social housing market segment.

*Social Housing and Community Residential Unit*

The Community Survey (2016) reveals a decline of households residing in block of flats/apartments between 2011 (3 894 households) and 2016 (3 354 households). Although these figures do not necessarily suggest that all flats/townhouses are rented, the data provides an indication of the availability of potential rental accommodation in the municipality.

The Community Survey, 2016 further indicates that 16 503 households occupy rented properties. There is therefore a potential demand in rental accommodation, especially considering that 63 704 households earn between R20 001 and R75 000 per annum which is part of the criteria for social housing projects designated within restructuring zones. Social housing provides good quality rental accommodation for the upper end of the low-income market (R1 500-R7 500). Opportunities for Community Residential Units could also be explored to provide rental accommodation, targeting people who are earning between R 800-R7 500.

*Student Housing Demand*

The City of Mbombela has several tertiary institutions such as the Universities (University of Mpumalanga, University of South Africa, and Tshwane University of Technology as well as Technical and Vocational Education and Training (TVET) Colleges. The University of Mpumalanga was established in 2014 and has seen a high demand in student accommodation in Nelspruit. According to Seeff Properties (2019), the University of Mpumalanga predicted an increase in the number of students between 2019 and 2020. The increase in the number of students could potentially increase the demand for student housing within the municipality particularly in areas within the proximity of the university. The demand in student accommodation has resulted in the conversion of some private residential houses to student accommodation residences in Nelspruit.

### 2.3.4.6 Implementation Plan of CoM Housing Sector Plan

In delivering on its sustainable human settlements goal, the City of Mbombela will embark on the following action implementation plan which are closely linked to the objectives of its Housing Sector Plan:

**Action Plan**

| OBJECTIVE | ACTION PLANS | TARGETS | RESPONSIBILITY |
|---|---|---|---|
| **To reduce housing backlog in all its forms and transform existing settlements into sustainable human settlements.** | Use IRDP approach to the development of human settlements. | • Number of IRDP projects initiated per annum. | Mpumalanga DHS<br>CoM |
| | Upgrading of informal settlements | • Assessment report for each informal settlement<br>• Response plan for each informal settlement. | Mpumalanga DHS<br>CoM<br>HDA |
| | Upgrade hostels into Community Residential Units (CRU's). | • 3 CRU projects per year<br>• 100 units delivered per year. | Mpumalanga DHS<br>CoM |
| | Facilitate the development of social housing in strategic locations. | • 3 social housing projects per annum.<br>• 100 units delivered through the Social Housing programme per annum. | Mpumalanga DHS<br>CoM |
| | Facilitate implementation of rural housing. | • 500 rural housing units per annum.<br>• 4 settlement plans per annum. | Mpumalanga DHS<br>CoM |
| | Facilitate GAP housing | • 10% of every IRDP allocated to Gap housing projects.<br>• 200 serviced sites per annum. | Mpumalanga DHS<br>CoM<br>Private sector |
| | Title restoration programme | • 5 Townships registered with the Deeds Office per annum<br>• 1000 Title deeds per annum. | Mpumalanga DHS<br>CoM |
| | Innovation and technology | • 5% targeted reduction cost.<br>• Number of units built using alternative technology per annum. | Mpumalanga DHS<br>CoM |
| **To strengthen municipal capacity to deliver sustainable settlements.** | Submission of an application for level 2 accreditation | • Level 2 accreditation obtained by 2023. | CoMLM<br>MEC<br>Mpumalanga DHS |
| | Restructuring of the Human Settlement Unit. | • Approved organogram for the new Human Settlement Department/Unit by end of 2022<br>• Full staff complement by 2022. | CoM |
| | Establishment internal project teams. | • Technical committee for each project. | CoM |
| | Facilitate establishment of a municipal Social Housing Institution (SHI). | • 3 social housing projects per annum. | CoM |

| OBJECTIVE | ACTION PLANS | TARGETS | RESPONSIBILITY |
|---|---|---|---|
| | | • 1000 of units delivered per annum. | |
| **To acquire, assemble and release land** | Land identification, assessment, and prioritisation. | • Schedule of prioritized land parcels finalized by 2022. | CoM |
| | Land acquisition and assembly. | • Number of ha acquired per annum.<br>• Percentage of households benefitted. | CoM<br>Mpumalanga DHS |
| | • Establish Public Private Partnerships (PPP).<br>• Advertise call for partnerships with developers and/or landowners.<br>• Allocate land and invite private developers. | • Number of established PPPs.<br>• Advertise by 2022.<br>• Number of ha of land allocated to private developers. | Mpumalanga DHS<br>CoM<br>Financial Institutions |
| | Strategic release of municipal land. | • Hectors of land identified.<br>• Hectors land released. | CoM |
| **To establish synergistic relations with stakeholders and potential partners**. | Establish Human Settlement Coordinating Forum. | 1 meeting per quarter | Mpumalanga DHS<br>CoM |
| | Strengthen project community representative structures. | Committee for each functional project. | Mpumalanga DHS<br>CoM |
| | Collaborate with interest groups (NGOs, lobby groups and NPOs). | Number of projects with signed MoUs. | Mpumalanga DHS<br>CoM |
| **To develop effective systems and procedures for the delivery of the human settlement programme.** | Quality Assurance and Risk management | • Quality assurance framework completed by 2022.<br>• Electronic monitoring system completed by 2023. | Mpumalanga DHS<br>CoM |
| | Develop directives for the design and implementation of human settlement projects. | • Approved Directives by 2022.<br>• 100% of projects complies with the directives by 2023. | Mpumalanga DHS<br>CoM |
| | Develop and maintain housing needs register. | • Daily maintenance<br>• Monthly reports | Mpumalanga DHS<br>CoM<br>NDHS |
| | Develop policies and procedures for housing allocation. | • Approved housing allocation policy and procedures by 2022.<br>• 100% households allocated houses in accordance with the policy by 2022. | CoM |
| | Develop housing consumer education programme. | • All projects | CoM<br>Mpumalanga DHS |
| | Develop environmental systems and procedures | • All projects<br>• Norms and standards developed in respect of housing projects by 2022. | EDTEA<br>CoM<br>Mpumalanga DHS |

| OBJECTIVE | ACTION PLANS | TARGETS | RESPONSIBILITY |
|---|---|---|---|
| **To use housing development as a catalyst for socio-economic development.** | Establish a contractor development programme | • Number of contractors that received training per annum.<br>• Number of cooperatives involved in human settlement projects.<br>• Number of units built by beneficiaries of this programme | Mpumalanga DHS |
| | Facilitate job creation through expanded public works programme | • Number of people employed through EPWP in human settlement projects per quarter.<br>• Number of people employed through EPWP in human settlement projects per annum | Mpumalanga DHS<br>CoM |

### 2.3.4.7 Land identification

The following depicts the Priority Human Settlement Land Parcels identified to deliver sustainable human settlements within the City of Mbombela municipal area.

**Priority Human Settlement Land Parcels**

| PROJECT NAME | PROPERTY DESCRIPTION | NUMBER OF SITES | OWNERSHIP | PROGRESS | INSTRUMENT | FUNDING |
|---|---|---|---|---|---|---|
| Tekwane Urban Hub (Tekwane South Ext 2 and Tekwane West Ext 1) | Remainder of Portion 8 and Portion 9 of the Farm Tekwane 573 JU | 250 Low-cost housing<br>35 Housing Units for Military veterans | Mpumalanga Economic Growth Agency (MEGA) | Water and Sanitation, Roads and Storm water, Energy and Waste Management master plans developed | NDPG | National treasury<br>Mpumalanga DHS |
| Nkosi City (Daantjie) | The Farm Nkosi City 1002 JU | IRDP: 1747 Fully subsidized Houses<br>Social housing: 166 Dwelling Units<br>FLISP: 558 Bonded Houses | Land transferred to CPA at a value of R200m. | SPLUMA Application has been approved by the City of Mbombela Planning Tribunal | Subsidized units, Social housing, FLISP | National treasury/ Private Developer |
| MPUMAGREEN | The Dixie farm 311 JU | | | Project has a council resolution | Subsidized units, GAP housing and rental Stock | Private Developer, DHS and CoM |
| Mataffin | Remainder of the Farm Woodhouse 309 JT | Approximately 12 090 units | Mataffin Trust (obtained through a land claim) | Funding required for township establishment, geo-tech, EIA and general Plan approval | | National treasury<br>Mpumalanga DHS |
| Msholozi Informal Settlement | Portion 2 and remainder of the Farm Dingwell, 276 JT | Approximately 13 000 Housing opportunities | National Department of Public works | Township establishment Phase. Implementing Agent Appointed by PDHS | Upgrade focus area in terms of the SDF | National treasury<br>Mpumalanga DHS and CoM |
| Rocky Drift Ext 34 | Plot 26 Portion of portion 3 of the | | | Service provider appointed by province | Upgrade focus area in terms of the SDF | DHS and CoM |

| PROJECT NAME | PROPERTY DESCRIPTION | NUMBER OF SITES | OWNERSHIP | PROGRESS | INSTRUMENT | FUNDING |
|---|---|---|---|---|---|---|
| | Farm Katoen-278 JT | | | | | |
| | Remainder of the Farm Dingwell 276 JT | | | | Earmarked for Greenfield Development in terms of SDF | DHS and CoM |
| Rocky drift Ext 38 | Remainder of Portion 6 of the Farm Dingwell 276 JT | | HL Hall & Sons | 2 approved industrial townships. The existing EIA of the industrial township in the process of amendment to allow for integrated human settlements | | DHS and CoM |
| Maggiesdal | Portion 24 of portion 15, portion 23 of portion 15, Re 8, Portion 69 of portion 8 Portion 7 of 5 and portion 46 of portion 6 al of 456 JT | | | Service provider appointed by province | | DHS and CoM |
| Friedenheim | Portions 98,99,100 and 140 of the Farm Friedenheim 282 JT (Casa da Lua) | | | | Earmarked for strategic mixed use in terms of the SDF | DHS and CoM |
| White River Ext 71 | White River Ext 71 Portion 18, 19, 20 and 96 | | | Require Funding for the development of infrastructure | Earmarked for future housing in terms of the SDF | DHS and CoM |
| White River (Coltshill) | White River Portion of 87 and 147 of the Farm White River 64 JU | | | | | DHS and CoM |
| White River Extension 112 | RE/2, 4 and 5 and the Remaining Extent of the Farm Waterval 65 JU | | | Mpumalanga PDHS has appointed a service provider to conduct a feasibility study for the development of integrated human settlements. | | DHS and CoM |
| Drum Rock | Drum Rock Extension 8 | | | | Earmarked for strategic mixed use in terms of the SDF | DHS and CoM |
| Ngodwana AH | Remainder of Portion 26 of the Farm Grootgeluk 477 JT | | Privately owned | | SDF upgrade focus area | DHS and CoM |
| | Portion 1 of the Farm Bigger 664 JT | 412 households | | | Earmarked for Greenfield Development in terms of SDF | DHS and CoM |
| Neillsville | Farm SA Prudential Citrus Estate 131 JU | | | | Land earmarked for the extension of Neillsville | DHS and CoM |
| Boschrand Heights | Boschrand Heights Ext 1 | | | | Earmarked for HIS in terms of the SDF | DHS and CoM |

| PROJECT NAME | PROPERTY DESCRIPTION | NUMBER OF SITES | OWNERSHIP | PROGRESS | INSTRUMENT | FUNDING |
|---|---|---|---|---|---|---|
| KwaKhumalo | Remaining Extent of the Farm Gutshwa 959 | | | Township formalisation is in process | Earmarked for HIS in terms of the SDF | DHS and CoM |
| Kanyamazane Hostel | | | | PDHS currently conducting a socio-economic study for the upgrading of the hostel. | | DHS and CoM |

### 2.3.4.8 Project pipeline

The following entails the projects that are currently under implementation but have not been concluded. These projects include township establishment projects as well as engineering services projects. They also serve as a precursor for the implementation and delivery of formal housing units within the municipal area of Mbombela.

**Township Establishment Phase Projects**

| PROJECT NAME | PROJECT PHASE | WARD |
|---|---|---|
| Maggiesdal/Friedehem/ White River Ext 71 and Coltshill Human Settlements | Feasibility (Detailed Planning) | 15,30,38 |
| | Installation of Services | |
| | Construction of Housing Units | |
| Hillsview Integrated Human Settlement | Feasibility (Detailed Planning) | 38 |
| | Installation of Services | |
| | Construction of Housing Units | |
| Dingwell Integrated Human Settlement | Feasibility (Detailed Planning) | 14 |
| | Installation of Services | |
| | Construction of Housing Units | |

**Engineering Services Phase Projects**

| PROJECT NAME | WARD | 2021/22 TARGET |
|---|---|---|
| Msholozi Integrated Human Settlement | 14 | Provision of internal municipal engineering services |
| Dingwell Integrated Human Settlement | 38 | Provision of internal municipal engineering services |
| Umjindi Bulk project | 45 | Bulk roads and storm water |
| Parlimentary Village | 12,14 | Bulk water, sewer and electricity for the Parliamentary Village |

### 2.3.4.9 Land invasion and intervention strategies

The Municipality is faced with huge challenges of land invasion within its area of jurisdiction. This have negative effects in a number of aspects including the delivery of basic services, land-use management system, well-structured and organized spatial development. Most of the areas affected by land invasion are communal areas which are largely governed through tribal authorities where pockets of land are sold illegally without the tribal authorities' knowledge. The people who sell these portions of land to others usually claim to be representatives of the tribal authorities and will go to an extent of even forging letters of allocation in the names of the governing tribal authorities. Over and above this, there are also people who will just invade land and commence construction of housing structures without the knowledge of the Municipality or relevant tribal authority and in most instances they tend to build in areas not earmarked for residential purposes and are usually hazardous areas for human habitation.

The City of Mbombela has in place a Spatial Development Framework (SDF) which was approved by Council in 2018 and is meant to govern how land and space within the municipal area will be utilized and managed. Furthermore, the Municipality has also developed a Land-Use Management Scheme (LUMS) which seeks to create coordinated, harmonious and sustainable development of the municipal

area in such a way that it efficiently promotes health, safety, order, amenity, convenience and general welfare, as well as efficiency and economy in the process of development. Both the SDF and LUMS were developed in terms of governing legislation, the Spatial Planning and Land Use Management Act (SPLUMA) Act No. 16 of 2013, which in the main aimed at providing national, provincial and municipal spheres of government with a framework relating to the establishment of policies and systems relating to planning and land use management.

One of the main reason that the SPLUMA legislation was introduced was to bridge the gap between existing land use legislation and the proliferation of informal settlements over the last 25 years. Informal settlements tend to mushroom on land that is not formally allocated by the Municipality. This have a dire effect on the delivery of basic services as the Municipality is found not ready with properly installed engineering infrastructure to support the delivery of basic services such as water, sanitation, electricity, proper roads and storm water drainage systems. In most instances, the Municipality tends to be reactive rather than proactive because these areas are usually not planned for development in advance and might not even be meant for residence. Some of these areas become a nightmare in providing services such as storm water pipes, sewer network as people would have built anyhow and closer to each other without the Municipality having approved their building plans. This goes against the aspirations of the SPLUMA and LUMS of ensuring organized planning and development of land. The Municipality also finds itself having to intervene when there are disasters such as floods as some of these dwelling are constructed right next to flood lines. These structures are not spared when heavy rains strike and many people are affected and left destitute, a plight to which the Municipality has to respond to.

In order to respond to the negative effects brought about by the invasion of land and to realise the aspirations of SPLUMA, the City of Mbombela has in place the following intervention measures:

- Collaborating with Tribal Authorities in order to find ways to curb land invasion
- Implementing awareness campaigns about the effects of land invasion
- Enforcement of governing land invasion by-laws and policies
- Placement of boards in areas where land invasion is rife

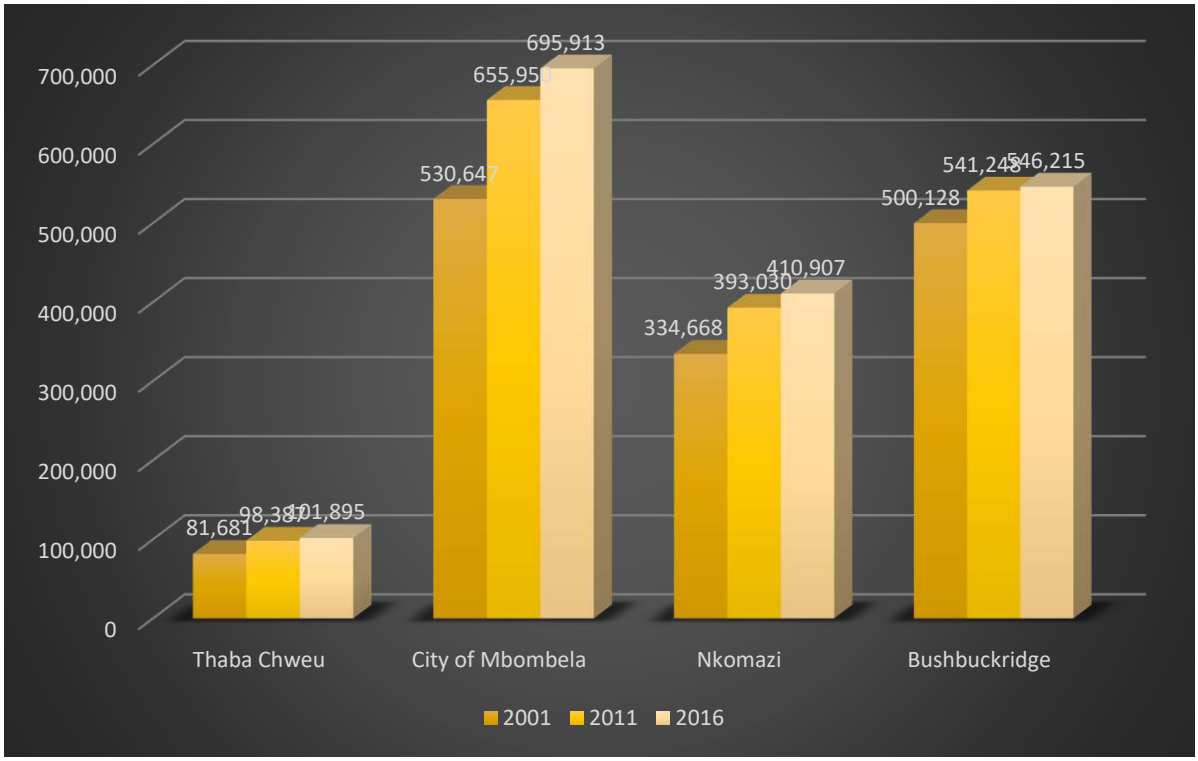
### 2.3.5 Demographic overview

Demography is the statistical study of human populations. It encompasses the study of the size, structure, and distribution of these populations. Population dynamics constitute a key feature in development planning because one needs to be aware of the composition of the population before embarking on a process of improving the lives of the people making up the population. All spheres of government are entrusted with providing services to the people and thereby improving the livelihood of these people. In doing so, a critical analysis of the structure of the population is necessary. It is necessary to know whether population is predominantly young or old. This helps government in allocating its resources effectively as people of different age groups may at times require different services. Not only is the different age group important but also other elements such as the size, fertility, mortality, race, health and wellbeing are equally important. The following is a synopsis of the population dynamics of the Mbombela municipal area also known as demographic overview.

#### 2.3.5.1 Population size

According to StatsSA Community Survey 2016 results which is based on the 2016 municipal boundaries, the Mbombela municipal area had a total population of 695 913. This population constitutes 39.6% of the entire population of Ehlanzeni District. Hence, the municipal area of Mbombela is the most populous within the Ehlanzeni District (Community Survey, 2016). With regards to the municipal area's population trends over the past 15 years, the Municipality has been one of the fastest growing municipalities in the district (refer to figure 2.3.5.1 below).

**Figure 2.3.5.1: The population distribution in Ehlanzeni district area (2001 – 2016)**




*Source*: **Stats SA, Census, 2001, 2011 and CS 2016**

The Mbombela municipal area has recorded annual population growth rate of 2.3% per annum between 2001 and 2011 (Stats SA, 2011). Between 2011 and 2016, however, an annual population growth rate of 1.3% was observed within the municipal area. These trends can be attributed to the Municipality's economic potential to attract people from other countries, provinces and municipalities.

According to Community Survey 2016, the municipal area of Mbombela is a destination for about 35.6% of all immigrants (both from other provinces and other countries) coming into Ehlanzeni District Municipality. In order to manage the challenges of migration, the municipality is currently in a process of developing a migration strategy. With the annual growth rate of 1.3% of the municipal area's population, it is estimated that the population has grown from 695 913 in 2016 to 751 986 in 2022.

### 2.3.5.2 Age and sex composition

Age and sex are the most basic characteristics of a population. Every population has a different age and sex composition. The number and proportion of males and females in each age group have considerable impact on the population's social and economic situation, both present and future (refer to table 2.3.3.2 below).

**Table 2.3.5.2: Age and sex composition**

| Description | | Years | | |
|---|---|---|---|---|
| | | 2001 | 2011 | 2016 |
| Age | 0-14 | 33.81% | 29.58% | 32.20% |
| | 15-34 (Youth) | 39,03% | 40.05% | 37.30% |
| | 15-64 (Economically active) | 62.25% | 66.20% | 63.80% |
| | 65+ (Elderly) | 3.93% | 4.15% | 3.90% |
| Gender | Female | 51.75% | 51.08% | 51% |

| | | | | |
|---|---|---|---|---|
| | Male | 48.24% | 48.91% | 49% |
| **Sex ratio** | | 93 | 96 | 98 |

*Source*: **Stats SA Census Surveys 2001, 2011 and CS 2016**

The above table shows that the municipal area has a relatively young population. This is indicated by the 37.3% compared with the 32.2% of children between the ages of 0-14 as well as the mere 3.9% of the elderly people. It is however evident from the above that there was a decline in the percentage contribution to the total population of the youth, from 40% in 2011 to 37.3% in 2016. An increase in the percentage contribution to the total population of children aged 0-14 was however witnessed, from 29.5% in 2011 to 32.2% in 2016. This presents a need for the provision of early childhood development centres, education, sports development facilities. This was also confirmed during the IDP community consultative meetings where the majority of wards raised the need for early childhood centres, schools and sport facilities.

The economically active group presents the youth together with adults above 34 years. This component indicates that there biggest chunk of the population are able to work. This is positive sign especially towards the economic growth of the municipality. The downside of it is that it has declined from 66.2% in 2011 to 63.8 in 2016. This could either mean that people are losing hope to seek jobs or that many people die under these age groups.

With regard to sex composition, the municipality has seen females being in majority since Census 1996 to the most recent Community Survey conducted in 2016. This has also been quantified by the sex ratios. There have been fluctuations in sex ration between the three Censuses. In 2001, the sex ratio was 93 males for every 100 females.

#### 2.3.5.3 Racial profile

The Community Survey 2016 conducted by Statistics South Africa (StatsSA) indicates that the municipality is dominated by people of African (Black) descent most of whom speak the SiSwati language. The total contribution of the African group has increased between 2011 and 2016, from 89.1% to 95.9%. White people are the second dominant population group with 2.6% contribution to the total population whilst the Asian group remained the least contributing group with 0.4%. This information is indicated on the table below and is based on the 2016 municipal boundaries.

**Table 2.3.5.3: Racial profile**

| RACE/POPULATION GROUP | 2016 | |
|---|---|---|
| | NUMBER OF PEOPLE | PERCENTAGE (%) |
| **Blacks (African)** | 667 827 | 95.96% |
| **Whites** | 18 695 | 2.69% |
| **Coloureds** | 6 535 | 0.94% |
| **Asian** | 2 855 | 0.41% |

*Source:* **Stats SA, Community Survey 2016**

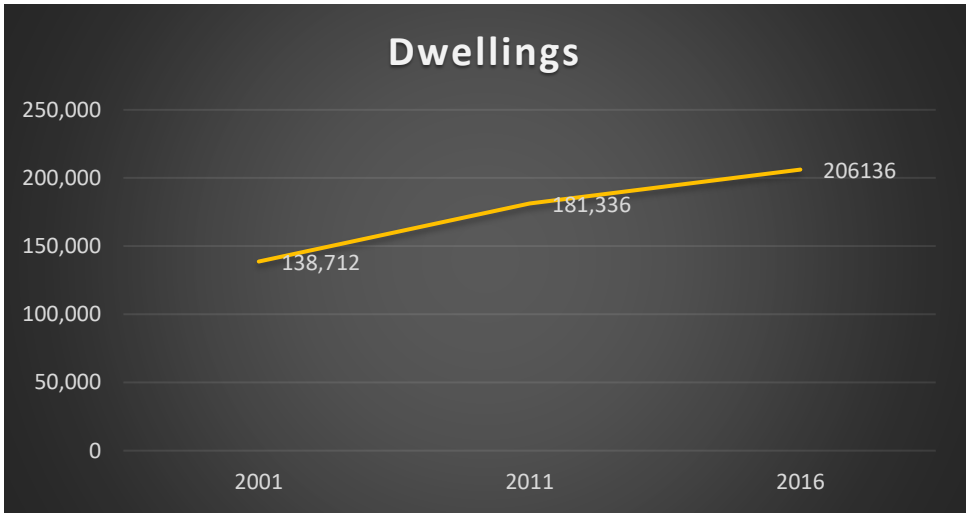
Linked to the race, the dominating language is SiSwati, followed by Xitsonga and Afrikaans respectively. The dominance of African people who are speaking SiSwati forced the municipality to approve a language policy which gave provision for the translation of key strategic documents such as IDP, Budget and Service Delivery and Budget Implementation Plan (SDBIP) into SiSwati. The primary objective of this was to ensure that the majority of the people understand the core business of the Municipality through their own language.

### 2.3.5.4 Number of dwellings

According to Stats SA Community Survey 2016 results, the Mbombela municipal area has recorded a rapid increase in the number of dwellings (housing sructures) in the past 15 years. The results reveal that, as of 2016, the municipality had a total of 206 136 dwellings. This means an increase of 42 624 between 2001 and 2011, while the number has increased by 67 424 in the past 15 years.

When looking at the average household size, the municipality has recorded a decline from 3.8 in 2001 to 3.6 in 2011 and further down to 3,3 in 2016. This can be attributed to the unbundling of dwellings, which resulted in an increase in the number of dwellings within the municipal area (Refer to figure 2.3.6.1 below).

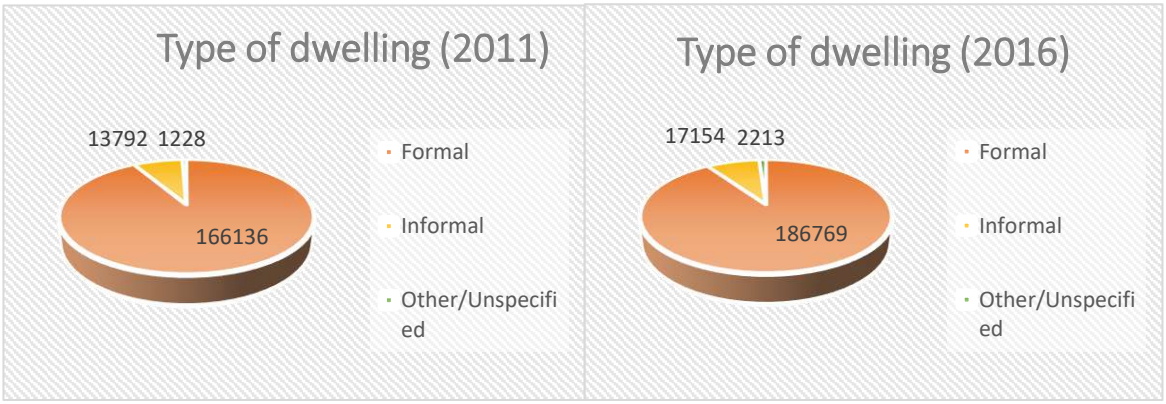
**Figure 2.3.5.4-1: Number of dwellings from 2001 to 2016**




*Source:* **Stats SA Census 2001, 2011 and CS 2016**

The increase in the number of households has an impact in the planning and development of the Municipality. This, in other words, means that the municipality must earmark land for residential development in order to accommodate those who will need the space to live in. The increase in the number of households also has a direct impact on the provision of housing as well as basic services like electricity, water and sanitation. The following figure presents a status quo on the type of household dwellings that exist within the municipal area of Mbombela.

**Figure 2.3.5.4-2: Type of dwelling**




Source: **Statistics SA Census 2011 & Community Survey 2016**

In as far as the type of household dwellings are concerned, the Mbombela municipal area had moved from 166 136 formal dwellings in 2011 to 186 769 formal dwellings in 2016, thus indicating an increase of 12.4%. This was as a result of the concerted effort between the Municipality and the Mpumalanga Department of Human Settlements in ensuring formalisation of new settlements and ultimately providing formal adequate housing and basic services to different categories of beneficiaries. It is also important to note however that the number of informal household dwellings also increased during the same period, from 13 792 in 2011 to 17 154 in 2016. This were the effects of urban sprawling brought about by the number of new settlements established next to centres of economic activity within the municipal area. Furthermore, it was also caused by the growth of the population which was accompanied by excess demand for housing not readily available.

The Municipality in partnership with the Provincial Department of Human Settlements will continue to expedite and prioritise the establishment of new settlement and formalisation of informal settlements in order to provide services in a sustainable manner. The Municipality's newly developed Land Use Management Scheme will also ensure that development takes place in line with its Spatial Development Framework (SDF).

### 2.3.6 Basic services delivery

Section 152 of the South African Constitution requires a municipality to ensure the provision of basic services to communities in a sustainable manner. The basic services that a municipality must provide include water, sanitation, electricity, refuse removal and municipal roads. Municipalities, on the main, provide services at a household level therefore it s important to note that the access to basic municipal services within the jurisdiction of Mbombela will be presented at a household level. Statistics South Africa (StatsSA) defines a household as a "group of persons who live together and provide themselves jointly with food or other essentials for living, or a single person who lives alone". In this section, for data presentation purposes, a household will be treated as a dwelling or dwelling unit to which the municipal basic services are provided to. This is because a dwelling is occupied by a household as defined by StasaSA above.

The following is an analysis of the trends in household access to basic services over the last 20 years spanning 2 Census Surveys and 2 Community Surveys as well as progress made by the Municipality in eradicating existing backlogs in basic service delivery. This includes *inter alia* the assessment of the existing level of development and identification of communities without access to basic municipal services as required in terms Section 26 of the Municipal Systems Act (2000).

#### 2.3.6.1 Household access to basic service delivery

The table below depicts a summary of the status quo on household access to basic basic service delivery from 2001 until 2016. It indicates the strides made by the Municipality in providing access to basic services within the municipal area as a whole. This data must be read in conjunction with the corresponding number of dwellings per Census Survey or Community Survey depicted in section 2.3.5.4 above.

**Table 2.3.6.1: Basic service delivery indicators**

| BASIC SERVICE DELIVERY INDICATORS | STATISTICAL RESULTS | | |
|---|---|---|---|
| | 2001 | 2011 | 2016 |
| Number of households with connection to piped (tap) water: on site & off site | 109 539 | 144 517 | 161 931 |
| Number of households with access to basic sanitation (Water borne toilet, sceptic/chemical toilets) | 39 079 | 67 381 | 74 171 |

| | | | |
|---|---|---|---|
| Number of households with access to electricity | 89 453 | 160 871 | 190 065 |
| Number of households with weekly refuse removal by local authority | 39 787 | 63 197 | 64 027 |

Source : **Stats SA Census Survey 2001, 2011 & CS 2016**

The above table shows a summary of household basic service delivery indicators. It portrays that the Municipality has made significant progress in increasing the number of households with access to piped water (on site and off site) to its households, showing an improvement by 52 392 or 47.8% additional househlds. With regards to household access to basic sanitation (water-borne toilets & sceptic/chemical toilets), a percentage increase of 89.7% was observed, from 39 079 in 2001 to 74 171 in 2016. This can be attributed to the implementation of bulk water and reticulation projects funded through own funding, SembSilulumanzi and grants received from provincial and national government departments such as MIG, MWIG and MSIG.

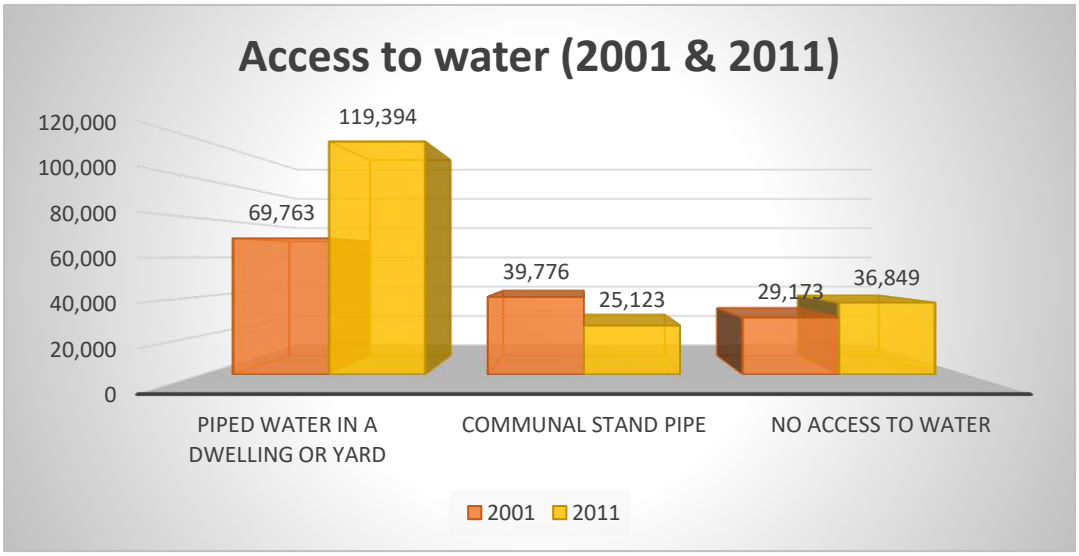
Through partnership with Eskom and implementation of INEP projects funded by the National Department of Energy, the City of Mbombela has also increased the roll out of access to electricity which stood at 92.2% in 2016, making it the most improved basic service amongst all. In terms of refuse removal, the Municipality has shown an increase of 58.8% in providing weekly refuse removal between 2001 and 2011, whilst t has shown a slight increase of 1.3% between 2011 and 2016. According to the municipality's own assessment, this slight increase is attributed to the increase in the number of informal households that have terrestrial restraint in collecting refuse as most households with access to this basic service are not only formalised but are also accessible.

The following section provides a breakdown of each basic service as per the available statistical information produced by Statistics South Africa (Stats SA), the official custodian and publisher of statistics related information of the country.

#### *2.3.6.1.1 Water*

Water is the most basic right a human being is entitled to in terms of the Constitution of the Republic of South Africa. It is therefore inherent upon the Municipality to ensure the provision of water to its communities in a sustainable manner in order to fulfil its constitutional obligation. The figure below indicate the extent to which the Municipality has been thriving to deliver water services to the communities from the period of 2001 up to 2011.

**Figure 2.3.6.1.1-1: Access to Water (2001 & 2011)**



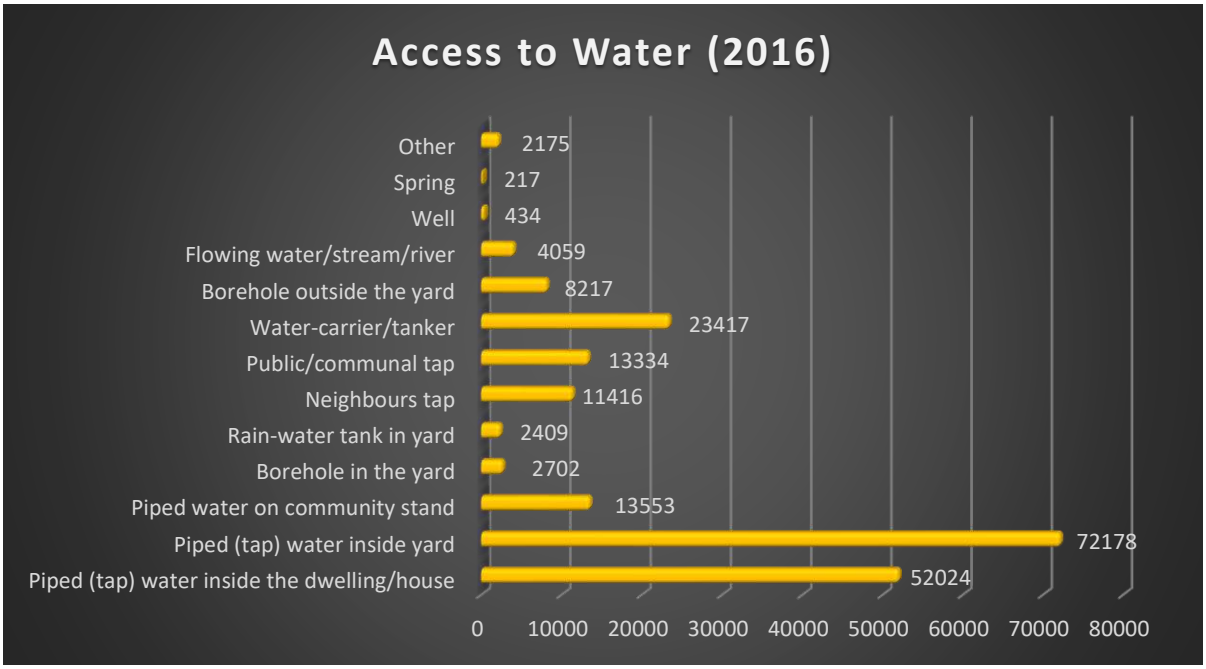

*Source*: **Stats SA Census Surveys 2001 & 2011**

During 2001, the City of Mbombela had 69 763 (50.2%) households with access to piped water in their dwelling or yard and 39 776 (28.6%) households which had access to water through communal stand pipes. The number of households with access to piped water increased by 49 631 or 71.1% whilst that of households with access to water through communal stand pipes contracted by 14 653 or 36.8% in 2011. The decline in the number of households which had access to water through communal stand pipes (between 2001 and 2011) was as a result of the Municipality connecting piped water inside dwelling or yard to benefit households that previously relied on communal taps. *(NB: The 2001 and 2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively).*

Whilst the Municipality has shown improvement in the provision of water to the households, it must be borne in mind however that the backlog (households without access to water) in the water service provision has been increasing. This is depicted by the 36 849 in 2011 from 29 173 in 2001, thereby implying a 26.3% increase. The increase in the backlog is closely linked to the sharp increase in the number of households/dwellings within the municipal area. (*NB: The 2001 and 2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively*).

The following figure depicts the 2016 status quo with regards to water service provision. The results thereof are reminiscent of the strides the City of Mbombela has made in relation to improving water service provision within the municipal area. The results are depicted separately in that they are not absolutely comparable with the census surveys conducted in the previous years, 2011 and 2001, and are based on the 2016 municipal boundaries.

**Figure 2.3.6.1.1-2: Access to water (2016)**




Source : **Stats SA Community Survey, 2016**

In as far as water service provision is concerned, the acceptable standard of access to water is households that obtains potable water within a radius of 200 metres. The figure above seeks to depict household access to water at different levels during 2016. From the figure above, households with access to water through piped (tap) water inside their yard constituted the highest proportion with a total number of 72 178 or 35%. This was followed by households with access to water through piped (tap) water inside their dwelling or house where the total stood at 52 024 or 25.2%. There were also significant

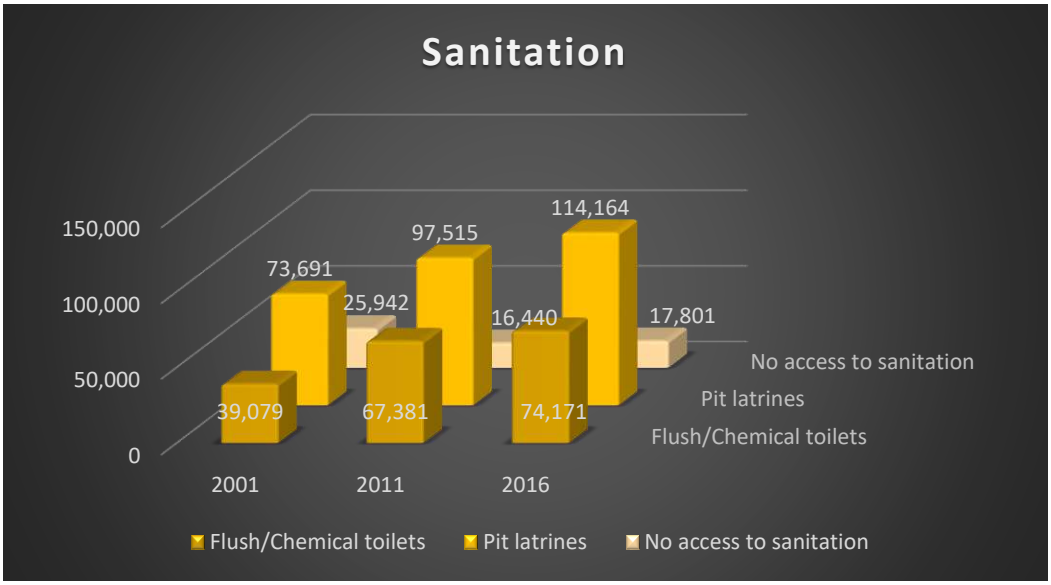
number of households which accessed water through water tankers and through piped water on community stand, with the total numbers being 23 417 and 13 553 respectively. This meant that a substantial number of households had their water delivered through municipal trucks daily.

The City of Mbombela still need to do more in terms water infrastructure projects particularly in the most remote communities within the municipal area. Currently, the Municipality's budget is dominated by bulk water and reticulation projects in order to eradicate the existing backlogs within the municipal area. Areas that are mostly affected includes amongst others Nsikazi North, Nsikazi South, Emjindini rural areas, Hazyview, Phumlani, Matsulu and Kabokweni.

#### *2.3.6.1.2 Sanitation*

In restoring people's dignity, it is of paramount importance that the Municipality provides adequate sanitation services to the communities. It must be acknowledged that this is one area where the Municipality has been struggling particularly in remote rural areas. This is due to the lack or shortage of piped water supply in these areas which constraints the Municipality in providing water borne ablution facilities. The following figure depicts the trends of provision of sanitation services within the municipal area.

**Figure 2.3.6.1.2: Access to Sanitation (2001, 2011 & 2016)**




Source : **Stats SA Census Survey 2001, 2011 and CS 2016**

From the above figure, it is easier to point out that there has been a nominal increase in the number of households with access to flush or chemical toilets since 2001. This is indicated by the move from 39 079 in 2001 to 67 381 in 2011, thus indication an increase of 72.4%. The upward trend continued between 2011 and 2016, although minimal during this period, where an increase of 10% was observed. This could be attributed to the Municipality's implementation of sanitation projects between the periods in question. An upward swing was also recorded with regards to number of households which use pit latrines as basic form of sanitation. This number increased by 16 649 or 17% between 2011 and 2016. The City of Mbombela, through a resolution taken by Mpumalanga Government, has since refrained from implementing pit latrines or VIP toilets within the municipal area as these had the potential to contaminate underground water.

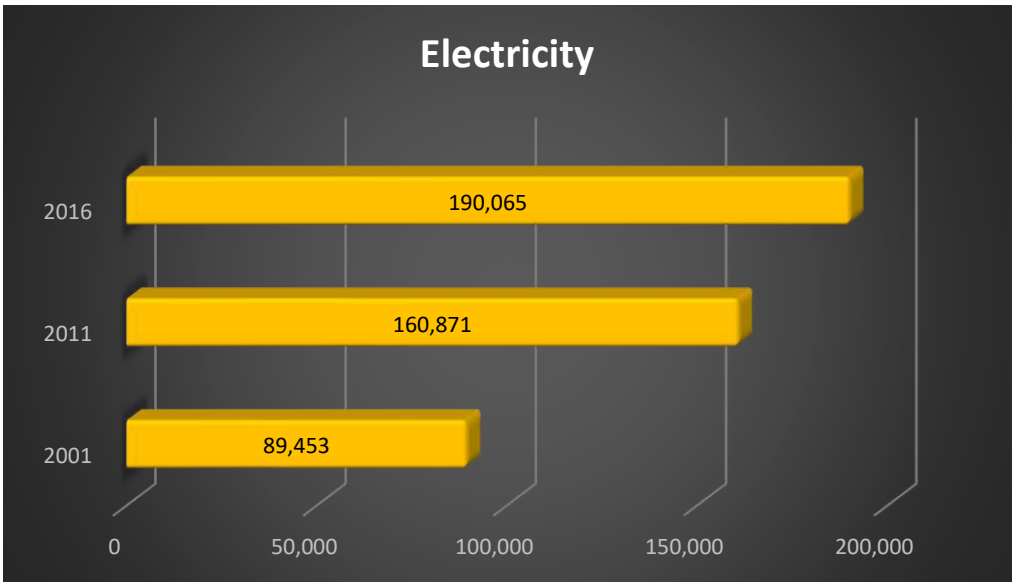
The number of households without any form of sanitation stood at 17 801 in 2016 from 16 440 in 2011, thus indicating an increase of 8.2%. Most of the households with pit latrines or VIP toilets and those without toilets were situated in rural areas. While it is indisputable that the Municipality is not faring very well in the provision of sanitation services, it should also be noted that the pace at which the number of

households/dwellings is growing is another contributing factor towards improving the service access. The City of Mbombela will also fast track the implementation of water borne toilets once it has dealt with the water infrastructure in affected areas. Currently, the sanitation infrastructure projects being implemented revolve around the augmentation of Waste Water Treatment Plants, replacement of dilapidated sewer lines as well as reticulation of settlements where there is existing infrastructure to support the connection of water borne toilets.

#### *2.3.6.1.3 Electricity*

Provision of electricity within the municipal area is one area where the Municipality has made considerable progress. Throughout the years, the Municipality together with Eskom and the National Department of Energy have rigorously implemented electrification projects to benefit communities in all the affected areas. However, it should be noted that the backlog that is still existing is as a result of the additional households within the municipal area thereby causing additional demand. The figure below illustrates the picture in as far as electricity provision within the Mbombela municipal area is concerned.

**Figure 2.3.6.1.3: Access to Electricity (2001, 2011 & 2016)**




*Source:* **Stats SA Census Survey 2001, 2011 & CS 2016**

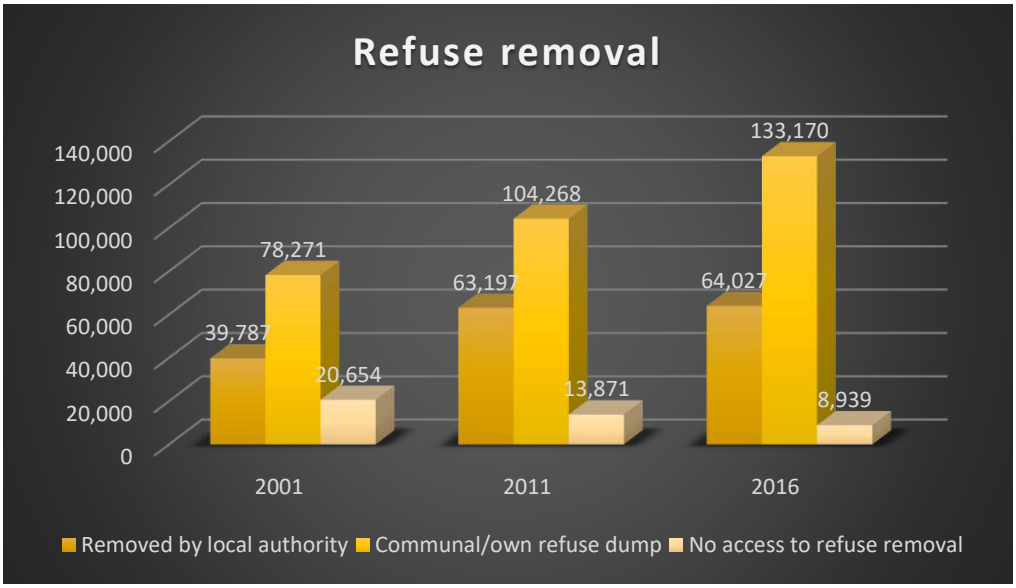
The Municipality has experienced increases in electricity supply for all the periods under review. Between 2001 and 2011, 71 418 (79.8%) households were added into the grid. By 2016, this number further escalated to 190 065, indicating an increase by 18.1%. Although such progress has been made, there are still other areas that still need electricity, particularly in the rural areas. The municipality in partnership with Eskom is in the process of upgrading existing power stations in order to cater for all the areas within the municipal area. Moreover, the municipality is in the process of developing a master plan on streets or public lighting which will address the challenges of street and high masts requested by the communities during the IDP consultative meetings.

#### *2.3.6.1.4 Refuse removal/waste management*

The South African Constitution (Act 108 of 1996) states that: "*the objects of local government are, amongst others, to promote a safe and healthy environment"*. It is therefore paramount to note that this is a constitutional obligation entrusted to all municipalities within the country. The City of Mbombela is no exception and will always strive to fulfil this constitutional mandate with a view to create a conducive environment for its community members. The most relevant way a municipality can respond to this mandate is ensuring a clean environment through responsive environmental management, waste

management and refuse collection services. Below is a figure indicating how the City of Mbombela has fared in providing refuse collection within the municipal area between 2001 and 2016.

**Figure 2.3.6.1.4: Access to refuse removal services (2001, 2011 & 2016)**




Source : **Stats SA Census Survey 2001, 2011 & CS 2016**

Access to refuse removal services within the municipal area is still a challenge particularly in rural areas where access routes make it impossible for kerb side refuse collection. This is depicted in the figure above which shows that the number of households using communal or own refuse dump was the highest at 133 170 in 2016 from 104 268 and 78 271 in 2011 and 2001 respectively. An increase in the number of households with access to kerb side refuse collection by local authority/municipality was also witnessed between the 2001 and 2016 period, from 39 787 in 2001 to 64 027 in 2016 – thus implying an increase of 60.9%. During the same period, there has also been a steady decline in the number of households with no access to refuse removal – from 20 654 in 2001 to 13 871 in 2011, and a further decline to 8 939 in 2016. This is an improvement of 56.7% between 2001 and 2016.

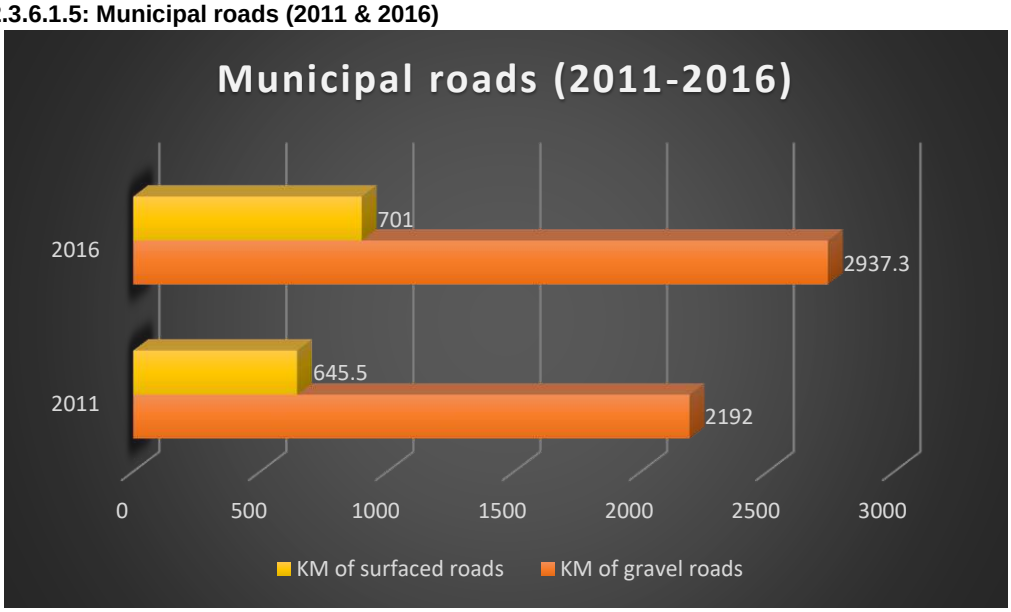
The Municipality needs to do more in improving the service access particularly in rural areas as the lack of such service has the potential of promoting illegal dumping and may eventually lead to health hazards or unbearable environmental effects. The Municipality is currently in the process of extending the waste collection service to the rural areas and informal settlements, and a feasibility study is underway in this regard. Moreover, transfer stations in White River, Hazyview, Kabokweni and Matsulu are being established.

The municipality is also reviewing the Integrated Waste Management Plan and compiling section 78 investigation reports as per the requirement of the National Environmental Management: Waste Act 59 of 2008. Waste minimization and recycling programs are being institutionalised to reduce the tonnage of waste reaching the landfill sites and subsequently create jobs for those who are interested in participating in the recycling program.

### *2.3.6.1.5 Municipal Roads and Storm water*

The City of Mbombela's jurisdiction is dominated by a huge backlog of surfaced roads. This may be attributed to the fact that most of its settlements are predominantly rural or informal. However, this does not divest the Municipality of the responsibility to ensure provision of adequate access to conducive municipal roads to its communities. As a result, the Municipality has strived to ensure provision of surfaced roads and to constantly maintain both the surfaced and gravel roads. The figure below provides the status of municipal roads within the Mbombela municipal area from 2011 to 2016.

**Figure 2.3.6.1.5: Municipal roads (2011 & 2016)**




*Source:* **Municipal PCF Report 2016**

The figure above indicates that 645,5km of the 2 837.5 total kilometres of municipal roads existing were surfaced roads and 2 192km were gravel roads in 2011. Between 2011 and 2016, the Municipality has opened 800.8km of new roads. The new total kilometres of municipal roads became 3 638.3km. Of this total, 701km were surfaced roads and 2 937.3km were gravel roads. By 2016, 18.3% of the municipal roads were surfaced with either asphalt or interlock block paving and this was made possible through the implementation of Municipal Infrastructure Grant, Disaster Relief Grant and internally funded projects. This is another area of service where the City of Mbombela is having huge backlogs and needs to improve. Furthermore, all the municipal roads (surfaced or gravel) are regularly maintained by the Municipality.

The Municipality also has a Roads Master Plan (RMP) which is being updated to cater for the Umjindi area and will be reviewed annually to cater for the completed and new developments. The new University of Mpumalanga, ICC, Urban Renewal Project in Tekwane, Nkosi City and the Fresh Produce market will have a significant influence on the traffic flow, therefore the master plan will also be updated to cater for such changes.

### 2.3.6.2 Progress to date: Access to basic services (2016 – 2022)

This section seeks to depict the progress made by the current sitting Council which came in office in November 2021 with regards to ensuring universal access to basic munical services since taking over from the previous Council. The baseline figures indicate the service delivery status quo left by the previous Council whilst the progress to date figures indicate what the current Council has achieved since coming into office. These figures are thus indicated in table 2.3.6.2 below.

**Table 2.3.6.2 Progress Report on basic service delivery (2021 – 2022)**

| BASIC SERVICE | BASELINE (2021) | | 5 YEAR TARGET | TOTAL BACKLOGS ERADICATED | PROGRESS TO DATE (2022) | |
|---|---|---|---|---|---|---|
| | ACCESS | BACKLOG | | | ACCESS | BACKLOG |
| **Water** | 177 425 (86.0%) | 28 711 (14.0%) | **15 000** | 0 | 177 425 (86.0%) | 28 711 (14.0%) |
| **Sanitation** | 119 725 (58.0%) | 86 411 (42.0%) | **15 000** | 995 | 120 720 (58.5%) | 85 416 (41.5%) |
| **Electricity** | 200 995 (97.5%) | 5 141 (2.5%) | **22 500** | 873 | 201 868 (97.9%) | 4 268 (2.1%) |
| **Refuse collection** | 65 950 (31.9%) | 140 186 (68.1%) | **160 136** | 347 | 66 297 (32.1%) | 139 839 (67.9%) |
| **Municipal roads** | 781.32km (20.4%) | 3 039.68km (79.6%) | **100 km** | 18.47 | 799.79km (20.9%) | 3 021.21 (79.1%) |
| **TOTAL NUMBER OF HOUSEHOLDS** | **206 136** | | | | | |
| **TOTAL KMs OF ROADS** | **3 821 km** | | | | | |

*Source:* **Stats SA, Community Survey 2016, Annual Reports 2016-2021, Annual Report 2021/22, Mid-Term Performance Report 2022/23**

It is a statutory requirement for a new Council after it has come into office to set, for its elected term, five year service delivery targets based on its development priorities for the IDP. The provision of basic services is a constitutional requirement in terms of section 152, paragraph (b) which provides, amongst others, that *"the objects of local government are to ensure the provision of services to communities in a sustainable manner*". The above table seeks to explain the extent to which the current council has achieved in relation to the eradication of basic services backlogs.

#### *2.3.6.2.1 Water and sanitation*

In regard to water, it can be observed that the proportion of household with access to water at basic acceptable level has remained the same in 2022 as in 2021 base year (177 425 or 86%). This is because the Municipality has been implementing bulk water projects and maintenance projects which are key to implemententing household water connection projetcs. The provision of access to basic sanitation has seen an increase from 119 725 in 2021 to 120 720 in 2022, an increase by 995 or 0.5%. This was achieved through the implementation water and sanitation programs which were funded internally (own revenue) and externally by provincial and national grant allocations (i.e. MIG, MSIG). While such progress can be observed, it should be noted however that more still needs to be done in eradicating the outstanding backlogs especially access to basic sanitation. Extension of access to basic sanitation particulary in rural areas relies heavily on the implementation of water infrastructure programs which must still be prioritised and expedited.

#### *2.3.6.2.2 Electricity*

Through programs funded by ESKOM as well as the INEP program funded by the Department of Energy and implemented by the Municipality, electricity supply and connection to households between 2021 and 2022 has increased by 873 or 0.4%.

#### *2.3.6.2.3 Refuse collection*

Refuse collection remains a challenge to the Municipality particularly in rural areas which are predominantly informal and have limited access (poor condition or lack of routes/streets) for kerbside refuse collection. The Municipality is left with little option but to improvise by utilising EPWP program where people are employed to collect refuse without pick-up trucks. Feasibility studies are however

underway to devise means of collecting refuse in these areas according to acceptable levels. Between 2021 and 2022, household access to refuse collection has seen an increase of 347 or 0.2%.

*2.3.6.2.4 Municipal roads*

Municpal roads is one basic service with high backlog as depicted by the 79.1% in 2022. This is attributable to the fact that the vast proportion of the municipal area is rural, which is constituted by informal areas. The Municipality nonetheless receives grants from provincial and national departments to implement road and storm water programs within its area of jurisdiction. These grants are used to surface gravel roads, rehabilitate and upgrade dilapidated roads that are falls under the municipality's competence. Such appropriations have been used from 2021 until 2022 to surface 18.47 kilometeres of gravel roads, an increase by 0.5%.

### 2.3.7 Disaster management

According to the status quo report of the Disaster Management Unit, about 47 000 households in rural areas are without radio communication system coverage to alert the unit during disasters. Almost 39% of the households have built houses on wet lines and flood lines which is a serious risk.

The unit does not have a fully fleshed Disaster Management Centre, and is relying on the assistance of the District and Provincial centres. However, the Municipality has entered into an agreement with the Provincial Department of Co-operative Governance and Traditional Authorities (COGTA) to upgrade Council's Disaster and Communications Centre.

The Disaster Management Unit in Umjindi was not adequately established as it only had 1 full time employee. The Disaster Management Centre established for the Umjindi had incomplete network system which made it difficult to execute disaster management services effectively. A Disaster Management Plan was developed in 2014 on behalf of Umjindi by the Ehlanzeni District Municipality. The Ehlanzeni District Municipality and the Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) supported the former Umjindi in executing its disaster management functions.

The City of Mbombela participate in the Disaster Management Forum where all issues related to disaster are discussed, and a Disaster Management Plan is currently under review to cater for the former Umjindi.

#### 2.3.7.1 Background

In terms of the constitution of the Republic of South Africa, Act 108 of 1996, section 41(1) (b), it is the responsibility of all spheres of government to secure safety and wellbeing of the people of the Republic. The constitution also places the responsibility of securing the safety and health of the environment on all spheres of government. It is therefore imperative to realise that disaster management is the primary responsibility of government as well, because the DMA puts emphasis on healthy and safe communities and environment.

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. It is as a result of these legislative prescripts that the City of Mbombela has developed its Disaster Management Plan which was approved by Council.

The City of Mbombela Disaster Management Plan establishes the arrangements for disaster risk management within the City of Mbombela Local Municipality (CoM) and has been prepared in accordance with the requirements of the Disaster Management Act, (Act 57 of 2002) and section 26(g)

of the Municipal Systems Act (2000), and Municipal Finance Management Act (2003). Reference has also been made to the Disaster Management Policy Framework and the Disaster Management Localised Incident Policy.

#### 2.3.7.2 Purpose of CoM Disaster Management Plan

The purpose of this plan is to establish processes for a comprehensive disaster risk assessment. It further seeks to identify and clarify the roles and responsibilities of the internal and external stakeholders throughout the entire cycle of disaster management, i.e., pre-disaster, during disaster and post disaster phases. It again identifies and establishes consultative mechanisms for specific priority risk reduction projects aimed at promoting resilient communities within the City.

#### 2.3.7.3 Foundational Institutional Arrangements

In terms of disaster management legislations (i.e. Disaster Management Act 57 of 2002, National Disaster Management Policy Framework, Provincial Disaster Management Policy Framework and Municipal Disaster Management Policy Framework), the council of each municipality must establish institutional capacity for disaster risk management in its area for implementing disaster risk management within the municipal sphere of government. Furthermore, these arrangements must be consistent with national and provincial arrangements and must provide the appropriate mechanisms to allow for the application of cooperative governance to facilitate both intergovernmental and municipal interdepartmental relations as well as community participation for the purpose of disaster risk management. This is in line with the requirements of a Level 1 Disaster Risk Management Plan as per section 3.1.1.2 of the National Disaster Management Policy Framework. The following structures have been created in order to give effect to the above-mention legislative provision:

##### *2.3.7.3.1 Emergency Services Department Top Management Committee*

The City of Mbombela Disaster Risk Management Framework (DRMF) indicates that the Management Committee of Mbombela is used as the managerial coordinating body for inter-departmental liaison and coordination. In order for this plan to be implemented successfully it is imperative for the Management Committee to adopt disaster risk management as a standing agenda point of the meeting. This will ensure that disaster risk management is addressed on a regular and on-going basis. Though the Management Committee, high-level decision-making will inform the tasks of the different disaster risk management focal points in the respective divisions and municipal entities.

##### *2.3.7.3.2 Disaster Risk Management Advisory Forum*

The Act calls for the active participation of all stakeholders, including the private sector, NGOs, technical experts, communities, traditional leaders and volunteers, in disaster risk management planning and operations. Specific arrangements must be implemented to ensure the integration of stakeholder participation, to harness technical advice and to adopt a holistic and 70nauthori approach to the implementation of policy and legislation. In order for all relevant role-players in disaster risk management in the municipal area to co-ordinate their actions on matters relating to disaster risk management as prescribed in Section 4.1.3 of the National Disaster Risk Management Framework.

Section 44 of the Act, stipulates that Council must establish a Disaster Risk Management Advisory Forum as provided for in Section 51 of the Disaster Management Act 57 of 2002. The Forum must comprise of the relevant stakeholders and role-players including all Mbombela departments, NGOs and CBOs, individuals or groups with special technical expertise.

This following constitutes the responsibilities the Forum will have to carry out:

- give advice and make recommendations on disaster-related issues and disaster risk management

- contribute to disaster risk management planning and co-ordination
- establish joint standards of practice
- implement response management systems
- gather critical information about the municipality's capacity to assist in disasters and to access resources
- Assist with public awareness, training and capacity building.

#### *2.3.7.3.3 NGO Forum*

The City of Mbombela Municipality must establish an NGO Forum as a sub-committee of the Mbombela DRMF responsible for the development and alignment of their own terms of reference with this DRMP and for the development of a social disaster relief contingency plan. Such a plan must be developed according to Contingency Plan template as contained in the DRMF. The NGO Forum consists of the representation of all the wards or zones of Mbombela

According to the Terms of Reference of the NGO Forum it is responsible for:

- Relief resources 71nauthorized;
- Assist in relief distribution;
- Damage and needs assessment;
- Hazard identification;
- Assistance during response;
- Coordination of relief efforts from various NGOs and CBOs;
- Participate in DRM activities in Mbombela such as awareness campaigns; and
- Provision of first aid services (especially during events in the community).

#### *2.3.7.3.4 Other Fora*

Due to the dynamic nature of disaster risk management, the Disaster Risk Management Advisory Forum (DRMAF) must from time to time consider the establishment of other sub-I should the need arise. These sub-I, as is the case of the NGO Forum will be responsible for the development of their own Terms of Reference for the fulfilment of a specific disaster risk management task assigned to them by the Head of the Mbombela MDMC.

#### *2.3.7.3.5 Disaster Risk Management Committees*

It is further recommended that all metropolitan and district municipalities establish interdepartmental disaster risk management committees for their areas and that all district municipalities establish disaster risk management committees in district management areas. In addition, local municipalities should establish their own disaster risk management committees and ensure the establishment of disaster risk management committees or forums in all municipal wards. Ward structures have been identified and tasked with responsibility for disaster risk management.

#### *2.3.7.3.6 Disaster Management Volunteers*

Volunteers are citizens over the age of 18, who donate their time to assist the Disaster Management Centre in a variety of areas. These generous citizens are trained and enhance the Centre's ability to build safer and disaster resilient communities. In order to maintain an inclusive approach to the participation of volunteers in disaster risk management, volunteers are classified into three categories. These categories are grouped as follows:

- Units of volunteers
- General volunteers
- Spontaneous volunteers

*2.3.7.3.7 Municipal Disaster Management Centre (MDMC)*

The Mbombela Disaster Management Centre (MDMC) is the primary functional unit for disaster risk management in the municipal area. It (DMC) provides direction for the implementation of disaster risk management policies and legislation and integration and coordination of municipal disaster risk management activities and priorities in order to ensure that national and provincial objectives are achieved. Furthermore, the DMC provides support to the National DMC, Provincial DMC and Ehlanzeni DMC.

*2.3.7.3.8 Sub-Structures of the MDMC*

The approved structures of the Disaster Management Division (referred to as the MDMC in this Plan) MUST be inconsistence of the following sections:

- Office of the HOC
- Disaster Risk Management Planning.
- Community Disaster Risk Management.
- Multi-Sectoral coordination.
- Disaster Operations Centre

The Community Disaster Risk Management Section is the only section within the MDMC which functions on a reionalised basis. Each of these sub-sections has full responsibility for community preparedness by ensuring community participation through the ward structures as well as the involvement of the public and private sector.

### 2.3.7.4 Disaster Risk Profile for Mbombela

The Mbombela Local Municipality, as one of the urban growth centres in Mpumalanga, faces increased levels of urban risk. These disaster risks include the ones as listed in the table below. The DMC considered and incorporated all inputs and comments obtained from role-players through the established processes. These risks are ranked in order of importance.

**Table 2.3.7.4: Prioritary risks**

| PRIORITY | RISK | AREA/REGION MOST VULNERABLE |
|---|---|---|
| 1. | Dolomite resulting in sinkholes | South Region |
| 2. | Community impact of mission critical systems failure | All regions |
| 3. | Informal settlement | All regions |
| 4. | Pollution | All regions |
| 5. | Flooding incident | All regions |
| 6. | Hazardous material incident | All regions |
| 7. | Civil strife and Xenophobia | All regions |
| 8. | Major transportation accidents | Central region |
| 9. | Epidemics | All regions |
| 10. | Special events incidents | All regions |

Other disaster risks occurring with the jurisdiction of the City of Mbombela include but not limited to: Terrorism/Weapons of Mass Destruction, Extreme Heat, Tornado, Blight Infestation, Drought, Earthquakes, Extreme Cold, Hail, Hostage Incident, Windstorm, and Aviation incidents.

### 2.3.7.5 Macro Hazard Assessment

The following table contains a macro hazard assessment for the Mbombela in order to prioritise disaster risks. A three-point scale was used for the standardisation of the assessment (i.e., High, Medium and Low).

**Table 2.3.7.5: Macro hazard assessment**

| Hazard | Geographical Location | Probability | Frequency | Intensity | Predictability / | Expose | Impact | Knock-on effect |
|---|---|---|---|---|---|---|---|---|
| **1.Fires (shack)** | Informal Settlements e.g. Ngodwana, Matsulu Makoko, Spelanyana, Luphisi, Mgcobaneni, Manzini, ,Chweni, Mganduzweni, Shabalala,Manyeveni Nkomeni,TV, Clau-clau, Zwelisha, Phola, Swalala, | High | High | High | Low | Properties and communities | High | Veld Fires |
| **2. Fires (veld)** | Mbombela<br>- Kaapsehoop<br>- Uitkyk<br>Ngodwana<br>Kanyamazane<br>White River<br>- Kiepersol<br>- Hillsview<br>- Farms<br>- Shabalala<br>- Majika<br>Hazyview | High | High | High | Medium | Environment/ properties, livestock | medium | |
| **3. Floods** | Mbombela, Tekwane, Entokozweni, Elanshoek, Luphisi, Spelanyane, Phola, Mganduzweni Bhejukufa, Gutshwa kop | High but seasonal | High | High | Low | Properties, livelihood and infrastructure | High | |
| **4. Severe weather conditions** | All areas in Mbombela | High but seasonal | Medium | Medium | Low | Properties, livelihood and infrastructure | medium | Damaged Infrastructure |
| **5.Hazardous material** | Along the major routes, eg. N4, R40 | Medium | Low | Medium | Low | Environment/ communities | Medium | Pollution |
| **6. Special events** | All facilities handling events such as sports, large gathering. E.g. Mbombela stadium Kabokweni stadium Kanyamazane stadium Matsulu stadium Masoyi stadium Show grounds Rugby stadium | Medium | Low | Medium | Low | People attending the event/gathering | High | |
| **7.Mission Critical System failure** | All transformers Nelspruit, Kanyamazane | Medium | Low | Medium | Low | All infrastructure and facilities | High | |

| Hazard | Geographical Location | Probability | Frequency | Intensity | Predictability / | Expose | Impact | Knock-on effect |
|---|---|---|---|---|---|---|---|---|
| | purification Plant, White River water tower, | | | | | | | |
| **9. Transportation Accidents** | Train station, on major routes and along the airport. N4, R40 | Low | Low | Low | Low | Commuters and infrastructure | High | |
| **10. Building Collapse** | All areas | Medium | Low | Low | Low | Buildings and human life | High | |
| **11. Land/mud slide** | Matsulu | Low | Low | Medium | Low | Human life/environment | High | |

#### 2.3.7.6 Disaster Risk Management Planning Priorities for Mbombela

Although the CoM disaster risk profile has identified a wide range of risks posing a potential threat to its area, it is not practical nor is it financially achievable to address all the risks simultaneously. Effective and focused disaster risk management planning by all organs of state and municipal entities can only be achieved through the identification of priority disaster risks and by the identification of the areas, communities and households most at risk to disaster in council's area. It is therefore necessary to adopt a carefully considered process which will enable this prioritisation.

Part of the prioritisation process will also be to adopt a three – phased approach to disaster risk management planning. This does not however imply that once the third phase is completed that the planning process is over. It must be clearly understood that disaster risk management planning is not a stop/start activity or project but a continuous process which of necessity must produce dynamic, real time plans which remain current in a continuously changing environment.

The process of prioritisation for disaster risk planning is critically informed by the disaster risk assessment findings for Mbombela. CoM must focus on the development of plans and the implementation of explicit programmes, projects and practices which give priority to building resilience and reducing the impact of a wide range of different disaster risks in areas, communities and households known to be at risk. CoM priorities must therefore focus on preventing or limiting the impact of the following disaster risks:

- Wide scale events that due to their magnitude, likely to affect the Mbombela as a whole. These include widespread floods and other severe weather events such as severe storms, and tornadoes; veld fires; and hazardous materials (storage, transportation and usage).
- Recurrent high and medium impact events that may require CoM's intervention or the mobilization of resources and infrastructure such as sinkholes, special events, floods and other severe weather events, large informal settlement fires, veld and urban fringe fires.
- Low frequency high and medium magnitude disaster risks with potential for severe loss and which require specialist support possibly not available in the CoM, such as nuclear accidents, major transport accidents, Mission Critical Systems Failure and building collapse.
- Disaster risks that affect neighbouring authorities which may have consequences for the MLM.

## 2.4 SOCIAL PROFILE AND COMMUNITY DEVELOPMENT

### 2.4.1 Human Development Index (HDI)

The Human Development Index (HDI) is a composite statistic that quantifies the degree of human development in a society in terms of its life expectancy, education and income. According to the United Nations, an index point that lies between 0 – 0.40 indicates low level of development in a society; index points that lie between 0.40 – 0.80 suggest medium development and an index point above 0.80 demonstrates high level of development in society in terms of the life expectancy, education and income. Table 2.4.1 below depicts the human development index figures observed between 2016 and 2020 within the Mbombela municipal area.

**Table 2.4.1: Human Development Index (2016 – 2021)**

| Human Development Index | | Trend |
|---|---|---|
| 2016 | 2021 | ▼—▲ |
| 0.60 | 0.62 | ▲ |

Source: **Socio-Economic Review Outlook, 2020**

The table above indicates that the City of Mbombela municipal area's human development index improved from 0.60 in 2016 to 0.62 in 2021. Thus ranking the municipal area the 6th highest in the province in terms of human development. This also implies that the municipal area depicted medium development in terms of the United Nations scoring of human development index described above. Whilst a slight improvement can be seen between the period of 2016 and 2021, more concerted efforts still needed to be taken in improving human conditions within the municipal area in as far as health, education, and creation of employment opportunities within the City of Mbombela municipal area is concerned.

### 2.4.2 Health Indicators

For planning purposes, it is necessary to indicate the whether the population of the area in question is healthy or dying. This is necessary to devise measures for intervention. A number of interventions could include *inter alia* providing the necessary prevention techniques, medication or treatment, and ensuring the the availability of the relevant health resources and facilities i.e. construction of hospitals and primary health care facilities). The following table depicts the health indicators for the Mbombela municipal area.

**Table 2.4.2: Health Indicators**

| HEALTH INDICATORS | | | |
|---|---|---|---|
| | 2014/15 | 2017/18 | Trend (▼—▲) |
| **HIV 1st test positive (as proportion of 15-49 years population)** | 14.8% | 10.2% | ▲ |
| **Total clients remain on ART** | 59 533 | 77 948 | ▲ |
| **Immunisation coverage <1 year rate** | 83.3 | 92.7 | ▲ |
| **Neonatal mortality in facility rate per 1 000 live births** | 10.9 | 12.3 | ▼ |
| **Maternal mortality rate per 100 000 live births** | 112.6 | 124.7 | ▼ |
| **Death in facility under 5 years** | 7.7 | 7.8 | ▼ |

*Source:* **SERO Report 2019**

The table above indicates that the number of people who tested HIV positive during their first test dereased, from 14.8% during 2014/15 to 10.2% in 2017/18 period, an improvement by 4.2%. During the same period, the total number of people who were enrolled on 76nauthorized76e treatment increased by 18 415 or 30.9% whilst the proportion of children covered through immunisation programme improved by 9.3%. A regression was was however recorded for the neonatal mortality in facility and death in facility of children under 5 years. This implies a regression of 1.4% and 0.1% respectively. During 2014/15 period, there was 112.6 maternal mortality rate per 100 000 live births however in 2017/18 period the number increased to 124.7 per 100 000 live births, implying a regression by 12.1.

### 2.4.3 Disability

Disability is a physical or mental condition that limits a person's movements, senses or activities. In development planning, it is also used as a tool to measure the health of the population as well as the ability of persons to execute certain tasks or activities. A healthy population or less disabled population may thus mean more prospects of economic growth and least financial resources on mitigating the effects of disability. Likewise an unhealthy population or population dominated by people with physical impairments will mean that the government must channel more financial resources in supporting the people with disability.

**Table 2.4.3: Persons living with disability**

| Type of disability | No difficulty | Some difficulty | A lot of difficulty | Cannot do at all | Do not know | Not applicable | Unspecified |
|---|---|---|---|---|---|---|---|
| **Sight** | 560574 | 38180 | 9927 | 779 | 278 | 253 | 85923 |
| **Hearing** | 588623 | 16209 | 4096 | 554 | 256 | 253 | 85923 |
| **Communicating** | 598334 | 8478 | 2183 | 695 | 48 | 253 | 85923 |
| **Walking** | 576028 | 22397 | 9785 | 1418 | 109 | 253 | 85923 |
| **Remembering** | 589110 | 15918 | 4096 | 434 | 180 | 253 | 85923 |
| **Self-care** | 592328 | 12458 | 3577 | 1212 | 60 | 355 | 85923 |

Source : **Stats SA, Community Survey 2016**

In terms of the latest statistics from the Community Survey 2016, the highest form of disability within the municipality are people who have walking difficulty followed by those who have sight problems. These numbers stood at 1 418 and 779 respectively. The Survey also revealed that about 1 212 people are unable to take care of themselves due to one or more forms of physical impairment. The municipality under the Transversal Services Unit has programmes aimed at assisting and empowering special targeted groups including people with disability.

### 2.4.4 Unemployment profile

Employment is one of the indicators that could tell of the municipality's ability to generate revenue. This is because when people are employed, they are likely to be able to pay for the services. Table 2.3.4.3 shows the unemployment statistics of the City of Mbombela.

**Table 2.4.4: Unemployment rates from 2016 to 2021**

| | Age | Years | Percentage | | |
|---|---|---|---|---|---|
| | | | Total | Male | Female |
| **Unemployment rate *(strict definition)*** | General (15-65 years) | **2016** | 23.5% | 20.8% | 26.4% |
| | | **2021** | 29.9% | 27% | 33% |
| | Youth (15-34 years) | **2016** | 33.9% | | |
| | | **2021** | 44.3% | | |

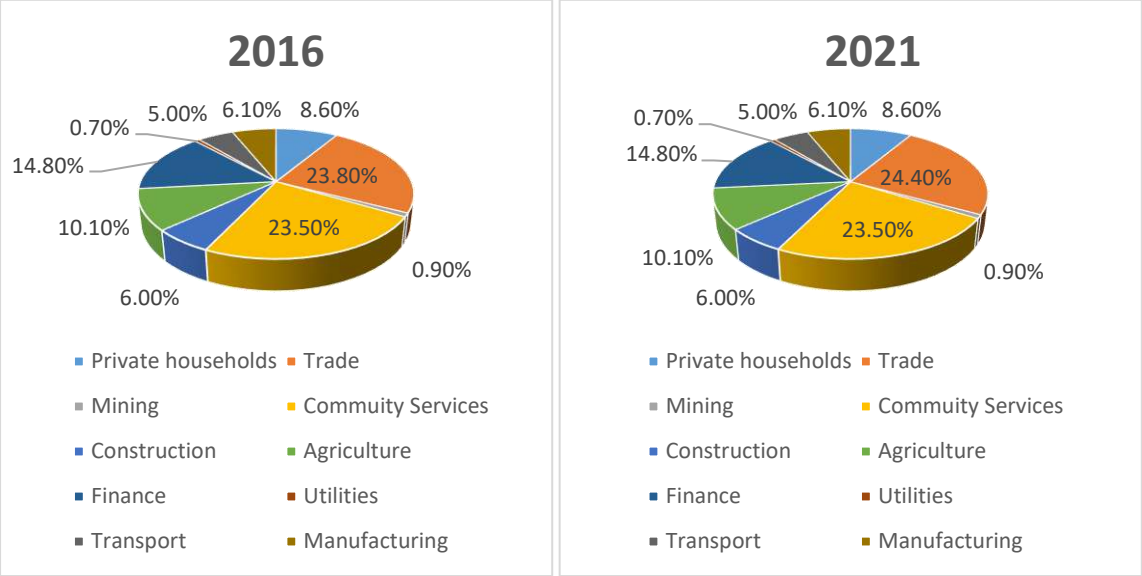
Source : **Stats SA Community Survey 2016 and DEDT Socio-Economic Profile (SEP) 2023**

From the above table, it can be deduced that unemployment within the Mbombela municipal area has increased by 6.4% between 2016 and 2021. The unemployment rate (strict definition) thus stood at 29.9% during 2021 from 23.5% in 2016. It can also be observed that females unemployment rate within the municipal area increased to 33% in 2021 from 26.4% recorded in 2016, an increase of 6.6%. This is largely due the fact that the economy has not been performing very well within the entire country as a result of a number of factors including lack of sufficient investment as well as the economic effects of COVID-19 pandemic which led to a series of lockdowns and subsequent closure of business operations. This resulted in detrimental economic consequences and businesses were forced to lay off their employees.

Youth unemployment is one of the major challenges facing the country. The City of Mbombela is no exception from this time ticking bomb problem. This age group is highly active and constitutes the highest propotion to the City of Mbombela's total population. During 2016, youth unemployment (strict definition) for the Municipality stood at 33.9%. In 2021, this number has climbed to 44.3% - an indication of 10.4% increase. This is unsustainable and more concerted efforts needs to be done in order to reverse these figures. The number of jobs that were shed as a result of COVID-19 pandemic effects and other economic disruptions during 2021 are estimated at 14 449. Furthermore, employment level between 2016 and 2021 indicated an average decline of 1.3% per annum.

The increasing unemployment rate in Mbombela calls for more robust implementation of the Local Economic Development (LED) programmes, Extended Public Works Programme (EPWP) and Community Works Programme (CWP) that help in creating job opportunities to the communities including women, youth and people with disabilities. Moreover, it is anticipated that the LED strategy, Spatial Development Framework (SDF), and the Vision 2030 Strategy will also assist in identifying key areas that the City of Mbombela can invest in to create more job opportunities. Whilst the national government has introduced an Economic Reconstruction and Recovery Plan for the country, it is pertinent that the City of Mbombela responds to such a Plan and align its actions to realise what is envisaged in the Plan including adapting it to its unique circumstances. This will ensure that the economy is revived and that lost jobs are restored. The actions that the City of Mbombela will take in ensuring economic recovery in the municipal area are outlined in Chapter 3 of this IDP. This includes participation in the Ehlanzeni District Development Structures whose main aim is to develop a One Plan that will ensure implementation of high impact projects within each municipality in the District and ultimately boost investment in the economy and create more employment opportunities.

**Figure 2.4.4: Employment by Industry (2016 and 2021)**




Source: **DEDT Socio-Economic Profile (SEP) 2023**

The largest employing economic industries in the municipal area of Mbombela in 2015 were trade (23.8%) which includes tourism, community services (23.5%) and finance (14.8%). During 2021, this trend continued with trade recording 24.4%, community services 23.5% and finance 14.8%. Trade is the only industry that showed an increase of 0.6% between 2016 and 2021 whilst all the other industries remained constant as no decline nor increase was observed during the same period. The increase in trade was mainly due to the fact that the lockdown restrictions were eased and the hospitality services emaninating from tourism were boosted.

Economic sectors that needs to be more capacitated include amongst others utilities, mining and transport in order to generate the targeted jobs envisaged in the City of Mbombela Vision 2030.

### 2.4.5 Poverty rate

Poverty is one of the elements used to measure the level of development within a country. It can be described as a lack of income and productive resources to ensure sustainable livelihoods such as lack or limited access to food, safe drinking water, sanitation facilities, health, shelter, education and information. The United Nations describes people who are affected by poverty as those who live below $1 a day. In terms of its Millennium Development Goals, the United Nations has set a target of halving the proportion of people whose income is less than $1 a day by 2015. The following table shows the level of poverty which existed in 2016 and 2020 within the Mbombela municipal area. This information is based on the 2021 DEDT Socio-Economic Profile report.

**Table 2.4.5: Poverty rate (2016 – 2021)**

| Local Municipal Area | Poverty rate (lower bound poverty line) 2016 | Poverty rate (lower bound poverty line) 2021 | Trend 2016 – 2021 ▼—▲ |
|---|---|---|---|
| **City of Mbombela** | **39.7%** | **45.5%** | ▼ |

Source: **Socio-Economic Profile (SEP) 2023**

According to the SEP Report (2023), the share of the population in City of Mbombela below the lower-bound poverty line increased from 39.7% in 2016 to 45.5 % in 2021. The municipal area of Mbombela ranked 8th amongst other local municipalities in the Province in terms of lower bound poverty rate. The City of Mbombela has in the past devised various means to curb poverty within the municipal area such as job creation, support for small agricultural businesses, and implementation of Food for Waste programmes. However, there is a need to intensify the poverty alleviation programmes by the City of Mbombela together with other external stakeholders. The municipality has approved an indigent policy and register to assist poor households who cannot afford to pay for basic services. The Department of Social Development's Social Relief of Distress Programme has also ensured that poor households are provided with food parcels in order to curb the social effects brought about the deadly corona virus. SASSA also assisted by providing the unemployed youth with temporal grants (Social Relief of Distress Grant) in order to mitigate the consequences brought about by this novel corona virus.

### 2.4.6 Income inequality

Income inequality refers to a measurement of the distribution of income that highlights the gap between individuals or households making most of the income in a given country and those making very little. It is also regarded as an extreme concentration of wealth or income in the hands of a small percentage of a population described as the gap between the richest and the rest. The following table indicates the income inequality of the Mbombela municipal area.

**Table 2.4.6: Income inequality (2016 - 2021)**

| Share of income by poorest 40%<br>2016 | Share of income by poorest 40%<br>2021 | Trend ▼—▲ |
|---|---|---|
| 7.4% | 7.3% | ▼ |

Source: **Socio-Economic Profile (SEP) 2023**

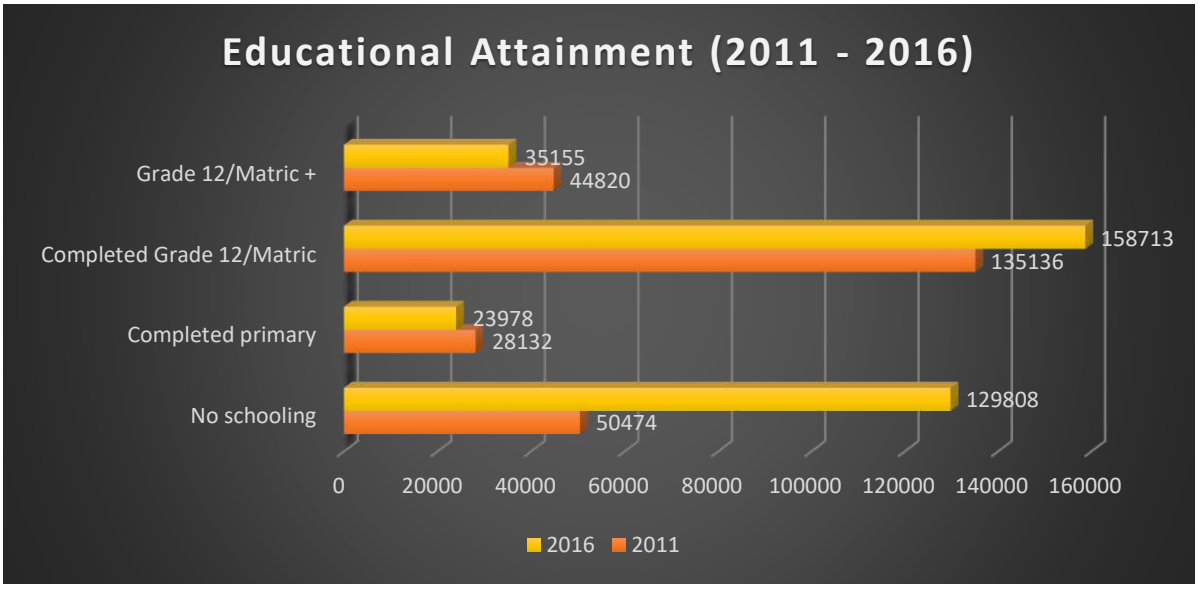
In 2021, City of Mbombela's poorest 40% of households shared 7.3% of income, which constituted a 0.1% decline from that of 7.4% recorded in 2016. The City of Mbombela's share of income of the poorest 40% of households was the 6th lowest/worst in the province in 2021. In trying to reduce these inequalities, the Municipality working together with other spheres of government, stakeholders and private sector must come up with programmes that addresses inequality such as local beneficiation on projects implemented locally. Furthermore, incubation hubs must be amplified in order to place small and upcoming enterprises in the mainstream economy with a view to increase the income generated by these entities which will in turn increase the income of the poor people working in them.

### 2.4.7 Educational attainment

Education is the process of facilitating learning, or the acquisition of knowledge, skills, values, morals, beliefs, and habits. It is clear from this definition that education plays an important role in human life. The main aim of the NDP is to enable everyone to achieve 'a decent standard of living'. One of the key aspects for measuring decent living standards for a country's population is through education and skills. The provision of quality education is also one of the United Nations' Sustainable Development Goals (SDGs) and amongst the predetermined indicators of measuring this are universal literacy and numeracy; equal access to quality pre-primary education; affordable technical, vocational and higher education. Education plays a vital role in the lives of the people by ensuring that they are equipped with skills and knowledge necessary to participate meaningfully to the country's economy and to deal with daily life challenges facing them. This sections seeks to provide details on the level of education within the Mbombela municipal area and what the Municipality intends to do to ensure access to education

and skills to its residents working collaboratively with other relevant stakeholders, *viz*. Mpumalanga Department of Education (DoE), Ehlanzeni Technical and Vocational Education and Training (TVET) Colleges, University of Mpumalanga (UMP), Tshwane University of Technology (TUT), University of South Africa (UNISA), etc.

**Figure 2.4.7.1: Level of education**




*Source:* **Stats SA Census 2011 & Community Survey 2016**

In terms of the latest StatsSA Community Survey 2016, there was a significant improvement in the number of persons who have completed their Grade 12/Matric within the Mbombela municipal area. In 2011, there were 135 136 people who completed their Grade 12 and this increased to 158 713 in 2016, recording a 17% increase. It is nonetheless imperative to note that during the same period, a dramatic increase was recorded in the number of people who have not been to school coupled with a decrease in the number of people with post matric qualifications. The results thereof indicate an increase by 79 334 in the number of people with no schooling and a 27.4% decline in the number of people in possession of post matric qualifications as depicted in the figure above. *(NB: 2011 results based on a combined 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities whilst 2016 results based on 2016 municipal boundary for the newly formed City of Mbombela).*

**2.4.7.2 Functional Literacy and Matric Pass Rate (2016-2020)**

| EDUCATION INDICATORS | | | |
|---|---|---|---|
| | **2020** | **2021** | **Trend (▼—▲)** |
| **Grade 12 Pass Rate** | 75% | 75.6% | ▲ |
| **Admission to B degree studies** | 37.9% | 34.1% | ▼ |
| | **2016** | **2021** | |
| **Functional literacy rate (Age 15yr+ & completed gr 7 or higher)** | 81.9% | 88.1% | ▲ |

Source: **DEDT Socio-Economic Profile (SEP) 2021**

The table above indicate a slight improvement in the level of education within the municipal area of Mbombela. This is evidenced by the increase in the number of matric (Grade 12) pass rate from 75% in 2020 to 75.6 in 2021. Another increase can be observed in functional literacy (ability to read, write and count) for learners from the age of fifteen and above who have completed grade 7 or higher. It is

indicated that the literacy rate for the identified group of learners has increased by 6.2% between 2016 and 2021. However, the number of bachelor pass/admission has seen a decline, from 37.9% in 2020 to 34.1% in 2021.

Even though the Provincial Department of Education has introduced ABET programme to address the past injustices where the past system made it difficult for the majority to attend school, it appears that there is a need to intensify this programme particularly in rural areas where such service is in short supply. The City of Mbombela and Mpumalanga Provincial Government have been offering bursaries to learners who have passed matric with a view to encourage learners who come from poor families to further their studies.

Poverty and lack of access to educational facilities are major contributing factors for no schooling as well as the low level of tertiary education. This was confirmed during the IDP consultative meetings when most wards raised the need for additional schools (primary and secondary) and tertiary institutions to increase access to education within the municipal area. The establishment of the University of Mpumalanga in the province specifically within the municipal area will encourage those that have passed matric to further their studies.

According to the Mpumalanga Department of Education, the Mbombela municipal area has 151 public primary schools, 59 public secondary schools, 25 independent (private) schools and 5 tertiary institutions. Comparing the number of educational facilities and the total estimated population of 751 986, it is clear that there is a need for more schools within the Mbombela municipal area. The Municipality must allocate land for educational purposes in terms of its Spatial Development Framework and that should also be linked to the infrastructure master plans for water, roads and electricity.

### 2.4.8 Amenities

#### 2.4.8.1 Public health Facilities

Various health facilities exist within the municipal area and these are listed in the table below:

**Table 2.4.8.1: Public health facilities**

| Accredited clinic | Linked clinic | Public Hospitals | Private Hospitals |
|---|---|---|---|
| Kanyamazane CHC | Zwelisha, Msogwaba, Eziweni, Sibuyile, Tekwane, Luphisi, Mpakeni | Rob Ferreira Hospital; Barberton Provincial Hospital; Themba Hospital; Barberton TB Hospital, Bongani TB Hospital | Mbombela Medi-Clinic; Barberton Medi-Clinic; Kiaat Hospital |
| Phola Nsikazi CHC | Hazyview, Skukuza, Mthimba, Sandriver, Shabalala, Manzini, Legogote and Jerusalem | | |
| Matsulu CHC | Nkwalini and Kaapmuiden | | |
| Mbombela CHC | Mbombela mobiles and Valencia/Nelsville | | |
| Bhuga CHC | Clau-clau, Khumbula, Makoko, Mjejane | | |
| Kabokweni CHC | Mbonisweni, Dwaleni, Gutshwa, Kabokweni/ White River Mobiles | | |
| M'Africa Clinic | Kathyville Clinic; Barberton Town; Boulders Clinic; Louisville Clinic; Lowscreek Clinic; Renee Clinic; Glenthorpe; Kaapsehoop Clinic | | |

Source: **Department of Health, Ehlanzeni District Office, 2015**

According to the Department of Health, there are 7 accredited clinics, 33 linked clinics and 5 public hospitals within the City of Mbombela municipal area. Considering the total population of Mbombela, there is a need to increase access and upgrading of existing clinics and this has been confirmed by communities during the IDP ward public participation meetings. Moreover, there are 3 private hospitals within the municipal area which are Mbombela Medi-Clinic, Barberton Medi-Clinic, and Kiaat Private Hospital.

### 2.4.8.2 Community facilities

There is a need to provide more community halls for community meetings and other social functions. Art galleries, cultural centres and theatres are needed for the development and promotion of arts, culture and heritage within the municipality area. Community halls are currently an option for such activities. Moreover, there is a need to develop proper sport fields in the rural areas. In as far as libraries are concerned, Mbombela B has the highest population compared to the other 5 zones but only two (2) libraries are available of which one (1) is under the provincial government. The library that is under the Municipality is based at Matsulu Service Centre. Most of the wards during IDP consultative meetings have indicated the need for more community halls, sports facilities, parks and recreational facilities.

**Table 2.4.8.2: Existing public amenities per zone**

| Amenities | Total Amenities within the Municipality | Conditions of the existing Amenities | Municipal Zones | | | | |
|---|---|---|---|---|---|---|---|
| | | | Northern | Central | Eastern | Southern – Matsulu | Southern – Umjindi atsulu |
| 1.Community Halls | 29 | 3 new, 11 good, 7 fair, and 8 poor, | 3 | 10 | 11 | 2 | 3 |
| 2.Cultural Centres | 1 | Fair | 0 | 0 | 0 | 1 | 0 |
| 3.Theatres/ Amphi theatre | 2 | 1 fair, 1 poor | 0 | 2 | 0 | 0 | 0 |
| 4. Art Gallery | 1 | 1 fair | 0 | 1 | 0 | 0 | 0 |
| 5. Libraries | 14 | 1 good, 1 fair, 12 poor | 2 | 5 | 3 | 1 | 3 |
| 6. Sports Fields | 9 | 3 good, 3 fair, 3 poor | 1 | 4 | 2 | 1 | 1 |
| 7.Swimming Pools | 7 | 3 good, 2 poor, 2 under renovation | 0 | 3 | 1 | 0 | 3 |
| 8. Multi Purpose Sports Courts | 6 | 2 good, 4 poor | 1 | 2 | 1 | 1 | 1 |
| **Total** | **69** | **-** | **7** | **27** | **18** | **6** | **11** |

*Source:* **IDP Unit, 2016**

Eight (8) of the community halls as well as the amphitheatre need major renovations in order to bring them to a good standard that will make them user friendly to the communities. These halls include

Elandshoek community hall (which needs reconstruction), Makoko community hall, Luphisi community hall, Daantjie community hall, Nsikazi/Khumbula community hall, Matsulu B community hall, White River community hall and Oewersig hall. The plan is to upgrade 2 of these community facilities per year depending on funding to cover the backlog. The process will involve engagements with the Traditional Authorities, where applicable, through the relevant Ward Councilors since some of these facilities fall under the Traditional Authorities. Six (6) of the community facilities including the Silulu Cultural Centre as well as the Mbombela Civic Theatre are in need of minor renovations.

All the community halls of Umjindi are in fair condition but still need renovations especially Emjindini Community Hall situated Spearville (Ext.3). Two swimming pools, located at Burgerville and Kathyville, needs major revamp as they are in an extremely dilapidated state and not user friendly. There is also a need for a swimming pool for the community of Emjindini Township as such facility does not exist there. Of the three stadia in Umjindi, Emjindini Stadium located in Spearville (Ext.3) is undergoing an upgrade. The Barberton Public Library needs renovation whilst the Low's Creek Public Library needs a new location as the current location is inconvenient for public use, as a result, a new structure must be constructed. Emjindini Multi-purpose sports court (located in Spearville) needs an upgrade.

#### 2.4.8.3 Sport development

The City of Mbombela has Sports Development Unit which is responsible for the promotion of all sporting codes in collaboration with the relevant stakeholders including the associations. The communities are participating successfully. Currently, the Soccer sporting code is seen to be dominating due to the interests by the communities. The Unit is spending more time in maintenance programs of the infrastructure from sports field, swimming pools, tennis courts etc. This has been identified as a course for concern to be addressed.

The Municipality has been fortunate to inherit the infrastructure which was developed for the 2010 FIFA World cup such as Kabokweni and KaNyamazane Stadiums. It should be outlined that the state of the art Mbombela Stadium was attractive during the world cup and is still well maintained currently. The other associations locally have been working with the municipality on other sporting codes in an uncoordinated manner.

The Municipality is a tourist point for most people visiting the Mpumalanga province. Since the city hosted the World Cup successfully, everybody wishes to visit. Due to that, other associations have expressed interests in investing on sporting codes. Therefore, a strategy on how to explore this investment opportunities to the best interest of the local citizens will be developed. This will be done in a coordinated manner and within the perimeter of the law.

The Municipality has been successful to obtain funding from LOTTO to upgrade certain sporting infrastructure. This will create a conducive environment to the youth and those interested to participate in sports. The Council will also develop a strategy which will talk to the systems that must be put in place to deal effectively with Sports Academies and other Sporting Associations without any prejudice.

The Municipality is participating in twining games and inter-governmental activities which involve other municipalities and other countries such as Maputo and Swaziland. Such type of games serve as the yardstick for different government spheres to come together share the work experiences and makes fun through play. In future, the planning for twinning games will be coordinated through Communication and IGR offices to involve all departments and to ensure that all interested employees participate. The games will be used for social interaction and cohesion. Furthermore, a strategy will be developed to enable all relevant stakeholders understand the need for the twining games and its impact on their involvement.

Lastly, the municipality will develop a maintenance strategy of all sporting facilities to ensure that facilities are properly maintained and effectively utilized for both Council and the communities.

### 2.4.8.4 Cemeteries and Open Spaces

The driving forces affecting cemeteries in the municipality are linked to socio-economic situations in the area, interlinked with a high mortality rate. The high mortality rate in the municipality in recent years resulted in most of the cemeteries managed by the municipality reaching capacity sooner than anticipated.

Some cemeteries are located near riverbanks, springs or boreholes used by the communities as potable water. This could impact negatively on the water quality, causing health problems such as diarrhoea. On the other hand, they can could be damaged through floods or high rainfall storms.

The majority of the cemeteries are located in Mbombela, Tekwane, Matsulu, Msogwaba, White River, Nsikazi, Makoko, and Phameni areas. Hazyview and Nsikazi zones have a multitude of rural cemeteries, which are mostly full or nearly full, and due to the environmental impacts associated with these cemeteries, the City of Mbombela in partnership with the Traditional Authorities is in the process of identifying suitable land for the establishment of regional cemeteries.

There are three formal cemetery sites at Umjindi located in Barberton, Kathyville and Emjindini Extension 8 (Greyville). All these cemeteries are nearing full capacity as a result there is a need to identify a new integrated cemetery site to cater for all the sections of Umjindi. There is also a need to formalise the cemetery sites for rural areas of Umjindi as currently there is no formal burial sites for all Umjindi rural areas.

Nsikazi and Mbombela B zones do not have any formal or informal cemeteries, and communities are mostly relying on burial plots on farms (which are decreasing as a result of land claims) or they have to go to formal cemeteries managed by the Municipality which are very far from their place of residence. The establishment of the proposed regional cemeteries as outlined previously seek to address some of these problems. The Municipality will also ensure that enough land is earmarked for cemeteries during the development of the Spatial Development Framework (SDF) and Land Use Management Schemes (LUMS).

The municipality is also maintaining closed cemeteries at Sonheuwel, Nelsville, Matsulu, Kabokweni and KaNyamazane. The closed sites will be fenced and be maintained as monument for the protection of the dead and ensuring that they are accessible by the family members for different cultural purposes. In order to ensure that all the graves are properly recorded and accurate information is filed, an electronic system will be introduced and an accurate data for all closed and new cemeteries will be readily available in the system for any related correspondences. It is also anticipated that the by-law on cemeteries which is still a draft will assist to address the challenges associated with cemeteries within the municipal area.

With regard to open spaces, the municipality use open spaces for the creation of parks and conservation of natural resources. Some areas require de-bushing to reduce alien plants and crime hot spots within the municipal area, while sidewalks requires cleaning/clearing and grass cutting. In the case of the open bushy areas, interventions are sought in the form of appointing service providers to assist in this regard.

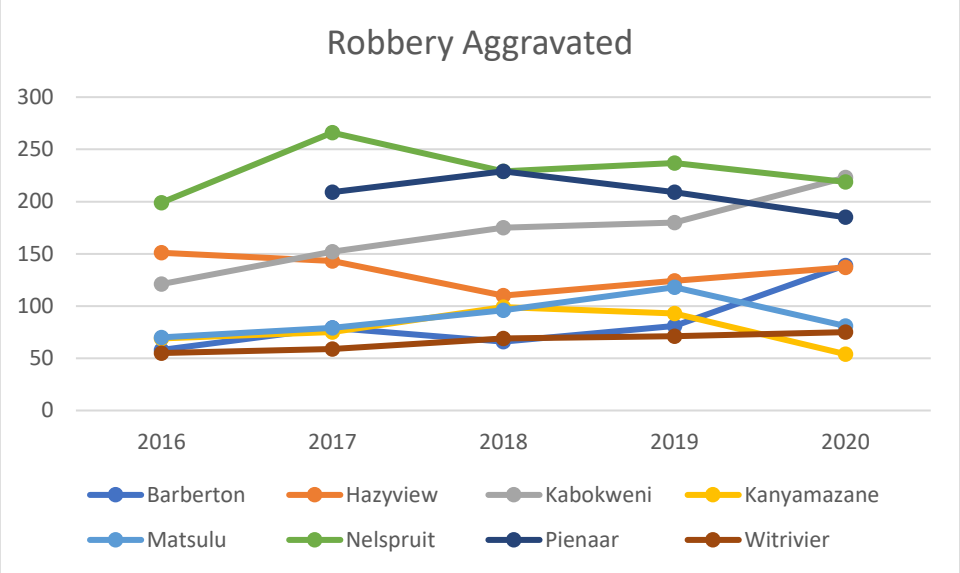
The Municipality's Parks Section is in the process of conducting an audit of all municipal parks and other parks for data collection. The audit will also cover the information on the availability of the public facilities in all the parks, the number of used graves per area, the amount of space available and the condition of graves.

### 2.4.9 Public Safety

#### 2.4.9.1 Crime

The City of Mbombela envisages a safe and secure city and the municipal area as a whole for all residents and tourist in transit. This idea is derived from the National Develop Plan goal of building safer communities and the Mbombela Vision 2030 strategy of ensuring a “safe and smart city”. This section covers the crime statistics from 2016 to 2020 which the Municipality must take into account when planning for the safety of its communities, investors and tourists. This covers robbery with aggravating circumstances, burglary in businesses and burglary in residential areas.

**Figure 2.4.9.1-1: Aggravated robbery statistics 2016-2020**

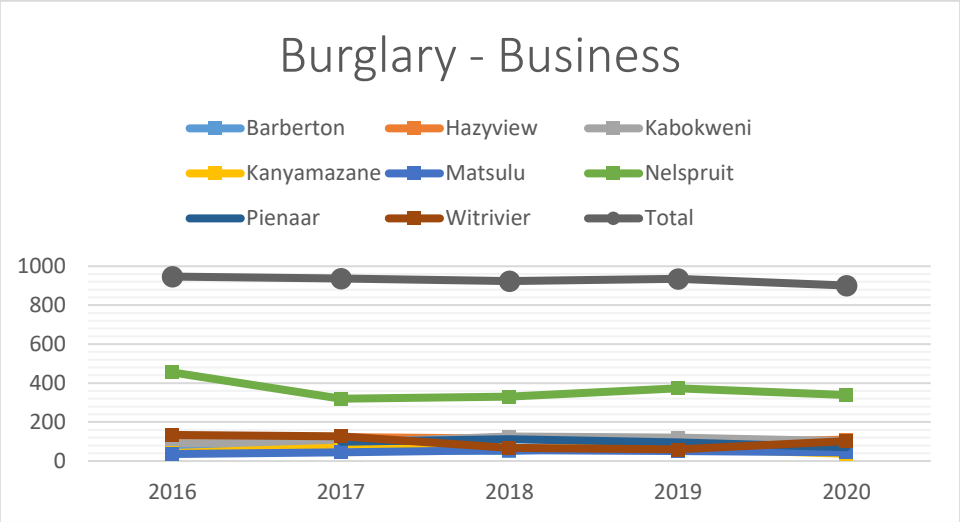



Source: **CrimeStats, 2016-2020**

The graph above indicate an increase in crimes relating to robbery with aggravating circumstance in various areas within the municipal area since 2016 until 2020. Nelspruit and Kabokweni have recorded the highest in terms of robberies with aggravating circumstances during the 2020 period. Matsulu, Whiteriver and Kanyamazane have recorded the lowest cases during the same period. Although Whiteriver also recorded the lowest in robberies with aggravating circumstances, the indication is that such numbers have been increasing since 2016 until 2019. Matsulu, on the other hand, has experienced declinining cases from 2017 until 2020. These developments, however, do not paint a good picture for the city because they could have a detrimental effect on the investment drive and tourism initiatives by the Municipality. The Municipality together with SAPS, the community policing forums and other structures must device effective ways to curb crime within the various areas of the Municipality.

Below is a graph indicating burglaries to businesses within the municipal area of Mbombela. These varies from area to area and is also depicted for the five year period until the year 2020.

**Figure 2.4.9.1-2: Burglary - Business 2016-2020**



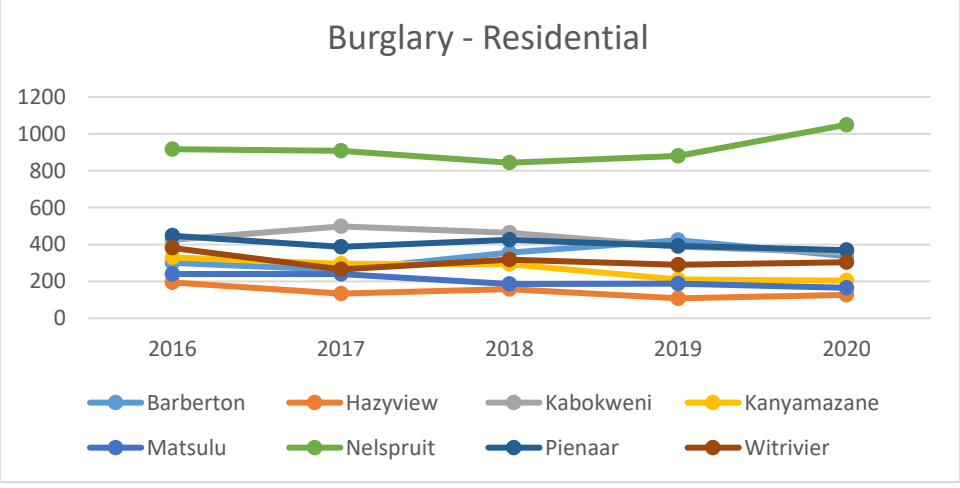

*Source:* **CrimeStats, 2016 – 2020**

Level of insecurity has been high in most business especially in the local economy driving towns within the Mbombela municipal area, with Nelspruit leading with business burglary since 2016 until 2020. Business burglary remain an impediment against job creation and in addressing the imbalances of the past. Amid the economic slowdown, the Municipality's developmental duties are eroded by the effects of crime against business which impacts negatively on economic growth and job creation. Again, Matsulu area was the least affected with regards to burglary to business properties.

Crime has a fundamental impact towards the Mbombela drivers of economy. Economic development is one of the building blocks of addressing the imbalances of the past caused by the then apartheid regime. Business thrive under positive environment however the 2016 to 2020 crime statistics portrays a depressing picture that is counter to job creation in line with the National Development Plan (Vision 2030). While Kanyamazane has seen a considerable decline since 2016 until 2018, it has shown an increase between 2018 and 2019 thus reversing the prospects for investment in that area. Hazyview, on the other hand, has observed a considerable decline between 2018 and 2019 period. Matsulu remained the lowest in terms of business burglaries from 2016 until 2020 within the municipal area.

The following depicts residential house breaking statistics within the municipal area. The following figure depict the status quo on burglary to residential households.

**Figure 2.4.9.1-3: Burglary Residential statistics 2016-2020**



*Source:* **Crime Stats, 2016 – 2020**

The 2020 crime statistics depicts that burglary to households has increased in Nelpruit from the previous year. While Pienaar, Kabokweni and Barberton also recorded the highest numbers in 2020, these areas have however showed a decline in this crime category from the previous year. This type of crime is influenced, amongst others, by poor lighting in existing and new settlements, overgrown open veld, unused structures and general lack of crime awareness. There is also a new crime pattern developing, which targets service delivery infrastructure ranging from damaging of infrastructure for scrap metal, illegal connections to water and electricity system. An area of concern though is Barberton, which has seen an increase of burglary to houses since 2017 until 2019.

Crime has reached an unacceptable high level in certain areas of the Municipality with Nelspruit, Kabokweni and Pienaar areas being the highest crime spots in the Ehlanzeni region. This is attributed to the lack of adequate police stations and lack of capacity within the existing police force and inadequate access roads particularly in Kabokweni and Pienaar. The least affected areas during 2020 were Hazyview and Matsulu and Kanyamazane. According to the information received during the IDP consultative meetings, the lack of street lights in most of the villages and certain environmental factors such as un-maintained parks, cemeteries and dilapidated buildings are some of the aggravating factors to crime. The following table depicts the status quo in terms 17 serious contact crimes reported for the Province of Mpumalanga in each municipality.

| Municipality | 17 Serious Crimes/100 000 | | Ranking (1=best to 17=worst) | Trend ▼—▲ |
|---|---|---|---|---|
| | 2014/15 | 2020/21 | 2021 | |
| **Nkomazi** | 1 034 | 797 | 1 | ▲ |
| **Mkhondo** | 1 731 | 1 200 | 2 | ▲ |
| **Thembisile Hani** | 1 389 | 1 316 | 3 | ▲ |
| **Bushbuckridge** | 1 149 | 1 420 | 4 | ▼ |
| **Dr JS Moroka** | 1 524 | 1 431 | 5 | ▲ |
| **Chief Albert Luthuli** | 1 442 | 1 841 | 6 | |
| **Msukaligwa** | 3 228 | 1 984 | 7 | ▲ |
| **Thaba Chweu** | 2 485 | 2 043 | 8 | ▲ |
| **Govan Mbeki** | 2 658 | 2 078 | 9 | ▲ |
| **City of Mbombela** | 2 688 | 2 088 | 10 | ▲ |
| **Emalahleni** | 3 654 | 2 149 | 11 | ▲ |
| **Steve Tshwete** | 3 689 | 2 202 | 12 | ▲ |
| **Lekwa** | 2 783 | 2 326 | 13 | ▲ |
| **Victor Khanye** | 3 195 | 2 661 | 14 | ▲ |
| **Dr Pixley Ka Isaka Seme** | 2 809 | 2 669 | 15 | ▲ |
| **Dipaleseng** | 3 534 | 3 084 | 16 | ▲ |
| **Emakhazeni** | 3 146 | 3 240 | 17 | ▼ |

*Source:* **Socio-Economic Profile (SEP) 2023**

According to the Department of Economic Development's Socio-Economic Profile, the City of Mbombela ranked the 10th place in terms of 17 Serious Crimes reported between 2015 and 2021. During the 2014/15 financial year, there were 2 688 serious contact crimes reported and this number declined to 2 088 in 2020/21 financial year, an improvement of 11.8%. Crime remains a serious threat to the local economy and this impacts negatively on investment and job creation. While this number remains of serious concern, it is important to note the slight improvement made possible through a number of various interventions like increased police visibility, and the existence of community structures like Community Policing Forums (CPF) that assist with patrols in their respective areas.

In terms of the report received from the Provincial Department of Community Safety, Security and Liaison (2013), the mostly high reported crime cases in the district are property related at 17.3% followed by social fabric types of crime at 7.4% and lastly violence related crimes at 2.3%. An average 41 021 number of people are served by one police station in the district and one police official serving 1 000 people (ISDF, 2006). This ratio does not take into account other constrains like human resource and other related resources. However, the Department has been embarking on civilian oversight and social crime awareness campaigns during the past financial years in order to advocate against crime.

The Municipality also participate in the Multi Agency Mechanism (MAM) forum established at both provincial and district level to deliberate on issues related to crime.

Moreover, the Municipality has a Draft Safety Plan which outlines ways of dealing with crime within the municipal area. The Municipality has a toll-free hot line for the residents to report any crime and corruption related activities.

#### 2.4.9.2 Road Safety

There is currently an average of 6 581 accidents per annum and most of these accidents happen during peak hours and after hours. This was confirmed by numerous wards that identified the need for visible traffic policing, pedestrian and overhead bridges to assist in reduction of accidents within the municipal area. There is also a need to deal with the current dilapidated road infrastructure, road unworthy vehicles and poor street lighting as they are main contributing factors to road accidents.

Currently, traffic law enforcement services are delivered through the deployment of Traffic Officers from the following Service Centres:

- Mbombela (16 x Traffic Officers) (2 x Traffic Officers –Municipal Court Duties)
- White River (6 x Traffic Officers)
- Hazyview (6 x Traffic Officers)
- KaNyamazane (7 x Traffic Officers)
- Umjindi (4 x Traffic Officers)

In terms of the criteria set by the CSIR for the employment of Traffic Officers, the City of Mbombela should consist of 426 Traffic Officers to perform this function based on the following:

- Registered Vehicles;
- Population;
- Kilometre Road; and
- Through roads / National and Provincial roads.

The Municipality has managed to appoint 37 Traffic Officers, thus a shortfall of 389 exists. To ensure maximum visibility and to render a sufficient traffic service, more Traffic Officers need to be employed and be provided with equipment such as traffic patrol vehicles, office accommodation, bulletproof vests, firearms, etc.

#### 2.4.9.3 Vehicle registration and licensing

The Department of Roads & Transport has entered into an agreement with the Municipality to render the services in terms of the Section 136 of the RSA Constitution. As a result, the Licensing Unit is currently providing services in Mbombela, Umjindi, White River and Hazyview in accordance with the Service Level Agreement. The services are as follows:

- Mbombela Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- White River Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- Hazyview Services: Registering Authority (RA)
- Umjindi Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS)

The Mbombela Centre is the busiest Centre in the Municipality followed by White River and Hazyview. It services not less than 10 000 people per month on various transactions. The Mbombela DLTCs has vigorously put systems in place to curb or reduce fraudulent activities. For example, the electronic Natis System introduced is able to track down the user. The Department of Community Safety, Security & Liaison has provided the following assets to the Municipality with an objective of advancing the service in Mbombela DLTC:

- 4 X Heavy duty vehicle with computers for testing : Code 10 – 14 (C1- EC)
- 1 X Light motor vehicle with computers for testing : Code 8 (EB)
- 15 X Computers for the learners testing (Computerized Learners Class)

The learners test is now conducted electronically through a touch screen computer in all official languages whilst the driving test is conducted through a tablet that are attached to the electronic vehicles which are provided at a free cost to the public. The Computerised Learners class has increased the capacity of test conducted on daily basis from 16 applicants to 45 applicants per day. After completion of the test, results are given electronically and are not easily manipulated. It has been observed that since the introduction of the electronic Natis System, the work has drastically improved because the system is consistent. This can be evidenced by the severe reduction of complaints from the public. It must further be noted that the demand of Licensing Services, at least nationally, has increased drastically in the past years. The electronic queuing system was introduced in Mbombela Centre in February 2011 and is working well. There is still a delay in obtaining driving license test booking and currently the waiting period is 42 days.

In order to ease access to license services, the municipality is in the process of decentralising or extending the services to the other Municipal Service Centres in Kanyamazane, Kabokweni and Matsulu. The extension will be achieved through the following:

- Upgrading of White River Testing Centre to meet Best Practice Model Standard;
- Establishment of Satellite offices in Kanyamazane, Kabokweni, Mbombela Civic Centre and Matsulu;
- Establishment of Testing Centre in Kanyamazane,
- Establishment of Testing Centre in Hazyview,
- Extension of queuing system in all centres;
- Eradication of fraud and corruption in the workplace.

Former Umjindi was also a Registering Authority and Driver's Licence Testing Centre which offered Code 2 – 14. The Centre continues to operate and it does implement the eNatis System. There are currently 4 traffic officers working in this Testing Centre and these officers use their own vehicles to discharge their duties as there are no dedicated vehicles for the Testing Centre in the Southern Region. The Testing Centre does not have computerised learners' licence classes and testing for driver's licence is still done manually.

#### 2.4.9.4 Fire and Rescue

There are currently four (4) fire stations in the municipality, which are Mbombela, KaNyamazane, White River and Kabokweni. Due to the high volume of accidents, the municipality needs to build more fire stations in order to enhance ease access and create a shorter response time to the accident scene. One fire station has been completed in Matsulu. The other targeted areas are Ngodwana and Hazyview. The former Umjindi area does not have a fully-fledged fire station which is fully equipped with fire-fighting apparatus such as fire engines and other specialised equipment. It does however have 4 fire fighting vehicle, fire hoses and clothing. The fire-fighting service was discharged by 4 people; 2 traffic officers and 1 employee from its former Civil Services Directorate as well as another 1 person who assisted the Municipality on an ad hoc basis from the Department of Correctional Services.

There is also a need for a Fire Station at the Southern Region coupled with communication systems that will assist in alerting the public of any emergency, particularly in rural areas. Road and water infrastructure are of concern, fire fighting vehicles require lots of water to operate (extinguish fire) and a challenge is when the affected area does not have enough water supply. Moreover, there is a need to replace outdated fleet and buy off-terrain vehicles.

## 2.5 ECONOMIC ANALYSIS

This section seeks to highlight the economic trends within the City of Mbombela municipal area. During planning stage, it is always important to know and understand the nature of the economy one operates in and the growth trends as well as the economic sectors that contribute to the growth. A fast growing economy may as well mean better prospects of employment and improving standards of living whereas the economy that is not growing may not be able to attract additional jobs or contribute to better standards of living for the people. The commonly used method to measure economic growth is the use of gross domestic product (GDP). The following table depicts the rate of economic contribution by the City of Mbombela municipal area to the economy of the Mpumalanga Province as well as trends on their respective local economies.

**Table 2.5-1: Economic contribution and growth**

| Rank | Local Municipal Area | % contribution to Mpumalanga economy in constant 2015-prices 2021 | Average annual economic growth 1996-2021 | Average annual economic growth 2016-2021 | Average annual economic growth 2021-2026 |
|---|---|---|---|---|---|
| **1.** | **City of Mbombela** | 24.1% | 3.1% | -0.6% | 0.6% |
| **2.** | **Emalahleni** | 17.6% | 1.7% | -0.7% | 2.7% |
| **3.** | **Steve Tshwete** | 12.5% | 2.1% | -0.6% | 1.9% |
| **4.** | **Govan Mbeki** | 10.7% | -0.2% | -2.6% | 0.7% |
| **5.** | **Bushbuckridge** | 4.9% | 1.0% | 1.7% | 2.4% |
| **6.** | **Msukaligwa** | 4.5% | 2.3% | 1.2% | 2.0% |
| **7.** | **Lekwa** | 3.9% | 1.6% | 4.0% | 3.3% |
| **8.** | **Nkomazi** | 3.6% | 1.8% | 1.2% | 1.6% |
| **9.** | **Thaba Chweu** | 2.8% | 1.6% | -4.0% | 0.8% |
| **10.** | **Mkhondo** | 2.5% | 2.5% | -0.9% | 1.1% |
| **11.** | **Victor Khanye** | 2.5% | 3.1% | 2.2% | 2.0% |
| **12.** | **Chief Albert Luthuli** | 2.4% | 2.5% | -0.4% | 0.6% |
| **13.** | **Dr JS Moroka** | 2.4% | 0.6% | 0.7% | 1.0% |
| **14.** | **Thembisile Hani** | 1.9% | 1.0% | 0.7% | 1.5% |
| **15.** | **Dr Pixley Ka Isaka Seme** | 1.4% | 2.6% | 5.1% | 4.6% |

| Rank | Local Municipal Area | % contribution to Mpumalanga economy in constant 2015-prices 2021 | Average annual economic growth 1996-2021 | Average annual economic growth 2016-2021 | Average annual economic growth 2021-2026 |
|---|---|---|---|---|---|
| **16.** | **Dipaleseng** | 1.2% | 3.7% | 7.5% | 2.5% |
| **17.** | **Emakhazeni** | 1.1% | 1.9% | 1.3% | 0.6% |

Source: **Socio-Economic Profile (SEP) 2023**

From the above table, it is clear that the Mbombela municipal area was the highest contributor to the Province's economy with 24.1% during 2021. This is due to the fact that the municipality is the capital city of the province which makes it possible to attract huge investments and has major economic activities ranging from trade, agriculture, mining and tourism. From 2016 until 2021, the economy of the Mbombela municipal area has seen a decline of 0.6% per annum. This decline was exacerbated by the economic slump brought about the COVID-19 pandemic which was followed by a series of economic lockdowns during 2020 and 2021 imposed by the National Government in terms of the Disaster Managent Act (Act No. 53 of 2005). It is anticipated that in the next five years (2021 – 2026), its annual economic growth rate will average 0.6% according to the Mpumalanga Provincial Department of Finance, Economic Development and Tourism's SEP Report 2023.

The following table depicts the economic contribution of each industry/sector to Ehlanzeni industries.

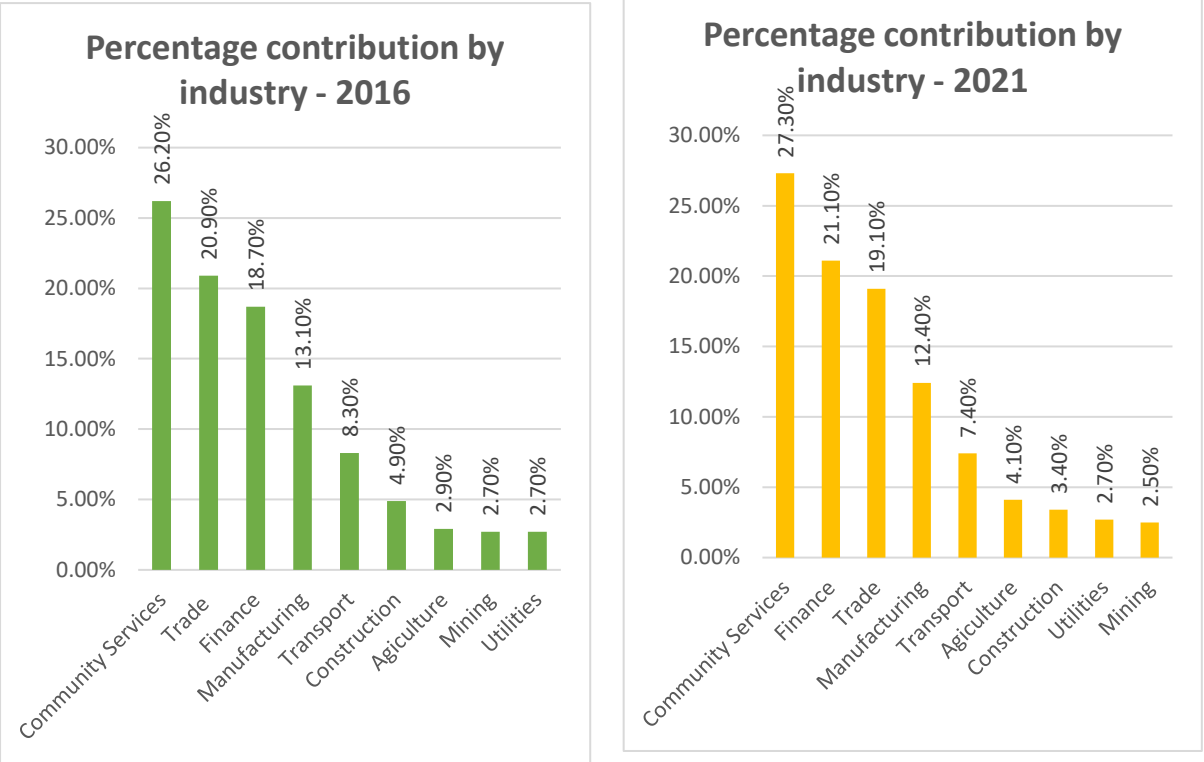
2.5-2 **Economic contribution by local municipal area to Ehlanzeni's industries**

| INDUSTRY | THABA CHWEU | NKOMAZI | BUSHBUCKRIDGE | CITY OF MBOMBELA | EHLANZENI |
|---|---|---|---|---|---|
| **Agriculture** | 12.3% | 18.7% | 9.7% | **59.4%** | **100%** |
| **Mining** | 27.6% | 20.5% | 6.8% | **45.1%** | **100%** |
| **Manufacturing** | 9.2% | 10.0% | 6.2% | **74.6%** | **100%** |
| **Utilities** | 5.6% | 20.1% | 40.2% | **34.1%** | **100%** |
| **Construction** | 7.3% | 10.9% | 14.0% | **67.9%** | **100%** |
| **Trade** | 8.1% | 7.0% | 12.6% | **72.3%** | **100%** |
| **Transport** | 7.6% | 7.3% | 10.1% | **75.0%** | **100%** |
| **Finance** | 6.0% | 13.7% | 15.1% | **65.1%** | **100%** |
| **Community services** | 8.3% | 8.8% | 17.5% | **65.3%** | **100%** |
| **TOTAL** | **8.5%** | **11.1%** | **14.9%** | **65.5%** | **100%** |

Source: **Socio-Economic Profile (SEP) 2021**

From the above table, it is clear that the City of Mbombela municipal area has been dominant in all the sectors/industries except in utilities/electricity where Bushbuckridge municipal area was leading with 40.2%. The highest contribution came from transport (75%), followed by manufacturing and trade contributing 74.6% and 72.3% respectively. The City of Mbombela has the highest proportion of the Ehlanzeni district population and is an economic hub and the capital city of the Mpumalanga Province hence vast economic opportunities are concentrated within this municipal area.

**Figure 2.5: Industry/Sectoral contribution to the Local Economy (2016 – 2021)**




Source: **Socio-Economic Profile (SEP) 2023**

From the above figure, it is important to note that during 2016 community services (26.2%), trade (20.9%) and finance (18.7%) within Mbombela municipal area were the three biggest contributing industries to the local economy of Mbombela. This trend continued in 2021, with community services increasing by 1.1%, finance increasing by 2.4% whilst trade declined by 1.8%. This decline in trade made it the third highest, from the second highest during 2016, contributing industry in 2021. It is important to note that the other industry that recorded growth between 2016 and 2021 was the agriculture industry (1.2%). The other remaining industries recorded declines during the same period: transport (0.9%), manufacturing (0.7%), and mining (0.2%). The decline in the various industries was due to the economic slow down that is being experienced throughout the country mainly due to the effects of COVID-19 pandemic. The country's economy has not been able to grow at a rate that has been projected by various institutions, including the South African Reserve Bank (SARB), the National Treasury (NT), and Statistics South Africa (StatsSA).

One of the City of Mbombela's strategies as contemplated in the Vision 2030 is to raise the contribution of each economic sector to the local economy according to agreed plans and targets with private sector in respect of growth and job creation. It is therefore imperative that the best performing sectors be enhanced while capacitatting the least performing sectors. The following figure depicts tourism indicators for Mbombela municipal area.

**Table 2.5-3: Tourism Indicators (2016 and 2021)**

| Municipality | Total tourism spend | | Tourism spend as % of GDP (current prices) | |
|---|---|---|---|---|
| | **2016** | **2021** | **2016** | **2021** |
| ***City of Mbombela**** | **5.9 Billion** | **7.1 Billion** | **7.4%** | **7.0%** |

Source: **Socio-Economic Profile (SEP) 2021**

The size of the economy of Mbombela municipal area was estimated at more than R102.1 billion in current prices during 2021. During 2016, tourism spend totalled R5.9 billion or some 7.4% of the local GDP. In 2021, total tourism spend has surged to R7.1 billion contributing 7.0% to the local GDP. It is imperative to note that after the tourism industry was hit hard during the COVID-19 lockdowns of 2020,

it has subsequently picked up during 2021 indicated a strong recovery from the slump brought about by the corona virus.

## 2.6 TRANSVERSAL PROGRAMMES UNDER IMPLEMENTATION

The City of Mbombela has a “Transversal Services Unit” which deals specifically with issues relating to HIV/Aids, women, children, youth, disability, elders (senior citizens), traditional leaders and traditional healers.

The Unit is aimed at achieving the following objectives:

- To bring forth transformation and mainstreaming all transversal issues, programmes and projects (gender, children, disability, elderly, HIV/AIDS, youth and traditional healers );
- Advocate, monitor and evaluate the implementation of all transversal issues;
- Coordination and facilitation of all transversal programmes / projects;
- Manage the budget allocation for all transversal programmes /projects.

In complementing the above objectives, the Unit has identified nine (9) strategic priority areas and these are as follows:

- Governance
- Economic Growth and Development
- Infrastructure Provision
- Social Services and Development
- Cross-Cutting Issues
- Institutional Transformation
- The Gender Management System
- The implementation of Masibuyele Emasimini Programme
- All Transversal Services related calendar events (support)

In order to ensure that Transversal issues are mainstreamed in the municipality’s programmes and processes, the Transversal Services Unit have developed a consolidated draft Mbombela Transversal Services Policy informed by the National Youth Policy Framework, South Africa’s National Policy Framework for Women’s Empowerment and Gender Equality, DPLG Gender Policy and White Paper on an Integrated National Disability Strategy which was circulated in Council Committees for input, but a copy has been send to SALGA Mpumalanga and CGE for correction and input.

### 2.6.1 HIV/AIDS and TB

HIV/TB still remain the municipality’s biggest challenge. According to the Stats SA, 2016, the municipality has an HIV/TB prevalence of 48.1%. It is the second highest in Ehlanzeni District and over 765 32 people are already receiving ARV’s.

There are 650 orphans and vulnerable children in the municipal area that are accessing services through drop in centres. Department of Social Development is funding 11 Drop in centres within the City of Mbombela, the municipality is involved in 53 home based care projects, of which 42 are funded by the Department of Health.

The Municipality has an Implementation Plan on HIV, TB and STI’s Strategy which is aimed at achieving the following goals

- Accelerate prevention to reduce new HIV and TB infections and STI's
- Reduce morbidity and mortality by providing treatment, care and adherence support to all.
- Reach all key and vulnerable populations with customised and targeted interventions.
- Address the social and structural drives of HIV, TB and STI's and link these efforts to NDP.
- Ground the response to HIV, TB and STI's in human rights principles and approaches.
- Promote leadership and shared accountability for a sustainable response to the HIV,TB and STI epidemics
- Strengthening strategic information to drive progress towards achievement of NSP and PIP goals.

In a move to deal with the HIV/TB, the Municipality has created a fully-fledged division with Senior Manager, Manager and Coordinators to deal directly with issues of HIV/TB.

The Municipality has also established the City of Mbombela Aids Council which is chaired by the Executive Mayor. The following goals supported by Clear objectives and sub-objectives and activities is aligned to the National Strategy Plan and the City Of Mbombela is to implement the programmes working with the District and the Province.

**Table 2.6.1: HIV/TB goals**

| | |
|---|---|
| **Goal 1** Accelerate prevention to reduce new HIV TB and STI's.<br>**OBJECTIVES1.1** Reducing new infections among Youth from 1.2% to 0.7% and overall reducing new infections to below 80 000 by 2020<br>**SUB-OBJECTIVES:**<br>• Revitalize information Education Communication (IEC) programmes in school, Health, Workplace and Community settings.<br>• Implement targeted biomedical prevention services tailored to settings and population.<br>• Provide targeted services to reduce Mother to Child transmission of HIV and Syphilis in the prenatal and postnatal period.<br>• Provide sensitive and age –appropriate sexual and reproductive health services (SRH) and comprehensive sexuality education (CSE).<br>• Integrated and accessible combination prevention services at all health service points with focus on key and vulnerable populations.<br>**OBJECTIVE 1.2** Significantly reduce T. Pallidum gonorrhoea, syphilis and chlamydia infections to achieve the virtual elimination of congenital syphilis and maintain high coverage of HPV vaccinated 5e4.<br>**SUB-OBJECTIVES**<br>• Scale up and maintain high levels of HPV vaccination in 9 to 13 years target age group | **GOAL 2** Reduce morbidity and mortality by providing treatment, care and adherence support to all.<br>**OBJECTIVE 2.1** Implement the 90 90 90 strategy for HIV<br>**SUB-OBJECTIVES**<br>• 90% of all people living with HIV know their HIV status<br>• 90% of all people diagnosed with HIV infection receive sustained antiretroviral therapy.<br>• 90% of all people receiving antiretroviral therapy are viral suppressed.<br>**OBJECTIVE 2.2** implement the 90 90 90 strategy for TB<br>**SUB-OBJECTIVES**<br>• Find 90% of all TB cases and place them on appropriate treatment.<br>• Treat successfully at least 90% of those diagnosed with TB (and 75% of those with MDR TB). |

| | |
|---|---|
| • Scale up STI prevention by providing high quality health information and timely health services for persons at risk.<br>• Increase access to and provision of health services post exposure to HIV infections and other blood borne infections.<br>**OBJECTIVE 1.3** Reduce TB incidence by at least 30% from 834/1000 000 in 2017 to less than 584/100 000 by 2022<br>**SUB-OBJECTIVES**<br>• Active TB case finding increase TB screening among adult clinic attendees, including PLHIV and persons presenting with TB symptoms.<br>• Improve case finding for neonatal and paediatric TB | |
| **GOAL 3.** Reach all key and vulnerable populations with customised and targeted interventions<br>**OBJECTIVE 3.1** Increase engagement, collaboration and advocacy of key and vulnerable populations in the development and implementation of social and health support activities<br>**SUB-OBJECTIVES**<br>• All provincial, district and Local AIDS Council will include at least one representative from a key and vulnerable population group.<br>• Support key and vulnerable population to build their capacity to advocate for equal health and human rights through community networks.<br>**OBJECTIVE 3.2** To provide an enabling environment to increase access to health services by key and vulnerable population.<br>**SUB-OBJECTIVES**<br>• Enable increased access to tailored health services through differentiated service delivery approaches that are tailored for the populations served.<br>• Provide psychosocial support services and safe spaces for ley and vulnerable populations who experience internalised stigma.<br>• Intergrade rights based components in all health and social programmes to holistically serve key and vulnerable population clients and patients. | **GOAL 4** Address the social and structural drivers of HIBV,TB and STI's and link these efforts to the NDP<br>**OBJECTIVE 4.1** Implement social and behaviour change programmes to address key drivers of the epidemic and build social cohesion.<br>**SUB-OBJECTIVES**<br>• Reduce risky behaviour through the implementation of programmes that build resilience of individuals, parents and families.<br>• Comprehensive and age-specific and appropriate support for learners and out of school youth<br>**OBJECTIVE 4.2** Increase access to and provision of services for all survivors of sexual and gender based violence.<br>**SUB-OBJECTIVES**<br>• Increase access to provision of services for all survivors of sexual and gender based violence<br>**OBJECTIVE 4.3** Scale up access to social protection for people at risk of and those living with HIV and TB in priority districts<br>**SUB-OBJECTIVES**<br>• Ensure that all HIV and TB infected persons who are eligible, have access to social grants<br>• Scale up access to food security and nutritional support.<br>**OBJECTIVE4.4** Implement and scale up a package of harm reduction interventions for harmful use of alcohol and drugs in all districts<br>**SUB-OBJECTIVES**<br>• Scale up access and provision of in and outpatient rehabilitation services for all who use alcohol<br>**OBJECTIVE 4.5** Implement economic strengthening programmes with focus on youth in priority Districts<br>**SUB-OBJECTIVES**<br>• Economically empower targeted groups of young people by increasing the availability of economic opportunities. |

| | |
|---|---|
| **GOAL 5.** Ground the response to HIV TB and STI's in Human rights principles and approaches.<br>**OBJECTIVE 5.1** Reduce stigma and discrimination among people living with HIV or TB by half by 2022.<br>**SUB-OBJECTIVES**<br>• Revitalise community based support groups to deal with internalised stigma<br>• Reduce stigma through community education.<br>**OBJECTIVE 5.2** Facilitate access to justice and redress for people living with and vulnerable to HIV and TB<br>**SUB-OBJECTIVES**<br>• Improve legal literacy about human rights and laws relevant to HIV and TB | **GOAL 6.** Promote leadership and shared accountability for a sustainable response to the HIV, TB an STI epidemics.<br>**OBJECTIVE6.1** strengthen the South African National AIDS Council to provide effective co-ordination and leadership of all stakeholders for shared accountability.<br>**SUB-OBJECTIVES**<br>• Formally establish the structures of AIDS Councils at District, Local, and Ward level.<br>• Ensure representation of all stakeholders in decision-making<br>• Strengthening the role of the private sector. |
| **GOAL 7** Mobilise resources and maximise efficiencies to support the achievement of the NSP.<br>This goal only applies to National Strategy Plan which is South African National AIDS Council (SANAC). | **GOAL 8**. Strengtheing strategic information to drive progress towards achievement of NSP and PIP goals<br>**OBJECTIVE 8.1** optimize routinely collected strategic health information for data utilisation.<br>SUB-OBJECTIVES<br>• Increase Data utilisation<br>**OBJECTIVE 8.2** Strengthen and promote multi-sectoral ownership and accountability of the PIP and DIP M&E systems.<br>**SUB-OBJECTIVES**<br>• Strengthen M&E capacity to effectively use available data to monitor the PIP performance and HIV,TB and STI epidemics at all levels<br>• Ensure harmonised, timely and comprehensive routine systems to provide quality health data at Provincial and District levels and across sectors.<br>• Disseminate timely, relevant HIV, TB and STI's information to the public<br>• Generals and disseminate PIP Monitoring and evaluation reports to the public.<br>**OBJECTIVE 8.3** strengthen strategic research activities to create validated evidence for innovation, improved efficiency and enhanced impact.<br>**SUB-OBJECTIVES**<br>• Develop and coordinate research agenda for the PIP |

### 2.6.2 Youth

The status quo as reflected in the previous sections revealed that the majority of people within the municipal area are youth. In an attempt to address issues affecting youth, the Municipality is in the process of developing youth strategy. The objectives of the strategy are as follows:

- Create health platform for the signing of the Memorandum of Agreement between City of Mbombela and National Youth Agency;
- To promote youth interest in the Municipality;
- To advocate and lobby for young people economic support in South Africa in general, and Mbombela in particular;

- To initiate youth engagement with the cooperate world both government parastatal and private business;
- To initiate and support initiatives that seeks to advance youth economic development;
- To coordinate the implementation of Integrated Youth Development Plan and the both the provincial growth strategy and the National Youth Strategy;
- To provide unemployed youth, young people with disabilities, young school going youth in and around Mbombela with career guidance, counselling, life skill, health and well-being and internet services as an endeavour to create a better future;
- Create an able environment for youth development;
- Assist young people to access sustainable livelihood and obtain employment /self-employment and/or information in, education and training opportunities;
- To assist youth initiatives in tourism and cultural activities
- To assist young people to establish comparatives.

In respect of youth development programmes, the focus of the Municipality is mainly on ensuring that the guidelines of the local government framework on youth development are adhered to. The focus however, is on the following two levels of mainstreaming:

- Internal mainstreaming that begins with all spheres of government developing and implementing youth friendly policies and strategies, setting out clear targets and budgets for youth within their budgetary and programmatic activities. This approach requires that the Municipality looks at its human resources and ensures that its staff component consists of an acceptable proportion of youth, with opportunities for training and development and possibilities for career development within the municipality corporate ladder.

- External mainstreaming is a second level which requires that every line department within a Municipality takes into account the issues affecting young people in communities within municipal areas. The Framework proposes that mainstreaming be considered in areas of Youth Policy, Strategic Plans and Programmes. The Framework identifies lessons from good practice examples in Youth Policy development; from South Africa. Further, it identifies key municipality Programme Priorities, viz; Infrastructure Provisioning; Free Basic Services; Local Economic Development; Integrated Sustainable Development Programme; Urban Renewal Programme; Public Participation; and Skills and Leadership Development Programme for Local Government for the professionalization of youth work.

#### 2.6.2.1 Junior Councilors

The Municipality is in a process of establishing a Junior Councilor structure. The rationale behind the establishment of the Junior Councilors is to teach young people how decisions are taken, implemented, evaluated or monitored by council, but most importantly, is to develop second layer leadership both politically and administratively.

#### 2.6.2.2 Youth Development

The municipality has established a Youth Local Office, commonly known as Mbombela Youth Development Agency (MYDA). The agency will work hand in hand with the Provincial Youth Development Agency in creating and promoting coordination in youth development matters. The municipality is in the process of finalising the youth development strategy to address all the issues affecting youth in the municipal area. In addition to the strategy, the municipality will also be rolling out the following programmes:

- Mbombela young ambassadors on tour guide
- Back to school campaign for child headed families
- National youth services recruitment
- Parliament programmes
- 11 March Memorial Lecture
- Masibuyele Emasimini programme
- 16 June celebration
- National youth day celebration
- Youth in agriculture (YARD)
- Recruitment of National rural cooperatives (CORPS)
- Recruitment for South African Navy
- Youth crime prevention
- Dialogue for youth with disabilities
- Mandela day celebration
- High school debates competition
- Children focus week
- Take a child to the work place
- Social Security programmes
- Business Training and Cooperatives establishment
- 16 June tournament

Allocation of books to 5 high school libraries.

#### 2.6.2.3 Children

Children's Rights are enshrined in the Constitution of the Republic of South Africa. Departments are, therefore, obliged to translate the Constitutional Mandate into legislation, policies and programmes at all spheres of Government to ensure that the human rights of children are meted out to South African children. According to Ehlanzeni District Municipality, the majority of children within the municipal area do not have access to government resources such as clinics, schools, social grants and children who are severely disabled with no access to assistive devices and education.

The strategic children's rights agenda of Government is guided by the Children's Rights Sector's obligation to contribute to national initiatives towards delivery on:

- The Constitutional Mandate
- The National Strategic Objective i.e. "A united, democratic, non-racial, non-sexist and prosperous South Africa"
- The People's Contract or Election Manifesto
- National priorities
- Regional and International obligations

The Children's Rights Stakeholder's Forum was established for the following reasons:

- Is a key structure in enhancing service delivery and equalization of opportunities for children in the Municipality
- Strengthens an enabling environment conducive for Children's Rights delivery in the Municipality
- Promotes the legal and political accountability set out in the United Nations Conventions;

- Contributes in all relevant ways to ensure that children's rights are promoted effectively and to strengthen accountability which is the hallmark of the realization of these rights;
- will put attention to pertinent issues such as worst forms of child labour, hazardous works, trafficking and sexual exploitation;
- Promotes cohesion in relation to NGO's;
- Creates a platform of acquiring data for monitoring children's rights delivery;
- Advocates for and promotes children's rights and responsibilities in society;
- Facilitates and coordinates the Programme of Action and the National Plan of Action for children;
- Promotes constitutional requirements, aspirations of regional and international Children's Rights instrument;
- Ensure effective public private partnerships in order to advance delivery of the Constitutional mandate.

Currently, the Municipality has identified donors to assist in allocating books to 5 primary school libraries. The areas of focus for children's rights issues will be on early childhood development, emphasis on education through the back to school campaigns, orphaned and vulnerable children, substance abuse and social education on teenage pregnancy, career guidance, health education, child trafficking, general safety of children, social services, infrastructure, nutrition and peer counselling.

The Municipality has already compiled a data base for Early Childhood Development Centers (ECD) and thus far they are 108 Centres. According to the Department of Social Development, 106 ECD's are funded and two are still in a process of registration, the total number of ECD learners is 2 713. The Municipality will establish an ECD Forum aiming at creating a platform for ECD Coordinators to engage Council on issues relating to Early Childhood Development issues. The Municipality has visited ECD centres around its area of jurisdiction with an intention of assessing the governmental services which resulted in discovering a shortage of sponges and blankets. The Municipality has resolved to assist through its Transversal Unit in donating 30 sponges and 30 blankets (6 Centres). There is a fundraising conducted by the Municipality through its Transversal Services in partnership with Ligwalagwala Fm and Mpumalanga Land & Agriculture Committee for clothing and grocery whereby orphanage centres will be identified through Ligwalagwala FM to benefit on the programme.

According to the Department of Social Development, the Mbombela municipal area has 7152 children who receive foster care grants and thus far the backlog is approximately 1 500 and 2 363 Orphans. This implies therefore that there is a need to conduct social security programmes.

### 2.6.3 Gender Development

The Municipality has developed an Employment Equity Plan aimed at eliminating unfair discrimination in employment and to provide for Affirmative Action to redress the imbalances of the past and create equity in employment. The policy specifically ensures that women are considered in the senior positions. The City of Mbombela through its Transversal unit also has developed a draft gender policy informed by the DPLG Gender Policy. The overall purpose of this policy document is to provide a framework that will serve as a guide for development of gender responsive programmes, projects, policies, and procedures within the Municipality in transforming the status of women. The key outcome of the policy is to ensure the mainstreaming of gender in the broader planning agenda of the Municipality.

### 2.6.4 Disability

Historically, disability issues have been addressed in a piecemeal, fragmented way. This has been one of the key factors contributing to the marginalization of disabled people and the dire poverty of the

circumstances in which the majority find them in. If the needs of disabled people are to be effectively addressed and the objectives of the RDP are to be met, disability must be fully integrated into the principles, strategies and framework of the programme. This will ensure that the effects of apartheid as they have affected disabled people will be eradicated in a sustainable process of reconstruction.

Thus far the Municipality has managed to employ only 5 disabled persons; 1 male and 4 females. Mbombela Civic Centre building is accessible for persons with disabilities in terms of toilets, packing ramps and lift. In terms of database the municipal area have 6 613 persons with disabilities, 43 centres and one Inclusive School around its jurisdiction.

The municipality does not have a disability strategy, and is currently using Ehlanzeni Disability Strategy. The strategy aim to achieve the following:

- Facilitation of the integration of disability issues into municipal developmental strategies, planning and programmes;
- the development of an integrated management system for the coordination of disability planning, implementation and monitoring in the various line functions at all municipalities in the District;
- the development of capacity building strategies that will enhance municipality's ability at all levels to implement recommendations contained in the Municipal Integrated Disability Strategy;
- Programme of public education and awareness raising aimed at changing fundamental prejudices in Ehlanzeni's societies and communities.

The City of Mbombela will establish a Disability Council which will facilitate and coordinate all the programmes and issues affecting the disable people. The Municipality has further compiled a data base for Albinisms and engaged donors to assist them with spectacles. About twenty (21) Albinisms are undergoing consultation at Value Mat Centre in Dr Stanley and Dekock Surgery. The following are some of the municipal programmes for disability people:

- Masibuyele Emasimini Programme
- Business training workshop and Cooperatives establishment
- Dialogue on the Rights and safety of persons with disabilities
- Awareness campaign on HIV/AIDS
- Empowerment against any form of abuse
- 16 Days of Activism Programme
- Executive Mayors games
- Social security Programmes
- Women's Celebration
- Human Rights Celebration
- Sign language workshop
- Disability wheelchair basket ball
- Awareness campaign on building and transport to be accessible(public and private)
- Supported awareness procurement workshop for people with disability
- Supported Ehlanzeni Executive Mayor's Achievers Awards programme

### 2.6.5 The first citizens of Mbombela

The Municipality has compiled a data base for elderly persons with an intension to create a platform for aged people to be able to engage the Municipality in terms of issues affecting them. According StatsSA Community Survey 2016, there were 27 304 old age persons within the municipal area. The Municipality's programmes on the first citizens are as follows:

- HIV/AIDS workshop
- Rights and Safety of Elderly people
- Masibuyele Emasimini programme
- Elderly Exchange Experiential programme
- Women's Day Celebration
- 16 Days of Activism
- International Women's Day Celebration
- First Citizen Celebration

There are two Old Age Homes in Umjindi which take care of the elderly, one in Barberton and one at Emjindini New Village (Ext.1). The current programmes for the elderly at Umjindi include feeding scheme, agricultural farming (Masibuyele Emasismini) as well as sewing, baking and other hand work activities determined from time-to-time.

### 2.6.6 Traditional Healers

The Municipality is in a process of compiling a data base for Traditional Healers to create a platform for them to raise their issues with the Municipality, also for the alignment of HIV/AIDS related issues. The Municipality will be coordinating and facilitating programmes for all target groups to fast track development of the previously disadvantaged groups. In making sure that transversal issues are well mainstreamed, strategic planning sessions on transversal issues are held by the Transversal Services Unit.

### 2.6.7 Executive Mayor's programmes

The Executive Mayor will continue to participate in the programmes that are aimed in improving the lives of disadvanted special goups. Some of the programmes includes:

- Christmas Party for Mbombela First Citizens, Persons with Disabilities, Orphans and Vulnerable Children
- Distribution of food parcels, blankets and intervention to poverty stricken families
- Distribution of variations of sidling's to Primary Schools that provide food nutrition
- Distribution of used clothes/ consignments
- Donation of School uniform to orphans
- Donation of gifts by the Executive Mayor to orphanage centres and Inclusive centres
- Donation of spectacles to children with disabilities Albinisms.
- Mayoral Outreach Programme

## 2.7 CONCLUSION

This chapter focused on the demographic structure as well as the social, economic, spatial, and environmental analysis of the Mbombela municipal area. The chapter gave a detailed analysis of the situation existing within the municipal area to inform future planning. It has been observed that the population of Mbombela municipal area has been growing rapidly from 2001 until 2011. A similar trend was also observed in the number of households during the same period. Even though the Municipality has made considerable strides in delivering basic services, the growth in the number of people and households has also placed tremendous pressure on the Municipality in eradicating the existing backlogs. The Chapter also gave a detailed information on the existing infrastructure pertaining to community services (i.e. libraries, community centres, parks, cemeteries, public transportation, sports fields, and fire stations) and social services (i.e. early childhood centres, schools, clinics, hospitals,

police stations). A synopsis of the spatial development framework was also given which explained how the Municipality intended to use and manage its land for development.

# CHAPTER 3: MUNICIPAL DEVELOPMENT STRATEGIES

## 3.1 INTRODUCTION

Section 25 of the Municipal Systems Act (2000) requires that each municipal council must within a prescribed period after the start of its elected term adopt a single, inclusive and strategic plan, commonly known as Integrated Development Plan (IDP). The IDP must guide and inform all planning, development, budgeting decisions of the municipality. Section 26 (a) of the above said act also requires that the IDP must reflect the municipal council's vision for the long-term development of the municipality. This chapter outlines the municipal vision, mission, motto, development objectives and priorities.

## 3.2 STRATEGICAL POSITIONING

### 3.2.1 Vision

A vision is defined as a statement that outlines what the organization wants to be in future. The municipality's vision is set out as follows: ***"City of Excellence, the ultimate destination".***

### 3.2.2 Mission statement

A mission can be defined as a written declaration of an organisation core purpose and focus that normally remains unchanged over time. The municipality has derived the following mission which serves as a guide in delivering on its mandate and towards the fulfilment of its vision. The municipality's mission statement is as follows:

***"Together in partnership spatially transforming the city, providing effective local governance and rendering competitive municipal services and sustainable development for living, working, investing and leisure"***

### 3.2.3 Core values

In order to maintain a high level of service, the municipality adopted a set of values to guide the behavior of all people towards the achievement of the mission and ultimately, the vision of the municipality. The values seek to develop a culture that informs both the administrative as well as the political components, to achieve the municipality's vision.

The values, commonly known as **"*THE PEACESS***" as be outlined as follow:

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

- **S**: Sustainability
- **S**: Selflessness

### 3.2.4 Motto

In addition to the core values, the municipality has adopted the following statement as a Motto:
**"We never forget, we work with the communities"**

## 3.3 DEVELOPMENT PRIORITIES

The municipality has adopted the following 7 priorities to be implemented within the period of 5 years (2022-2027):

1. **Water supply & sanitation**
2. **Road infrastructure development and storm water**
3. **Electricity supply and management**
4. **Local economic development & Tourism**
5. **Waste and environment management**
6. **Sports, Arts and Culture**
7. **Financial management and viability**
8. **Integrated human settlement**
9. **Community development & Public Safety**
10. **Good governance and public participation**
11. **Public transport**

## 3.4 IDP DEVELOPMENT OBJECTIVES

In order to achieve the above development priorities, the municipality has adopted the following 7 development objectives:

**DO 1: To provide infrastructure and sustainable basic services**

**DO 2: To provide sustainable social amenities to the communities**

**DO 3: To strengthen the delivery of sustainable integrated human settlement and environmental management**

**DO 4: To initiate a strong and sustainable economic development**

**DO 5: To build a strong good governance and institutional development**

**DO 6: To ensure legally sound financial viability and management**

**DO 7: To maintain and sustain the 2010 legacy projects**

### 3.4.1 Development outcomes, indicators and service delivery targets for the next 5 years

Table 3.4.1 and table 3.4.2 below outlines the City of Mbombela's development outcomes, indicators and outputs as well as the service delivery targets for the next five years linked to its council's term of office.

**Table 3.4.1: CoM Development Outcomes, Indicators and Targets**

| PRIORITY | STRATEGIC OBJECTIVE | DEVELOPMENT STRATEGY | DEVELOPMENT OUTCOME | OUTCOME INDICATOR | OUTPUT INDICATOR | 5 YEAR TARGET |
|---|---|---|---|---|---|---|
| **Water supply** | To provide infrastructure and sustainable basic services | • Utilize the different grant allocations (MWSIG, MIG, etc.) and own revenue to implement water programmes<br>• Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Improved access to water | Percentage of households with access to basic water supply | Number of new water connections meeting minimum standards | 15 000 |
| | | | Improved quality of water | Percentage of Drinking Water Compliance to SANS241 | | 96% |
| | | | | | Number of water sample tests that complied with SANS241 requirements | 14250.00 |
| | | | | Frequency of unplanned water service interruptions | Number of unplanned water service interruptions | 6010.00 |
| | | | Improved water sustainability | Total water losses | | 45.4% |
| **Sanitation & sewerage** | To provide infrastructure and sustainable basic services | • Utilize the different grant allocations (MWSIG, MIG, etc.) and own revenue to implement sanitation/sewer programmes<br>• Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Improved access to sanitation | Percentage of households with access to basic sanitation | Number of new sewer connections meeting minimum standards | 15 000 |
| | | | Improved quality of sanitation services | Frequency of sewer blockages per 100 KMs of pipeline | Number of blockages in sewers that occurred | 4549.00 |
| | | | Improved quality of water (incl. wastewater) | Percentage of wastewater samples compliant to water use license conditions | | 91% |
| | | | | | Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements | 1223.00 |
| | | | | | Total wastewater samples tested for all determinants over the municipal financial year | 1860.00 |
| **Energy / Electricity supply and management** | To provide infrastructure and sustainable basic services | • Utilization of INEP, MIG, and EEDSM grants to deliver energy/electricity programmes<br>• Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Improved access to electricity/energy supply | Percentage of households with access to electricity | Number of dwellings provided with connections to the mains electricity supply by Municipality including ESKOM | 22 500 |
| | | | Improved reliability and sustainability of energy supply / electricity service | Increased capacity of energy supply | Number of new switching stations constructed and completed | 2x switching stations |

| PRIORITY | STRATEGIC OBJECTIVE | DEVELOPMENT STRATEGY | DEVELOPMENT OUTCOME | OUTCOME INDICATOR | OUTPUT INDICATOR | 5 YEAR TARGET |
|---|---|---|---|---|---|---|
| | | | | | Number of Mini Substations & Switching Stations upgraded and maintained | 45 x Mini Substations & 8x Switching Stations |
| | | | Improved public lighting and public safety | Increased capacity of public lighting | Number of new high mast lights installed | 335 |
| | | | | | Number of new street lights installed | 4 000 |
| | | | | Increased efficiency in energy usage | Number of street lights retrofitted with energy efficient globes | 2 828 |
| **Environment & Waste** | To provide infrastructure and sustainable basic services<br><br>To strengthen the delivery of sustainable integrated human settlement and environmental management | Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Increased access to refuse removal | Percentage of households with basic refuse removal services or better | Number of new formal dwellings provided with refuse removal services | 160 136 |
| | | | | | Number of new licensed waste transfer station constructed | 2x new waste transfer stations |
| **Roads & storm water systems** | To provide infrastructure and sustainable basic services | Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Improved quality of municipal road network and storm water drainage systems | Percentage of fatal crashes attributed to road and environmental factors | Total kilometers of gravel roads/streets surfaced with asphalt or interlock paving | 100km |
| | | | | | Total kilometers of surfaced municipal road which has been resurfaced and resealed | 717km |
| | | | | | Total kilometers of unsurfaced road graded | |
| | | | | | Number of vehicle and pedestrian bridged constructed | 20x vehicle bridges<br>25x pedestrian |
| **Public transport** | To provide infrastructure and sustainable basic services | Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | Improved access to public transport (incl. NMT) | Percentage of households less than 10 minutes' walk from closest public transport access point | Number of public transport facilities constructed | 5x public transport facilities |
| **Human settlements** | To strengthen the delivery of sustainable integrated human settlement and environmental management | Work collaboratively with the DHS in the delivery of sustainable subsidized housing units | Improved access to adequate housing (incl. security of tenure, formalisation, upgrades) | Percentage of households in informal units targeted for formalisation and upgrading | Number of informal units to be formalised | 10 500 |
| | | | | | Number of Precinct Plans to be developed | 7x |
| | | | | | Number of new nodes established and developed | 5x |

| PRIORITY | STRATEGIC OBJECTIVE | DEVELOPMENT STRATEGY | DEVELOPMENT OUTCOME | OUTCOME INDICATOR | OUTPUT INDICATOR | 5 YEAR TARGET |
|---|---|---|---|---|---|---|
| **Community facilities / development** | To provide sustainable social amenities to the communities | Provide and operate community services according to sustainable human settlement norms and standards | Increased access to and utilization of social and community facilities | Percentage of access and utilization of social and community facilities | Number of new community halls to be constructed and existing community halls to be upgraded | 12x newly constructed<br>7x upgraded |
| | | | | | Number of new cemeteries to be provisioned | 2x new regional cemeteries |
| | | | | | Number of new parks developed and existing parks to be upgraded | 5x new parks developed<br>8x parks upgraded |
| | | | | | Number of sports facilities (stadia) upgraded | 2x stadium upgraded |
| | | | | | Average percentage of library visits per library | 85% |
| **Spatial Transformation** | Transform the spatial structure of the City towards an equitable, inclusive and comparatively efficient form consisting of a series of integrated and well connected economic corridors, nodes and mixed-use/mixed-income sustainable human settlements<br><br>To build a strong good governance and institutional development. *(IDP Objective)* | • Expand the capacity of the City Centres to enable more commercial and mixed income residential development.<br>• Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City.<br>• Undertake upgrading and formalization, and institute better spatial governance working in partnership with traditional leaders.<br>• Massively expand agricultural production and agro-processing by developing an agro-export corridor linking eastern agricultural belt and KMI. | Adequate housing and overcome poor planning and informal settlement<br>Integration of race and social classes, and spatial justice<br>Overcome sprawl and make more efficient use of space and land, and mix of land uses<br>Open up more investment, economic growth and job opportunities<br>Better capability to provide infrastructure more effectively and efficiently<br>Better spatial governance and revenue enhancement | • Total number of new urban nodes and formalised communal areas by 2027 | Number of new urban nodes added | 5 |
| | | | | | Number of formalisations of communal areas undertaken | 10 500 |

| PRIORITY | STRATEGIC OBJECTIVE | DEVELOPMENT STRATEGY | DEVELOPMENT OUTCOME | OUTCOME INDICATOR | OUTPUT INDICATOR | 5 YEAR TARGET |
|---|---|---|---|---|---|---|
| **Economic growth & development** | To establish a competitive economic position that attracts high levels of investment which can raise economic growth substantially to create targeted number of jobs<br><br>To initiate a strong and sustainable economic development.<br>*(IDP Objective)* | • Raise the contribution of each sector to the local economy according to agreed plans and targets with private sector in respect of growth and job creation.<br>• Facilitate skills development, incubation hubs and employment placement programmes in partnership with the private sector. | Unemployment, poverty and inequality significantly reduced | Percentage reduction in unemployment rate. | • Number of employment opportunities created through EPWP and CWP | 2 500 |

**Table 3.4.2: Breakdown of the 5-year service delivery targets (2022-2027)**

| **IDP PRIORITY: WATER SUPPLY** | | | | | | | |
|---|---|---|---|---|---|---|---|
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |
| **Households with No access to Piped water (Serviced by Water Carts) = 10%**<br><br>**Households with access to piped water with poor LOS (Interrupted Supply) = 68 %**<br><br>**Households with 24hour access to Piped Water = 22%** | Backlog eradication | 15 000 HH | 2000 HH | 2500HH | 3000HH | 3500HH | 4000HH |
| | Bulk water infrastructure | Augmentation schemes (11) | Kanyamazane Bulk Water Supply | Nsikazi North Bulk Water Scheme | Upgrade of Suidkaap Water Treatment Works in Barberton Additional 6ML Module | Upgrade Matsulu Water Treatment Works 6ML | Karino WTW Additional 10ML/day module for Nsikazi South (Subject to Resource availability) |
| | | | Upgrading of the Kamadakwa and eMjindi Trust Bulk Water Scheme | White River Complex Reservoir 3 ML<br><br>Figtree Reservoir 5,7ML (Skywalk) | White River Hillsview reservoir 3.5ML | Whiter River Nooitgedaght Reservoir 3ML | 3 Ml Phumalni/Msholozi Reservoir and Pumpstation Upgrading |
| | | 5 package plants | 2 package plants (Barberton-eMjindini Trust, Sheba mine) | 3 package plants<br><br>(Makoko, Noordkaap, Mlambongwane) | N/A | N/A | N/A |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Water Resource Development | 5 Feasibility Studies and Resource Development for New Dams, Canals, Raw water Pipelines and Raising of existing Dams | 1 | 2 | 2 | N/A | N/A |
| **IDP PRIORITY: SANITATION** | | | | | | | |
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |
| **Households with No access to Water Born Sanitation = 74%** | Backlog eradication – House Hold Connections | 15 000 HH | 2000 HH | 2500HH | 3000HH | 3500HH | 4000HH |
| **Households with access to Water Born Sanitation = 26%** | WWTW New/Upgrades<br>And Bulk Outfall sewers | 4 WWTW = 46.5ml/d | 0 | Rocky's Drift WWTW (Planning and Designs) | Hazyview WWTW (Feasibility Study) | -Upgrading Barberton WWTW<br>- Upgrading Umjindi Northern Outfall Sewer<br>-7,5 Ml Rocky Drift WWTW – Detail Design | eMoyeni Outfall sewer<br>-Hazyview/Nsikazi North Regional<br>-7,5ML Rocky Drift WWTW Construction |
| **IDP PRIORITY: ROAD INFRASTRUCTURE DEVELOPMENT & STORM WATER** | | | | | | | |
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Municipal Roads (gravel roads): 3 039. 68 km (79.6%)**<br><br>**Surfaced roads: 781.32km (20.4%)** | Tarring/paving of Roads | 100kms tarred or paved roads | 15km | 20km | 25km | 20km | 20km |
| | Resealing of roads | Reseal 717 km of road ± 143 km/year | Reseal 143 km [± 1000000m²] | Reseal 143 km [± 1000000m²] | Reseal 143 km [± 1000000m²] | Reseal 143 km [± 1000000m²] | Reseal 143 km [± 1000000m²] |
| | Construction of vehicle bridges | 20 vehicle bridges constructed | 4 | 4 | 4 | 4 | 4 |
| | Construction of pedestrian bridges | 25 pedestrian bridges constructed | 5 | 5 | 5 | 5 | 5 |
| | Construction of Public Transport transfer stations | 5 Public Transport transfer stations constructed | 1 | 0 | 1 | 3 | 3 |
| **IDP PRIORITY: ELECTRICITY SUPPLY AND MANAGEMENT** | | | | | | | |
| **BACKLOG**<br><br>**(BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET**<br><br>**2022/23** | **TARGET**<br><br>**2023/24** | **TARGET**<br><br>**2024/25** | **TARGET**<br><br>**2025/26** | **TARGET**<br><br>**2026/27** |
| **Access: 199 545 HH (92.4%)**<br><br>**No access: 6 525 (7.8%)** | Electrification of households | 22 500 HH | 3540 | 3500 | 4450 | 5700 | 5310 |
| | Public Lighting (High Mast Light) | 335 High Mast Installed | 67 | 67 | 67 | 67 | 67 |
| | Public Lighting (Street Light) | 4 000 Street Lights Installed | 800 | 800 | 800 | 800 | 800 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Retrofitting of Street Lights with LED Technology | 2 828 Street Lights retrofitted | 428 | 400 | 400 | 800 | 800 |
| | Completion of New Switching Stations | 2 x new Switching Stations constructed | 1 x new Switching Station constructed (KaMagugu) | N/A | 1 x new Switching Station constructed (Ext17) | N/A | N/A |
| | Upgrade and Replacement of Mini Subs & Switching Stations in the Southern & Central Region | 8 x Switching Stations and 45 x Mini Subs completed | 1 x Switching Station Upgraded | 1 x Switching Station Upgraded | 2 x Switching Stations and 15 x Mini Subs completed | 2 x Switching Stations and 15 x Mini Subs completed | 2 x Switching Stations and 15 x Mini Subs completed |
| **IDP PRIORITY: REFUSE COLLECTION** | | | | | | | |
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |
| **No Access: 140 186 (68.1%)**<br>**Access: 65 950 (31.9%)** | Waste Collection Services | 160 136 | 65 950 Households serviced with weekly waste removal services as per waste billing register | Draft Feasibility Study on Waste Management Services | Final Feasibility Study Report on Waste Management Services | 70 000 HH | 70 171 HH |
| | | A transfer station established | N/A | Licensed two transfer stations<br>and submitted application for third transfer station | Detailed Planning and Designs | Construction of White River Transfer Station | Construction of Hazyview Transfer Station |

| IDP PRIORITY: COMMUNITY FACILITIES | | | | | | | |
|---|---|---|---|---|---|---|---|
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |
| **29 community halls**<br>**15 Sports facilities** | Community halls | 12 new community halls constructed | 3 | 2 | 2 | 3 | 2 |
| | | 7 community halls upgraded | - | 2 | 2 | 2 | 1 |
| | Parks | 5 new parks developed | 1 | 1 | 1 | 1 | 1 |
| | | 8 parks upgraded | 2 | 1 | 2 | 2 | 1 |
| | Sports facilities | 2 stadium upgrades | - | - | 1 | 1 | - |
| | Cemeteries | 2 new regional cemeteries | - | - | - | 1 | 1 |
| **IDP PRIORITY: INTEGRATED HUMAN SETTLEMENT** | | | | | | | |
| **BACKLOG (BASELINE)** | **PROGRAMME** | **5 YEAR TARGET** | **TARGET 2022/23** | **TARGET 2023/24** | **TARGET 2024/25** | **TARGET 2025/26** | **TARGET 2026/27** |
| **Spatial Planning** | Review of the SDF | Review SDF to align to the new IDP for 2022-2027 | Draft SDF | Final SDF approved | - | - | - |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Precinct Development** | Precinct Development | 7 Precinct Plans Developed | 2 | 1 | 1 | 2 | 1 |
| **Establishment and development of new nodes** | Establishment and development of new nodes | 5 New nodes | 2 | 1 | - | 1 | 1 |
| **Formalization of informal settlements** | Formalization of informal settlements | 10 500 informal units formalized | 1000 | 2500 | 2000 | 2500 | 2500 |

## 3.5 IDP ALIGNMENT WITH MBOMBELA VISION 2030

The Municipality has adopted a long-term strategy commonly known as Mbombela Vision 2030 which provides a comprehensive overview of the alignment and cascading of the goals and target set in the National Development Plan.

The plan also serves as a gateway development strategy document that take advantage of the location of the City of Mbombela. All the municipal key strategic plans such as IDP, SDF, Budget and other sector plans are informed by the plan. The plan together with the SDF serve as the key strategic documents that guide and inform the future development of the municipality.

The Mbombela Vision 2030 is a strategy and plan to respond strategically and decisively to growth and development dynamics. The Vision 2030 aims to achieve the following:

- Shape and manage the growth of the City of Mbombela
- Meet the demands for housing, services and jobs
- Position Mbombela as an attractive destination

**Figure 3.5: Mbombela Vision 2030 Framework**

*Source:* **SPPSU, 2016**

### 3.5.1 Mbombela Vision 2030 Goal

The Mbombela Vision 2030 is as follows:

*"To be the best City in South Africa by 2030 for living, working, playing and investing".*

### 3.5.2 Pillars of the Mbombela Vision 2030

The above goal rests on the following two (2) pillars:

**Pillar 1:** Building and configuring **Integrated Sustainable Human Settlements** where all communities live in quality neighbourhoods with good infrastructure and basic services offering a variety of housing

options and close and easy access to community and social services, mobility and economic opportunities.

**Pillar 2:** Developing a **Competitive Economy** through spatial restructuring and optimal contribution from each city region that attracts high levels of investment, generates jobs and raises income of households significantly.

These pillars form part of the measures by which the work towards the 2030 goal will be assessed on a continuous basis. Vision 2030 is partly a disruptor to the way things may have been done in the past by the City administration and the various stakeholders and sectors of society. It is a template for the future and will require a renewed commitment to raising the bar in performance excellence across all sectors of society.

### 3.5.3 Objective of the Mbombela Vision 2030

The desired future described above is one in which all the people and communities of Mbombela are living in Integrated Sustainable Human Settlements and where there is a competitive economy in which the unique selling points and competitive positions of each region and its people is strengthened towards city-wide synergy and economic advantage. Both urban and rural spaces are transformed, developed and enhanced with appropriate linkages.

The City of Mbombela will thus be the best City in South Africa by 2030 for living, working, playing and investing. This goal will be achieved in a systematic way by simultaneously pursuing 4 interrelated strategic objectives identified by analyzing the gaps highlighted in the diagnostic process and the aspirations contained in the desired future.

### 3.5.4 Strategies of the Mbombela Vision 2030

Each strategic objective is elaborated in terms of the envisaged or expected outcomes and a set of key strategic actions or strategies providing a clear direction and guidance for implementation.

#### 3.5.4.1 Strategy 1: Spatial Transformation

The reorganisation of space would unlock hidden opportunities in the local economy, while the inclusion of all residents would drive competitiveness of the City to greater heights thereby creating the best City in South Africa. The strategy's envisaged outcomes are:

- Adequate housing and overcome poor planning and informal settlement
- Integration of race and social classes, and spatial justice
- Overcome sprawl and make more efficient use of space and land, and mix of land uses
- Open up more investment, economic growth and job opportunities
- Better capability to provide infrastructure more effectively and efficiently
- Better spatial governance and revenue enhancement

**Table 3.5.4.1: Vision 2030 Strategic objective 1**

| **Strategic Objective 1 (SO 1): Spatial Transformation**<br>**To transform the spatial structure of the City towards an equitable, inclusive and comparatively efficient form consisting of a series of integrated and well connected economic corridors, nodes and mixed-use/mixed-income sustainable human settlements** | |
|---|---|
| **Strategy 1: City Centres**<br>Expand the capacity of the City Centres to enable more commercial and mixed-income residential development | **Target:**<br>39 542 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards:<br>• Basic services<br>• Community services<br>• Social services<br>• Economic opportunities |
| **Strategy 2: New Urban Nodes**<br>Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City | **Target:**<br>55 376 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards:<br>• Basic services<br>• Community services<br>• Social services<br>• Economic opportunities |
| **Strategy 3: Communal Areas/Regional Upgrades**<br>Undertake upgrading and formalisation, and institute better spatial governance working in partnership with traditional leaders | **Target:**<br>5 750 new mixed typology housing units by 2030 with access to services and amenities according to agreed norms and standards:<br>• Basic services<br>• Community services<br>• Social services<br>• Economic opportunities |
| **Strategy 4: Economic Nodes**<br>Identify and activate key economic nodes and high impact projects that promote the City's competitiveness as a regional hub and administrative centre, and supports key growth sectors such as agriculture, agro-processing, tourism, and renewable energy | **Target:**<br>Develop economic transformation concepts, undertake feasibility studies, and coordinate delivery of key high impact projects working with government and industry stakeholders |
| **Strategy 6: Climate Change**<br>Build spatial resilience of the City to counter effects of climate change and to secure long-term environmental sustainability. | **Target:**<br>Efficient spatial form<br>• Low carbon foot print<br>• Resilient Infrastructure<br>• Efficient use of resources<br>• Protection of sensitive areas, Heritage sites<br>• Effective waste management and pollution control<br>• Good spatial governance |

### 3.5.4.2 Strategy 2: Economic Growth

It is possible for the City of Mbombela to double its economic output by having a long-range view and stimulating the local economy with investment in infrastructure and by attracting investments to the area. The economic size of Mbombela, alongside two other Mpumalanga cities (Govan Mbeki and eMalahleni) is just below the top ten of the country. The top five metros account for 50% of South Africa's Gross Domestic Product (GDP). Mbombela accounted for R20 billion in 2010. However, this has moved to over R30 billion in 2013.

The current economic growth rate is estimated to have absorbed 143 724 people in formal employment. The growth in formal employment has been 2% per annum. This can be doubled through investments and facilitating job creation in the economy. The strategy's envisaged outcomes are:

- Unemployment, poverty and inequality significantly reduced
- Differentiated and unique contribution of each of the 4 regions of the City strengthened
- Stronger and more inclusive local economy with greater opportunities for small businesses
- Improved rates base and higher revenue generation for the City
- Greater infrastructure investment capacity and improved quality of life of residents

**Table 3.5.4.2: Vision 2030 Strategic objective 2**

| **Strategic Objective 2: Economic Growth**<br>**To establish a competitive economic position that attracts high levels of investment to raise economic growth substantially in order to create targeted number of jobs** | |
|---|---|
| **Strategy 1: Economic Sectors**<br>Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector | **Target:**<br>• Unemployment at 6% by 2030 (NDP)<br>• Achieve sector targets for investment and job creation set with each economic sector |
| **Strategy 2: Land Development**<br>Accelerate preparation, approvals and release of land for development supporting integrated human settlement, economic sector and regional economic targets | **Target:**<br>• Convert over 3600 Ha of land for new mixed-use and mixed-income housing (integrated human settlements)<br>• Strategic land negotiation capability and incentives<br>• Integrated land-use decision-making with maximum 3 month turn around time |
| **Strategy 3: Skills Development**<br>Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector | **Target:**<br>• Upgrade skills and/or place into jobs 110 000 unemployed, support small businesses and traders with facilities, business services, and value chain integration<br>• World-class Incubation Hub |
| **Strategy 4: Safe and Smart City**<br>Create a safe, conducive and efficient environment for investment and for living | **Target:**<br>• Safer and technologically enhanced communities and places |
| **Strategy 5: Place Marketing**<br>Raise the confidence levels in the City of Mbombela as a place to live, work, invest and play.<br><br>Undertake a rigorous and consistent investment facilitation and place marketing programme underpinned by strongly positioned and managed Brand**.** | **Target:**<br>• Global outreach of the City of Mbombela brand underpinned by well packaged catalogue of investment and work opportunities, lifestyle and tourism offerings. |

### 3.5.4.3 Strategy 3: Service Provision

All cities provide public goods and services on water, electricity and energy, refuse removal, attend to land use permissions, health and safety, transport and mobility connectivity and bulk infrastructure connections. Basic Services are the foundations on which the City exists and the future pathways depend on the robustness of infrastructure and services provided. In turn, infrastructure planning cannot be done without strategic planning directing it. And, the economy will not be stimulated unless there is adequate infrastructure, regular and universal services and active land use management. The strategy's envisaged outcomes are:

- A productive and equitable City with high and affordable levels of mobility
- High levels of private investment and economic growth
- Good quality of life for residents, visitors and investors

- Long term adequacy of infrastructure and universal service provision capability
- Sustainable municipal revenue and life-cycle infrastructure management
- Safe, healthy and productive communities

**Table 3.5.4.3: Vision 2030 Strategic Objective 3**

| **Strategic Objective 3: Service provision**<br><br>**To plan for, install, maintain and operate infrastructure, as well as provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives, universal access to basic services, and differentiated service requirements of households and human settlements** | |
|---|---|
| **Strategy 1: Basic Services**<br>Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | **Target:**<br>Connect all existing households and planned new households, and community, social and economic sites by 2030 (water, sanitation, electricity, waste management, and roads and storm water)<br>• City Centre and CBDs<br>• New Urban Nodes<br>• Communal Areas |
| **Strategy 2: Community Services**<br>Provide and operate community services according to sustainable human settlement norms and standards | **Target:**<br>• Plan for and provide full range of community services according to access norms in all existing and new settlements<br>• Operate and maintain facilities and provide quality services (Libraries, Community centres, Telecommunications, Safety, Parks, Cemeteries, Public squares, Fire stations, Public transportation) |
| **Strategy 3: Social Services**<br>Work with provincial and national government for adequate provisioning of social services | **Target:**<br>Determine and direct adequate provisioning of social services by national and provincial government according to access norms and standards:<br>• Schools<br>• Clinics/hospitals<br>• Police stations |
| **Strategy 4: Production**<br>Provide necessary infrastructure for economic production purposes including city-wide as well as regional connectivity | **Target:**<br>Package infrastructure and services to support industrial and export growth and activate identified nodes and projects:<br>• Eastern Belt – KMIA Agricultural Corridor<br>• Fresh Produce Market<br>• International Convention Centre<br>• Rocky Drift Industrial Park & Incubation Hub Cultural Hub<br>• Energy Hub<br>• Public Works Precinct<br>• Commercial Mixed-Use Precincts |

### 3.5.4.4 Strategy 4: Governance

To bring about spatial transformation and economic growth and development, a performance excellence work ethic and culture based on productivity, co-ordination and integration of functions at a horizontal and vertical level is required. This must lead to the integrated systems that are geared for delivery and guide the provision of infrastructure, basic services and community services. The renewed institutional system of integration, co-ordination and provision of service to people will be configured into the DNA of the municipality through a performance excellence culture and community impact performance measures. The strategy's envisaged outcomes are:

- Spatial transformation, economic growth and sustainable service provision
- Robust relations with stakeholders, business sector and communities
- Strong and growing rates base and municipal revenues
- Fit for purpose municipal administration and highly operationally efficient organisation
- Model city ranking with good quality of life and high community/customer satisfaction

**Table 3.5.4.4: Vision 2030 Strategic Objective 4**

| **Strategic Objective 4: Governance**<br><br>**To lead, direct and manage spatial and economic growth of the City robustly, enhance revenue generation and improve operational efficiency** | |
|---|---|
| **Strategy 1: Spatial Governance**<br>Regulate the entire City space according to a common spatial development vision and single land use management system | **Target:**<br>All land across the City to be covered by a Land Use Scheme and all development to comply with such scheme<br>• Communal Areas partnership with traditional authorities, special Land Use Schemes (peri-urban, rural responsiveness)<br>• All formalisations and proclamations completed<br>• Enforcement measures balancing growth, environment, and social factors |
| **Strategy 2: Financial Sustainability**<br>Expand the rates base and grow revenue collection | **Target:**<br>• Register and accurately and efficiently bill all households, commercial, industrial, institutional customers<br>• Achieve and maintain financial indicator targets as per National Treasury guidelines<br>• All municipal functions undertaken in a cost efficient and effective manner |
| **Strategy 3: Performance Excellence**<br>Develop human resource capability; improve institutional systems and capability for budget prioritisation, integrated work, project execution, communications and marketing, long-range planning, research, and performance management; and create conducive and attractive work environment**.** | **Target:**<br>• Achieve and maintain operational efficiency indicator targets<br>• Efficient organisational structure and all critical vacant positions remain filled (managerial, professional, operational)<br>• Talent attraction and management strategy<br>• Continuous Learning programmes, on the job training and individual performance and personal development plans<br>• Communications and marketing capacity, systems and platforms<br>• Performance excellence organisational culture |
| **Strategy 4: IGR and Stakeholder Relations**<br>Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth | **Target:**<br>• IGR & Stakeholder relations strategy<br>• Effective participation in relevant structures and forums<br>• Manage relations with dedicated capacity<br>• IGR and Sector agreements |

| | |
|---|---|
| **Strategy 5: Community Satisfaction**<br>Focus on making a measurable impact on the quality of life of communities | **Target:**<br>Establish a monitoring and evaluation system that links organisational performance and community satisfaction<br>• Community satisfaction surveys<br>• Business confidence index<br>• Strategic management dashboard<br>• IDP milestones and targets |

### 3.5.5 Vision 2030 Implementation Plan – Making it Happen

Vision 2030 is a measurable plan. The packaging of the Vision 2030 strategies and targets in the above section provides the measures. These strategies will be implemented via projects configured to achieve the 2030 targets by breaking them down into sets of 5-year objectives and targets guiding the successive IDP cycles, that is:

- **IDP (2017 – 2022)**
- **IDP (2022 – 2027)**
- **IDP (2027 – 2032)**

### 3.5.6 Alignment of IDP development priorities and objectives with City of Mbombela's Vision 2030 and local government Key Perfomance Areas

Table 3.5.6 below further shows the alignment of IDP development objectives and development priorities with the City of Mbombela's Vision 2030 and Local Government Key Performance Areas.

**Table 3.5.6: Alignment of IDP Development Priorities and Objectives with City of Mbombela's Vision 2030 and Local Government Key Perfomance Areas**

| VISION 2030 STRATEGIC OBJECTIVE | LOCAL GOVERNMENT KPA | IDP DEVELOPMENT OBJECTIVE | IDP DEVELOPMENT PRIORITY |
|---|---|---|---|
| Spatial Transformation (SO1): to transform the spatial structure of the city towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities. | Spatial development | To strengthen the delivery of sustainable integrated human settlement and environmental management | P8: Rural development<br>P4: Human settlements |
| Economic Growth (SO2): to establish a competitive economic position that attracts high levels of investment which can raise economic growth substantially to create targeted number of jobs | Local economic development | To initiate a strong and sustainable economic development | P9: Economic development<br>P8: Rural Development |
| Service Provision (SO3): to plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:<br>transformed spatial structure<br>economic growth objectives<br>universal access to basic services, and<br>differentiated service requirements of households and human settlements | Service delivery and infrastructure development | To provide infrastructure and sustainable basic services | P1: Water supply<br>P2: Road infrastructure development and storm water<br>P3: Electricity supply and management<br>P6: Sanitation / Sewerage<br>P8: Rural Development<br>P10: Waste and Environmental Management<br>P12: Public transport |
| | | To provide sustainable social amenities to the communities | P7: Community development<br>P12: Public Transport<br>P13: Public Safety |

| VISION 2030 STRATEGIC OBJECTIVE | LOCAL GOVERNMENT KPA | IDP DEVELOPMENT OBJECTIVE | IDP DEVELOPMENT PRIORITY |
|---|---|---|---|
| Governance (SO4): To lead, direct and manage spatial growth of the city robustly, enhance revenue generation and improve operational efficiency | Good governance and public participation<br><br>Financial Viability | To build a strong good governance and institutional development | P5: good governance and public participation |
| | | To ensure legally sound financial viability and management | P11: Financial viability and management |
| | | To maintain and sustain the 2010 legacy projects | P14: 2010 Legacy Projects |

*NB: P1 in the table refers to Priority number 1 whilst SO2 will refer to Strategic Objective number 2, et cetera*.

## 3.6 IDP ALIGNMENT WITH OTHER POLICIES AND PRIORITIES

### 3.6.1 Hierarchy and alignment of plans (CoM VISION 2030, IDP, AND SDBIP)

This section seeks to illustrate the flow of the different plans of the Municipality and how each is linked to the other. Figure 3.9 shows how the short-term plan (the SDBIP) feeds into the medium-term plan (the IDP) and ultimately how the medium term plan feeds into the long-term plam (CoM Vision 2030).

**Figure 3.6.1: Flow and Alignment of CoM Vision 2030, IDP and SDBIP**

### 3.6.2 IDP Alignment with district, provincial and national priorities

One of the key objectives of IDP is to ensure that there is alignment between the local, district, provincial and national priorities.

#### 3.6.2.1 IDP alignment with other spheres of government

Table 3.6.2.1 next page shows how the municipal development priorities are aligned to the development priorities of the national, provincial and district spheres of government

**Table 3.6.2.1: IDP Alignment with national, provincial and district priorities**

| NATIONAL PRIORITIES | NDP PRIORITIES | PROVINCIAL PRIORITIES | DISTRICT PRIORITIES | DDM TRANSFORMATIONAL AREAS | IDP PRIORITIES |
|---|---|---|---|---|---|
| **Economic transformation and job creation** | Job creation | Economic growth & job creation | LED | Economic positionin | Economic development |
| | | Energy & mining | | | |
| **Education, skills and health** | Education & training | Skills development | Institutional transformation & development | Governance and Financial Management | Good governance & public participation |
| | Provide quality health care | Environment | - | | Community development & good governance & public participation (transversal services) |
| | | | | | Waste management & greening |
| **Spatial integration, human settlements and local government**<br><br>**Consolidating the social wage through reliable and quality basic services** | Expand infrastructure | Strategic infrastructure | Basic water & infrastructure development | Infrastructure engineering<br><br>Integrated service provisioning | Water supply |
| | Transform urban & rural space | Agriculture | - | Spatial restructuring & environmental sustainability | Roads infrastructure development & storm water |
| | | | | | Electrical supply & energy management |
| | | | | | Sanitation |
| | | | | | Community development |
| | | | | | Integrated human settlement |
| | | | | | Rural development |
| **Social cohesion and safe communities** | Fight corruption | - | - | Governance and Financial Management | Good governance & public participation & community development |
| | | | | | Public Safety |
| | Transition to a low carbon economy | Social cohesion | - | | Good governance & public participation |

| NATIONAL PRIORITIES | NDP PRIORITIES | PROVINCIAL PRIORITIES | DISTRICT PRIORITIES | DDM TRANSFORMATIONAL AREAS | IDP PRIORITIES |
|---|---|---|---|---|---|
| **A capable, ethical and developmental state** | Build a capable state | Tourism, biodiversity & cultural heritage | Financial management | Governance and Financial Management | Financial management & viability |
| | Transformation & unity | - | - | | - |
| **A better Africa and World** | - | - | - | | - |

*Source*: **IDP Unit, 2022**

***NB:*** *National priorities are described in the Manifesto, Provincial priorities are described in the Mpumalanga Vision 2030 Strategic Implementation Framework*

#### 3.6.2.2 Mpumalanga Economic Growth and Development Path (MEGDP)

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the Province. The growth path is anchored on a number of parameters including sector development, Inclusive & shared growth, spatial distribution, regional integration, sustainable human development and environmental sustainability. The MEGDP also aims to address these socio-economic variables (i.e. unemployment, poverty, inequality) that have a high correlation with employment growth. In this instance, a number of job drivers have been identified in order to create more decent employment opportunities and to secure a strong and sustainable growth in the next decade for the province.

The job drivers referred to above include: (a) Infrastructure for Employment and Development; (b) Job Creation in Economic Sectors: *Agriculture and Forestry, Mining and Energy, Manufacturing and Beneficiation, Tourism and Cultural Industries*; (c) Seizing the Potential for New Economies: *Green Industries, Information Communication Technology*; (d) Investing in Social Capital & the Public Service; and I Spatial Development: *Rural Development, Regional and International Cooperation*.

#### 3.6.2.3 Medium Term Strategic Framework (MTSF)

The MTSF (MTSF 2014–2019) is essentially a statement of intent by government that identifies the development challenges facing South Africa and outlining the medium-term strategy for improvement in the conditions of life of South Africans and for enhanced contribution to the cause of building a better world. The MTSF gives effect to the electoral mandate. In supporting the implementation of the MTSF priorities, the municipality has formulated its development objectives and priorities in line with the MTSF objectives. Issues around job creation, health, education, crime and rural development are also covered as part of the priorities.

#### 3.6.2.4 National Development Plan 2030

The National Development 2030 provides a national vision for the entire country which requires all government institutions to take into consideration during the planning and subsequent implementation of development programs. As a result, the municipality aligned the 2017-2022 IDP planning process with the strategic imperatives set out in the National Development Plan. Table 3.6.2.4 next page shows the alignment of IDP strategies and programmes with the policy directives.

**Table 3.6.2.4: Alignment of IDP strategies and programmes with policy directives**

| National Development Plan strategic thrust | State of the Nation Address 2023 | State of the Province Address 2023 | Local Government Manifesto 2021-2026 | Municipal Strategic Objectives | Municipal Programs |
|---|---|---|---|---|---|
| • Economic growth<br>• Expand infrastructure<br>• Rural development | • Economic Reconstruction and Recovery Plan.<br>• Accelerate land redistribution, expand agricultural production and transform the agriculture industry.<br>• Massive rollout of infrastructure.<br>• Shifting government spending from consumption expenditure to investment in infrastructure | • Economic reconstruction & recovery<br>• Transforming the economy and creating jobs<br>• Attracting and investing in the mpumalanga economy<br>• International relations, trade and investment<br>• Partnership with the private sector | • Water, Sanitation, Sewerage and Roads<br>• Electricity<br>• Food Security | • To provide infrastructure and sustainable basic services | • Water Supply<br>• Sanitation<br>• Roads and Stormwater<br>• Electricity |
| • Social cohesion | • Promote peace and security on the continent.<br>• Police visibility, effective training and better resourcing of police stations | • Sport, social cohesion, unity and nation building<br>• Gender based violence and femicide<br>• Social relief interventions | • Bring Integrated Government Closer to the People. | • To provide sustainable social amenities to the communities | • Community Halls<br>• Sports Facilities<br>• Parks and cemeteries |
| • Integrated Human settlement<br>• Spatial arrangement | Establishment of smart cities | • Consolidating the social wage through reliable and quality basic services | • Land and Housing | • To strengthen the delivery of sustainable integrated human settlement and environmental management | • Human settlement<br>• Environment management |

| | | | | | |
|---|---|---|---|---|---|
| | | • Municipal interventions and support | | | |
| • Economic growth and job creation | • Implementation of the Presidential Youth Employment Intervention.<br>• Training in critical skills.<br>• Employment stimulus to create jobs and support livelihoods<br>• Substantial increase in local production | • Employment stimulus and economic inclusion of women and youth.<br>• Tourism | • Create Jobs and Drive Economic Development. | • To initiate a strong and sustainable economic development | • LED |
| • Building a capable state<br>• Fithing corruption<br>• Transformation and unity | • Re-double provincial and national government support and strengthen the capacity of municipalities<br>• Rapid expansion of our energy generation capacity<br>• Rationalisation of SOEs and ensure that they serve strategic economic or developmental purposes. | • Towards a capable developmental and ethical state<br>• Fight against crime and corruption | • Choose the Best People to Run Municipalities.<br>• Fight Corruption and End Waste.<br>• Make Municipalities Financially Viable | • To build a strong good governance and institutional capacity<br>• To ensure legally sound financial viability and management | • Corporate Services<br>• Public Safety<br>• Public Participation<br>• Risk Management Financial Management<br>• Internal Audit<br>• Intergovernmental Relations |

### 3.6.3 IDP alignment and implication with Districts'/Metros' One Plan – Distict Development Model (DDM)

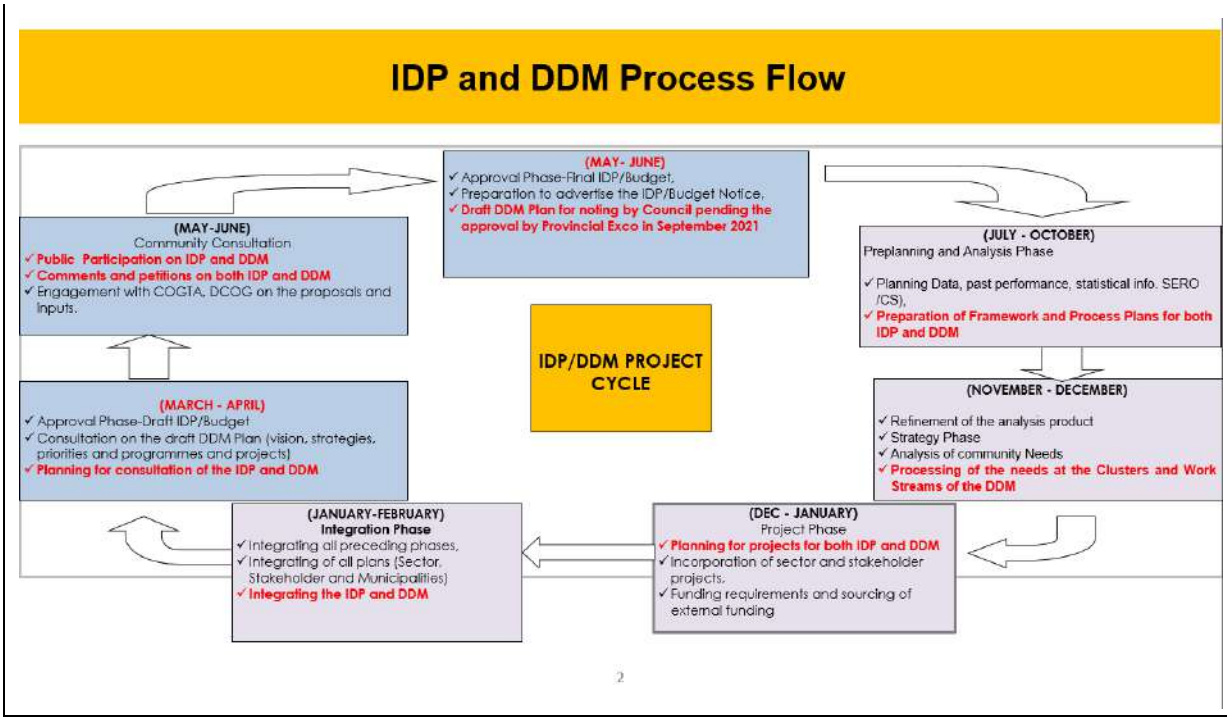
In 2019, the Cabinet of the South Africa Government approved the District Development Model (DMM) as a government approach to improve integrated planning and service delivery across the threes of government with district and metro spaces as focal points of government and private sector investment. DDM introduces a new planning instrument in the form of the One Plan. It is expected to strengthen and enhances the IDPs and other plans of municipalities and provide greater certainty and direction for the IDPs. The DDM is an operational model for improving Cooperative Governance at a District/Metropolitan level aimed at building a capable, ethical, sustainable and developmental state, including improving and enhancing the state of local government.

The Model gives provision for One Plan which is an intergovernmental plan setting out a 25-30 years long-term strategic framework (consisting of short, medium and long-term intergovernmental actions) to guide the implementation of investment- and delivery-plans in relation to each of the 52 district and metropolitan spaces. The primary objective of the DDM is to ensure government works together and improves communication in the District/Metropolitan areas to synchronise the programmes and projects of different organs of state through the development of One Plan. DDM also ensure inclusivity and a more participatory approach in governance, including oversight over budgets and projects in an accountable and transparent manner. According to section 6 of the Revised IDP Guidelines (2020), DDM is anchored on the development of the One Plan (Department of Cooperative Governance and Traditional Affairs).

In order to give effect on the aspirations of DDM, The Ehlanzeni District Municipality has developed 6 work streams that are critical for the participation of all local municipalities within its area of jurisdiction. These work stream are Governance and ICT Stream; Finance and IT Systems Stream; Research and Development Stream; Spatial Planning, Environmental Management Stream; Social Services and Disaster Management Stream; and Basic Services and Infrastructure Development Stream. The City of Mbombela has a representation in each of the 6 work stream and this is to ensure coordinated and integrated planning amongst all the role players in the development of the District's One Plan. The activities of these work streams have culminated in the development of a One Plan for the Ehlanzeni District which must ultimately find its expression on the Municipal IDPs of all its local municipalities, including City of Mbombela. The Ehlanzeni District One Plan is anchored on the following 6 transformational areas:

- People development
- Economic positioning
- Spatial restructuring & environmental sustainability
- Infrastructure engineering
- Integrated service provisioning
- Governance and Financial Management.

The following diagram depicts how the DDM One Plan Process is harmonized with that of the IDP Process Plan.




**DDM One Plan Process & IDP Process Plan Flow**

It must be indicated that all these process have already unfolded. The District has approved the One Plan on the 30th of June 2021 after which all local municipalities falling within the District were expected to table the same before their respective Councils for approval. The City of Mbombela has tabled the One Plan on the 31st of October 2022 and the Council subsequently approved it under Council Resolution number A1/2022. The One Plan catalytic projects for the City of Mbombela are listed in Chapter 7 of this IDP document.

### 3.6.4 IDP alignment with global and regional policy imperatives

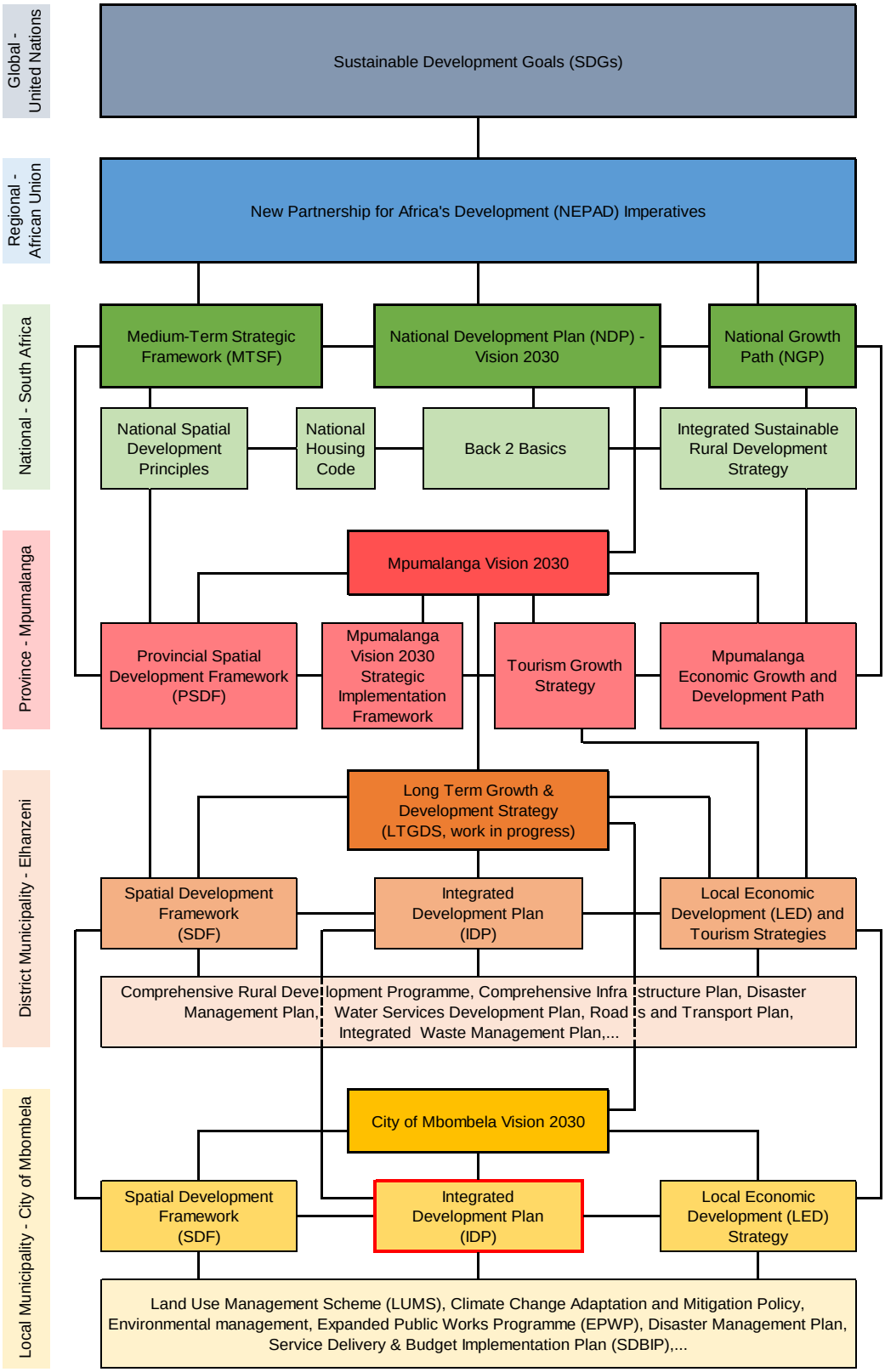
This municipal IDP also aligned itself with policy imperatives of the global and regional structures to which South Africa is member state. These structures are the United Nations (UN) and the African Union (AU) respectively. The UN, after the Millenium Development Goals whose target date was 2015, identified 17 goals to be refered to as Sustainable Development Goals (SDGs) which member states must focus on with target date of 2030. The African Union on the other hand has developed an economic program known as New Partnership for Africa's Development that identied a number of commitments the regional structure will embark on to bring about sustainable growth, peace, prosperity, participation in the global economy by the African continent. The City of Mbombela's IDP has there aligned itself with the policy impratives and the table below depicts this alignment.

**Table 3.6.3: IDP alignment with United Nations Sustainable Development Goals and African Union's NEPAD Imperatives**

| UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) | AFRICAN UNITED NEPAD IMPERATIVE | IDP DEVELOPMENT OBJECTIVE | IDP PRIORITY |
|---|---|---|---|
| **Goal 6:** Clean Water and Sanitation<br>**Goal 7:** Affordable and Clean Energy<br>**Goal 11:** Sustainable Cities and Communities | | To provide infrastructure and sustainable basic services | **P1:** Water supply<br>**P3:** Electricity supply and management<br>**P6:** Sanitation / Sewerage<br>**P8:** Rural Development<br>**P10:** Waste and Environmental Management |
| **Goal 11:** Sustainable Cities and Communities<br>**Goal 16:** Peace, Justice and Strong Institutions | Strengthening mechanisms for conflict prevention, management and resolution at the sub-regional and continental levels, and to ensure that these mechanisms are used to restore and maintain peace; | To provide sustainable social amenities to the communities | **P7:** Community development<br>**P12:** Public Transport<br>**P13:** Public Safety |
| **Goal 11:** Sustainable Cities and Communities | | To strengthen the delivery of sustainable integrated human settlement and environmental management | **P8:** Rural development<br>**P4:** Human settlements |
| **Goal 9:** Industry, Innovation and Infrastructure<br>**Goal 8:** Decent Work and Economic Growth | Promoting the role of women in social and economic development by reinforcing their capacity in the domains of education and training; by developing revenue generating activities through facilitating access to credit; and by assuring their participation in the political and economic life of African countries;<br><br>Promoting the development of infrastructure, agriculture and its diversification into agro-industries and manufacturing to serve both domestic and export markets | To initiate a strong and sustainable economic development | **P9:** Economic development<br>**P8:** Rural Development<br>**P2:** Road infrastructure development and storm water |
| **Goal 17:** Partnerships for the Goals | Promoting and protecting democracy and human rights in their respective countries and regions, by developing clear standards of accountability, transparency and participatory governance at the national and sub-national levels | To build a strong good governance and institutional development | **P5:** Good governance and public participation |

### 3.6.4 Summary of IDP's alignment

**Figure 3.6.4: IDP Alignment**




**Source:** IDP Unit 2020

## 3.7 OTHER MUNICIPAL ANCHOR STRATEGIES/FRAMEWORK

### 3.7.1 Local Economic Development (LED) & Economic Recovery Strategy

#### 3.7.1.1 Background

Each municipality is expected in terms of the Municipal Systems Act (2000) to adopt an IDP that includes local economic development aims. Local Economic Development (LED) is part of the key performance areas applicable to local government in terms of the Performance Management Guide for Municipalities (2001). Local economic development forms part of the City of Mbombela's mandate to create and facilitate the development of the economy, realising the local economic development potential as well as encouraging private sector investment and job creation. Local economic development is an ongoing process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.

Municipalities are also expected to develop LED strategies for their respective municipal area. The City of Mbombela is no exception and has adopted its **Local Economic Development & Economic Recovery Strategy** not only to comply with the prescripts of legislation but also to drive the economic growth and recovery for the Mbombela municipal area.

According to the Mpumalanga Department of Economic Development, Environment & Tourism's **Socio-Economic Profile (SEP) 2021**, the contraction of Mbombela's economy in 2020 was estimated to be between 10% and 11% due to the COVID-19 lockdown. Construction, transport, trade, tourism and manufacturing were the most negatively affected industries. It also noted that due to COVID-19 related factors, tourism spend decreased to only R2.9 billion in 2020 from R5.8 billion in 2015, which was equal to only 3.4% of the local GDP. These factors necessitated that this version of the LED Strategy caters for economic recovery strategies in order to reverse the negative effects brought about by the COVID-19 pandemic to the local economy.

#### 3.7.1.2 Purpose of CoM Local Economic Development and Economic Recovery Strategy

The overarching purpose of the Strategy is to provide a framework of joint Local Economic Development and Economic Recovery priorities in which the public, private, and community sector at the City of Mbombela (CoM) should invest. Therefore, the strategy must be owned, and can only be delivered better and effectively, by the Municipality continuously working together with other spheres of government and development partners.

The Strategy also aims to review the existing LED Strategy to produce a credible and implementable plan that identifies catalytic projects with the intended objective of rebuilding the City's economy from the harsh impact of the global Covid-19 pandemic.

The City's Local Economic Development and Economic Recovery Strategy is a package of four interrelated and interdependent strategic components, namely:

1. **Drivers of Change:** these are the development dynamics that shape the current economic development environment at Mbombela. In essence, these set out the scene for shaping and designing economic development and recovery interventions.

2. **Core Strategy and Recovery Principles:** this is a set of core propositions for what needs to happen if the city takes a steady and convincing route towards developing a thriving local economy. In other words, this is a set of core strategy principles that chart the way on the local economic development and economic recovery path ahead.

3. **The vision:** this is a desired future of the city economy. It is a visionary perspective of what the city's local economy will be in about five years or more from now.

4. **Strategy pillars:** this is calculated, evidence and an empirically-based suite of strategy and recovery choices that the city in partnership with a vast array of important stakeholders and development partners inside and outside of government will need to work on towards its desired vision.

### *A. Drivers of Change*

The following are development dynamics that shape the current economic development environment at Mbombela. These are also important is framing the desired economic development destination for the city.

- Population Dynamics
- Human development
- Economic Development
- Spatial Development
- Housing
- Infrastructure Development
- Smart City

### *B. Strategy and Recovery Principles*

The principles that inform the strategy have been derived from several sources: government's development choices as embraced in the national, provincial and local government economic planning and development policies and strategies. The following is the inexhaustive list of principles - value propositions - that inform the strategic choices the city has made in respect of the strategy:

- Shared Growth
- City Competitiveness
- Resilience, Vibrancy and Recovery
- Redressing Poverty
- Township and Rural Economic Development
- Economic Governance

### *C. LED Vision*

The Economic Development Vision for 2026 is that the City of Mbombela will be recognised as a smart, world-class, provincial capital and commercial city in which to invest, work, learn, visit and live, and boasting a widely shared economy.

### *D. Core Pillars of the Strategy*

The following constitute the seven Key Pillars of the CoM's strategy, namely:

- A diverse City economy
- A learning and skilled City
- An economically inclusive City
- An enterprising City
- An economically recovered City
- The foundations for growth, and
- Marketing and branding.

### 3.7.1.3 The Economic Opportunity Environment

The city has a sound economic infrastructure and its growing involvement in the global economy has firmly placed it as one of the important Secondary Cities in the country. CoM has the capability of ensuring a suitable business environment for foreign and domestic investors. The table below identifies sector opportunities based on the economic activity analysis for the municipal area. The economic analysis for the municipal area of Mbombela has already been articulated in Chapter 2 of this IDP.

**Sectoral Opportunity Identification**

| SECTOR | INVESTMENT OPPORTUNITY |
|---|---|
| **Agriculture and Agro-Processing Opportunities** | ▪ Food Cluster with focus on processing, packaging and export<br>▪ Speciality vegetables (mange tout peas, brinjals, baby vegetables)<br>▪ Introduction of new flower species (freesias, orchids, proteas)<br>▪ Floriculture logistics development (transport, storage, cooling facilities)<br>▪ Aquaculture development<br>▪ Grain processing (flour milling, chicken feed production) |
| **Tourism Opportunities** | ▪ Game farming and safari tourism<br>▪ Eco-tourism route<br>▪ Development and improvement of tourist facilities and accommodation<br>▪ N4 Tourism route, Panorama route<br>▪ Kruger National Park |
| **Manufacturing and Retail Trade Opportunities** | ▪ Manufacture of organic fertiliser, pesticides and inorganic fertiliser<br>▪ Industrial cluster development<br>▪ Organic food supplement and bio-medicinal product manufacturing<br>▪ Furniture and wood manufacturing<br>▪ Manufacturing of arts and crafts |
| **Informal Trade** | ▪ Specialized clustering plan development<br>▪ Locate strategic informal trading areas as part of the urban redevelopment strategies<br>▪ Establishment of an online market space<br>▪ Formal establishment of areas for commonage farming, supporting uses and infrastructure |

### 3.7.1.4 LED and Economic Recovery Strategy Catalytic Projects

Hereunder is a prioritised list of investment opportunities that lay the foundation for the Strategy implementation:

- Mega sustainable human settlements: Nelspruit and White River;
- Inner City Revitalisation: Nelspruit and Barberton;
- Student Precinct
- The Broadband Initiative
- The International Convention Centre
- Inner City Property Scheme
- Townships Empowerment Zones
- The Ease of Doing Business Initiative

- Technology Innovation Hubs
- Investment Promotion Initiative
- Nkosi City Development
- Mpumalanga Fresh Produce Market
- The World Heritage Site Interpretative Park

**Youth Development Initiatives**

The following projects might not be catalytic but play a crucial role in youth economic empowerment. These are classified as CoM Youth Development Initiatives.

| INDUSTRY | PROJECT |
|---|---|
| **Community services (personal)** | Beauty salons |
| **Manufacturing** | Bakeries |
| **Agriculture** | Poultry farming |
| **Transport, storage and communication** | Information technology and printing |
| **Trade (retail)** | Restaurants and car wash |
| **Community services** | Recycling and collection |

#### 3.7.1.5 Monitoring Instruments of Implementation of the Strategy

The following are critical institutions that should provide monitoring oversight over the implementation of the City's economic development strategy:

a) The Local Economic Development Directorate – City Planning, Economic Development and Tourism
b) The Section 79 Economic Development Committee and the Mayoral Committee
c) The Mbombela Partnership

#### 3.7.1.6 Evaluation Instruments of Implementation of the Strategy

The following are the evaluation instruments to be used in assessing the impact and effectiveness of the economic development strategy.

a) Independent Mid-Term Review (Three Year Review)
b) Final Five-Year Evaluation.

For the economic development strategy to make the desired economic impact, it must be fully owned by all the critical stakeholders, monitored over time, and critical adjustments made accordingly so that it remains pertinent to existing economic development circumstances at Mbombela.

### 3.7.2 Expanded Public Works Programme (EPWP)

Expanded Public Works programme (EPWP) is a nationwide programme covering all spheres of government and state owned enterprises. It originates in the Growth and Development Summit 2003. It aims to draw significant numbers of unemployed, unskilled people into productive work so that they increase their capacity to earn an income. It further serves as an opportunity to address social welfare gap.

EPWP Phase 3 (2014 – 2019) approach introduced numerous dynamics which required the revamp or review of the human resource structure. This phase commenced in April 2014 but the municipality started implementing the phase in February 2015 (ten months late). The amount of work required a fully-fledged structure with all required resources. The office of the Municipal Manager approved the appointment of the 9 Data Capturers for the period of twelve months. There were 20 EPWP Monitors who were also providing support to the EPWP Coordination office. These officials were monitoring the programme implementation at ground level and feed the EPWP Champion with reports regularly.

In August 2016 the two local municipalities (Umjindi & Mbombela) were disestablished and the new City of Mbombela was born. The restructuring of the new City gave rise to the stand alone EPWP Coordinating Division. This division was initially in the office of the Municipal Manager until July 2017. In 2017, 6 Data Capturers and 4 Coordinators were appointed for a period of 12 months to coordinate and report all projects as required in terms of EPWP Phase 3 approach.

During the period 2017 and 2019 council was able to collect, upload and authorise data without any assistance from other public bodies. Prior this period all projects were reported by Provincial Department of Public Works Roads & Transport (DPWR&T). It should be noted that the City managed to obtain increased Grant to R 8 million for the first time with available resources. Continuous training programmes to these officials increased their capacity to master the work at hand. They are capacitated in such a manner that they can take the city to another high level where more than 20 000 participants can be appointed within a period of three years, on condition that the project is properly coordinated.

City of Mbombela commenced the EPWP Phase 4 approach with effect from 1st July 2019. This is another phase that will be in application until 31st March 2024 according to the National EPWP policy. City of Mbombela subscribes to the National Development Plan EPWP strategies. The focus of EPWP Phase 4 is to ensure that the EPWP will be able to increase its contribution to address the triple challenges of poverty, unemployment and inequality as outlined in recent successive presidential State of the Nation Address (2019). EPWP Phase 4 will be in implementation for the next period of five years (2019- 2024)

The Objective of EPWP Phase 4 is: "***To provide work opportunities and income support to poor and unemployed people through the delivery of public and community assets and services, thereby contributing to development*****"**

In the National Development Plan 2030, the EPWP is positioned to contribute to Government's goals of alleviating poverty, developing local communities, providing work opportunities and enhancing social protection. Chapter 11 of the NDP states that the vast majority of the unemployed currently have no access to social protection and that the EPWP as a Public Employment Programme (PEP) can play an important part in reducing this gap, especially if it is able to increase its scale further. The EPWP will contribute to these different broader social protection functions through:

i. The increased focus on community-driven programmes in the EPWP Phase 4 through programmes such as the CWP will also allow this economic stimulus to contribute towards addressing the legacy of apartheid spatial inequality
ii. Targeting the poorest areas, consolidating and strengthening productive activities in marginalized local economies.
iii. The focus on community-driven programmes will create a platform for all of the above to converge and broaden the level of the programme positive impacts.

Poor unemployed people: - Their wellbeing will need to be improved by:

a) Employment creation – acquiring work based skills and workplace experience enhancing their potential to find further work in the formal and informal sector;
b) Income support - earning an increased income and improving their household security.

c) Development of community assets and provision of services benefitting from improved service delivery and infrastructure in their communities.

#### 3.7.2.1 Main Purpose of the EPWP.

Expanded Public Works Programme as championed by National department of Public Works & Infrastructure seeks to focus on the following objectives:

a) Strengthening the monitoring of the core EPWP principles to improve compliance to the EPWP guidelines;
b) Streamlining monitoring and reporting mechanisms to track programme performance;
c) Enhancing the EPWP coordination and institutional arrangements;
d) Performance improvement and outcome measurement will be achieved through the introduction of Social Audits;
e) Improve targeting on youth focused programmes and increase demographic targeting for women;
f) To ensure greater synergy between a wide range of PEPs and other poverty alleviation programmes.

#### 3.7.2.2 Policy Principles for EPWP Phase 4

The National Development Plan 2011 outlines two key objectives for EPWP in that context namely:

- Contribution to reducing unemployment by creating temporary employment by being responsive to the number of unemployed. "The public employment programmes should target the creation of 2 million opportunities annually by 2020 or earlier, if possible"……. "The main opportunities will lie in community based services and the roll out of social sector initiatives";

- Contribution to social protection for the unemployed by providing them with income support. In the New Growth Path, EPWP is seen as an important contributor in Jobs Driver 1 (Infrastructure Development) through increasing the labour intensity of government infrastructure investments and Jobs Driver 4 (Social Capital) through expansion of the Community Work Programme.

Council has signed a five year EPWP Protocol Agreement with a total of 15 525 (five year term target) planned work opportunities for the City of Mbombela. This is a policy document that provides clear principles for the CoM to comply with all EPWP legislative guidelines as the projects are implemented. The revised EPWP Policy for the Municipality incorporating the EPWP phase 4 principles together with Council EPWP Strategic document was approved in October 2020.

#### 3.7.2.3 The Importance of participating in EPWP as a public body

City of Mbombela has taken a positive stride by establishing a standalone unit coordinating expanded public works programme related matters. This was a response to the national EPWP Summit 2016 resolution. This unit serve as a drive to ensure that the city is able to implement all projects in line with national and local EPWP policies. This unit is currently designated as EPWP Coordinating Division. The fundamental duties of the EPWP Division are summarised as follows:

a) Development of the local EPWP Policy and its strategy to guide the City to comply with national EPWP policy prescripts;
b) Collect data and register all projects implemented by the city.

c) Coordinates the project reports according to Social, Infrastructure, and Environment & Culture Sectors.
d) Create awareness and education on the effective implementation of the policy through stakeholder engagements;
e) Update council on the performance of the city if the national EPWP targets are met or not and advise on the shortcomings.

EPWP Policy provides information on the type of data required to report in the EPWPrs system designed by the national EPWP office. Departmental EPWP Patrons or Project managers identify projects and ensure that they take memorable pictures before, during the development and after the project is completed to form part of the project profile POE's. The project must contribute in enhancing service delivery through intensive labour. This phase compels all project managers to ensure that they keep project profiles with the following compulsory information:

- Detailed Project profiles
- Simplified Form ( Business Plan)
- The personnel contracts
- The certified ID copies for all workers with personal details for individuals
- Attendance registers
- Pay roll for all employees.
- Monthly progress reports with pictures for monitoring and evaluation.
- Expenditure report for the entire project.

National & Local EPWP Policies clearly promote for the training interventions to be specific to the operational needs of the different sectors. Collaborations with FET Institutions and SETAs to be enhanced to work towards accredited training as well as Enterprise development interventions to be limited to sub-programmes that use small and medium enterprises in the delivery of services and assets. City of Mbombela should in collaboration with City Planning Development – LED Unit work cooperatively in this area, where EPWP participants are trained on the skills and be exposed to the environment of becoming future entrepreneurs through level 5 training programmes.

EPWP Division would hand over the enrolment list to LED unit to train these people for Cooperatives and any other skills so that they can be able to be self-sufficient. EPWP income serve as income support, the family can't survive on the stipend endlessly. The city may not need the service of all men & women in orange but the EPWP Phase 4 approach requires that CoM should make means to expose the participants in the environment where they would be able to identify their skills and have their own businesses. Currently this area is still dormant. The approval of the City LED new strategy may enable the city to ensure that the participants are assisted through accredited or non-accredited specific training programmes.

#### 3.7.2.4 The Fundamental Responsibilities of the EPWP Division

##### *3.7.2.4.1* ***Coordination of Projects from Contracted Services***

a) Council has pronounced itself in terms of the council resolutions of ---that all tender documents must have a clause that indicate the matters of EPWP. The advantage of that is to ensure that as the service providers are appointed to render specific services on behalf of council they know the information required from them in terms of expanded public works programme. They must all comply accordingly. The tender need to include the orange branded uniform as the part of compliance;
b) Upon the appointment of the service providers, the company project manager or site manager must provide the company information through simplified business plan form developed by national EPWP Form (compulsory). This form has all detailed information about the project. It is attached in the annexures of this document.

c) This information will be used to develop a project profile for the company where the targets will be clearly spelt out as far as the project objectives are concerned;
d) This form mentioned in (b) above is accompanied by the beneficiary personal details which on return must have a clear and certified SA Green Bar coded or credit card identification document. Any certified ID copy above three months is not acceptable for reporting of the data;
e) Once these documents are filled they need to be submitted to the EPWP Office for verification and checking if the information is as required nationally;
f) Jobs are then created in the ER reporting system which was designed by national EPWP Office where all participating public bodies upload the jobs for national reporting purposes. The reporting system should be accurate.
g) The project must take pictures prior the commencement of the project. These projects must be submitted to the EPWP office as part of the report for the project;
h) During the implementation of the service provider may serve council with invoices. Such invoices must be accompanied by the monthly project report and attendance registers of the previous month so that the EPWP office will file them for audit purposes. The pictures depicting the work done since the inception of the project would be required as part of the report;
i) Every month the project manager must provide progress report in terms of the progress made a stipulated in the project plan.
j) Upon completion of the project another pictures indicating that the actual target has been reached would be required. It is noted that some of the projects may take two to three years before completion.

*3.7.2.4.2* ***Coordination of projects created through Integrated Grant Allocation.***

Council annually receives integrated grant allocation from national Department of Public Works and Infrastructure (DPWI) which serve as an incentive on the work well done in the previous 18 months assessment. The allocation of grant has been inconsistent because of internal challenges with pertaining to lack of support from all internal stakeholders (departments). Integrated grant allocation for the first two years of the implementation of EPWP Phase 4 are: R, 8 mil for 20119/20 and R4, 2mil for 2020/21 periods.

During the period 2021/22, council received an amount of R 7 million and managed to appoint 500 EPWP employees to supplement and complement the work of the departments with an intension to reduce service delivery related problems. The EPWP Support Staff (10) in the office of the Senior Manager: Public Works & Transport – EPWP Coordinating Division manage the matters of compliance with EPWP policy prescripts in parallel with contracted services' projects. Council always co-fund the allocation so that more poor people could be appointed in the programme to reduce poverty in local communities. The city provides a stipend to individuals in line with the guidelines of the National Minimum Wage Act 2019 for EPWP employees.

*3.7.2.4.3* ***The reporting of performance on EPWP***

The EPWP Division is accountable to national EPWP Office and has an obligation to ensure that all departments that participate in EPWP must at all times comply with EPWP policy prescripts. The continuous engagement in the form of meetings, workshops and training will be coordinated at all levels is very critical in ensuring that projects reports are accurate and comply with EPWP policy prescripts.

The EPWP Coordinating division is responsible for the consolidation of the performance report quarterly or annually for council updates and presentation of level of compliance with Protocol Agreements obligations. Concurrently monthly expenditure reports are processed and signed by the office of the Chief Financial Officer. Furthermore, the national office is provided with quarterly and annual performance reports for monitoring & evaluation of the performance of the city. The City could not reach the annual national target during the first round (2019/20) of the EPWP Phase 4 approach. The total performance was 38%. Fortunately the national target of 2020/21 was exceeded and was marked as

history in the existence of the CoM to perform this far. Through robust engagement intra – departmentally and cooperation from most service delivery departments, the city will again maintain its good performance. Below is the indication of the five year national targets the city must reach or exceed as the work opportunities are reported in terms of the three sectors.

**Table 3.7.2: The overall EPWP Phase 4 Targets for the City of Mbombela Per Sector and per financial year**

| Sector | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Overall Target for the whole municipality |
|---|---|---|---|---|---|---|---|
| Infrastructure | WO | 1 778 | 1 795 | 1 801 | 1 798 | 1 801 | 8 973 |
| | FTE | 588 | 593 | 595 | 594 | 595 | 2 965 |
| Environment | WO | 874 | 901 | 928 | 956 | 844 | 4 502 |
| | FTE | 380 | 392 | 403 | 415 | 367 | 1 957 |
| Social | WO | 410 | 410 | 410 | 410 | 410 | 2 050 |
| | FTE | 156 | 156 | 156 | 156 | 156 | 781 |
| **Total** | **WO** | **3 062** | **3 106** | **3 138** | **3 164** | **3 054** | **15 525** |
| | **FTE** | **1 124** | **1 141** | **1 154** | **1 166** | **1 118** | **5 703** |

**NB: WO = Work Opportunities; FTE = Full Time Equivalent**

### 3.7.3 Spatial Development Framework (SDF)

Chapter 4 of the Spatial Planning and Land Use Management Act (Act 16 of 2013) require each sphere of government to prepare a spatial development framework that will, amongst others, guide planning and development decisions across all sectors of government. Section 26 of the Municipal Systems Act (Act 32 of 2000), as amended, also dictates that a municipality integrated development plan must reflect a spatial development framework which must include the provision of basic guidelines for land use management system.

A Municipal Spatial Development Framework (MSDF) is a long-term forward planning document which spatially indicates the long-term growth and development path of a municipality. It co-ordinates the spatial implications of all strategic sector plans of a municipality. A MSDF is also one of the core components of a municipal IDP and gives physical effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP). The City of Mbombela is currently reviewing its MSDF by following all the processes that are prescribed in terms of law. Once completed, the MSDF will be approved in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) and will serve as a guide to decision making in development and land use planning. This section therefore outlines the spatial vision, analysis, strategic framework and desired spatial pattern of the City of Mbombela as per its draft MSDF.

#### 3.7.3.1 Spatial Vision

The spatial transformation of the City of Mbombela requires a focused shift from the legacy of apartheid and spatial patterns of the past to unlock the potential of the City. The draft MSDF translates the current municipal IDP vision, namely, *"**City of Excellence, the ultimate destination"*** and the current CoM Vision 2030 goal which is ***"To be the best City in South Africa by 2030 for living, working, playing and investing"***, to have a spatial focus.

The envisaged MSDF spatial vision for the City of Mbombela therefore is to have ***"a functionally efficient, compact, connected, resilient, environmentally sustainable and generative municipality that strengthens its status as a gateway to Mpumalanga and South Africa by 2032"***. The following section presents the strategies that the Municipality will employ in achieving its spatial vision.

#### 3.7.3.2 Spatial Strategies

Four key spatial strategies have been identified to assist the Municipality in achieving its spatial vision. These strategies are listed below:

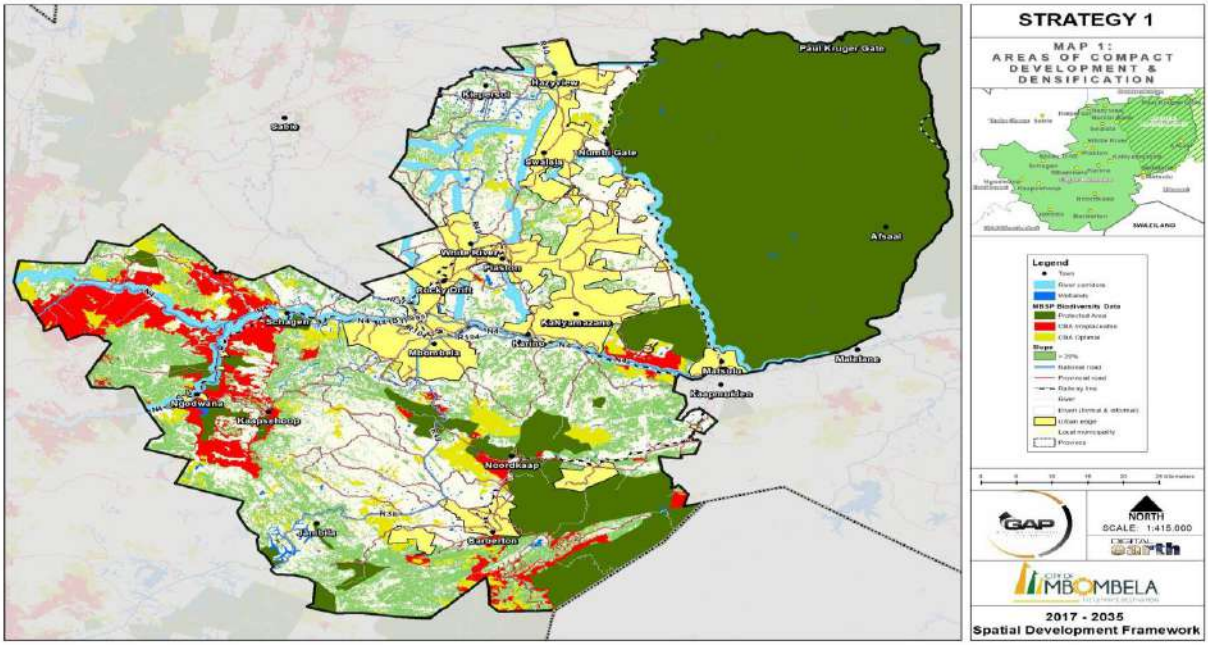
- **Building a compact, connected, inclusive and vibrant City;**
- **Creating an economic generative City that plans for employment and improved access to economic opportunities;**
- **Direct urban growth and create balance between urban development and the natural environment; and**
- **Protect agricultural land and strengthen tourism development.**

Each of these strategies is explained in detail below.

##### *3.7.3.2.1 **Strategy 1:** Building a compact, connected, inclusive and vibrant City*

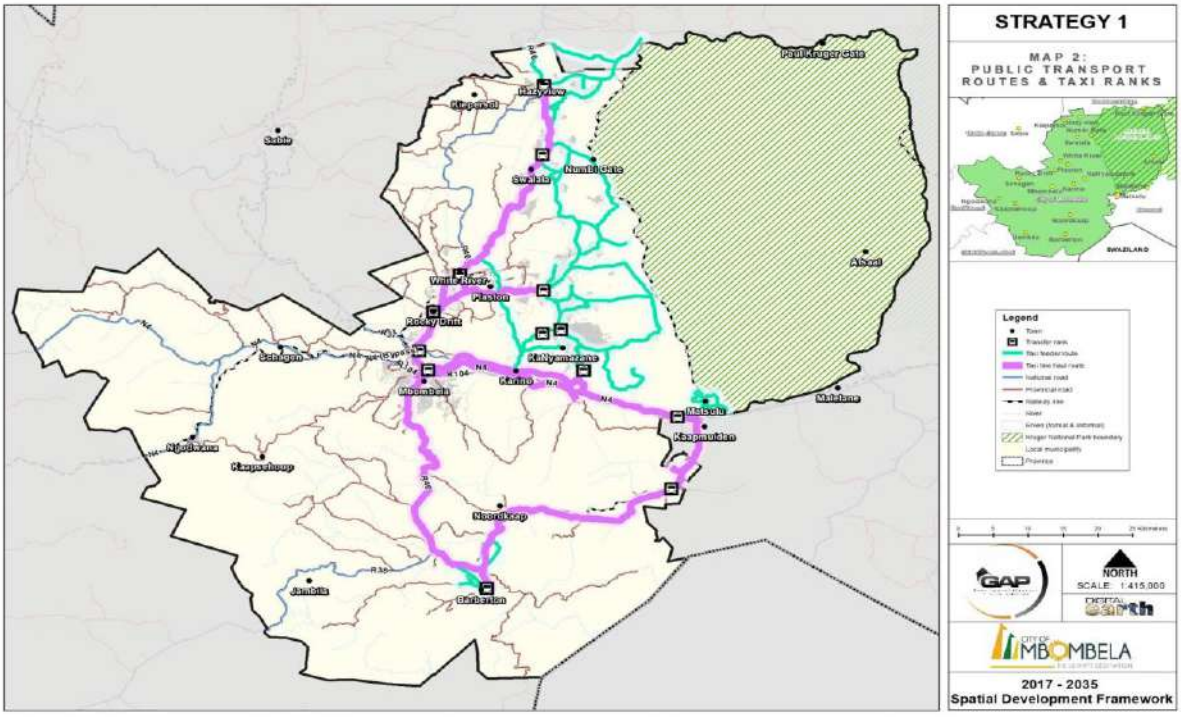
This strategy aims to intensify urban land use through a combination of higher residential densities and centralization, mixed land uses, and development limits outside of a designated area. The strategy also aims to improve mobility, linkage, and connectivity between the Eastern and Western Development Corridors. Two initiatives are recommended in order to achieve the strategy in space. Firstly, designated areas of compact integrated development and densification: existing built-footprint of the municipality; around key public transport facilities (Existing and future); around current and future mixed use and economic nodes; around existing social service facilities including schools, healthcare and public open space. Secondly, an established efficient integral movement system (line haul system, strategic road links, and bus rapid transit system). This is depicted in the figures below.

**Figure 3.7.3.2.1-1: Areas of compact development and densification**



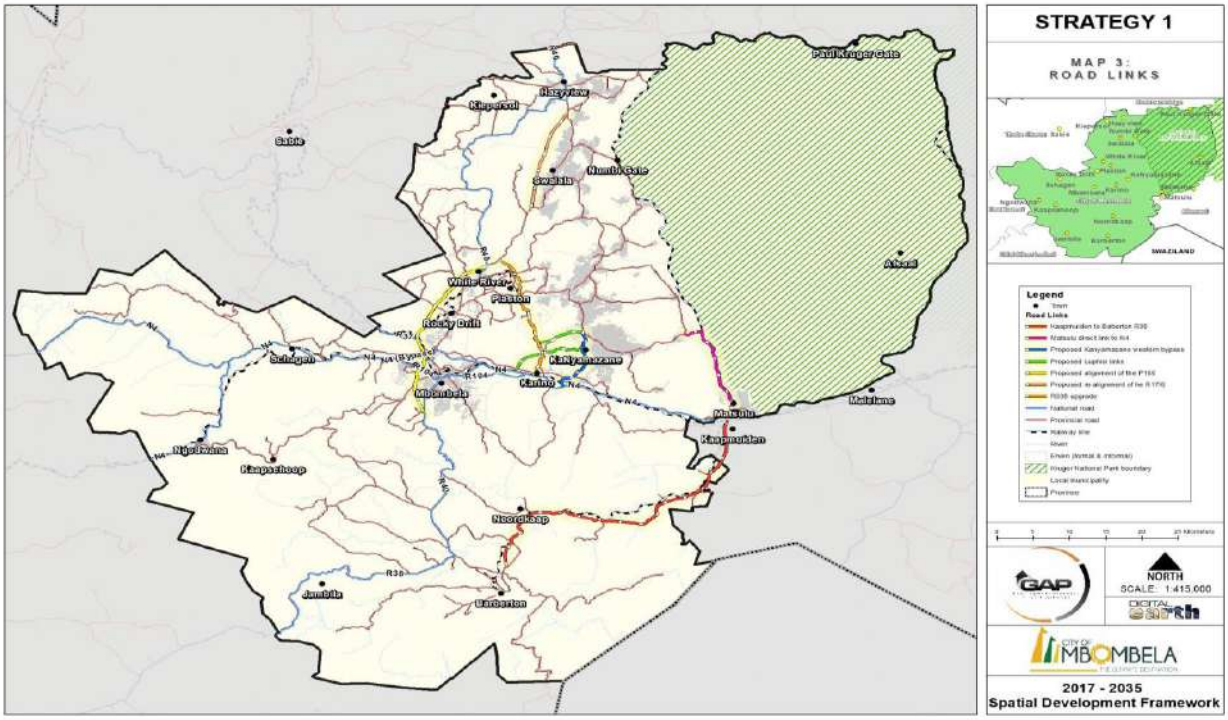

*Source:* **City of Mbombela SDF 2018**

**Figure 3.7.3.2.1-2: Public Transport Routes and Transfer Ranks**



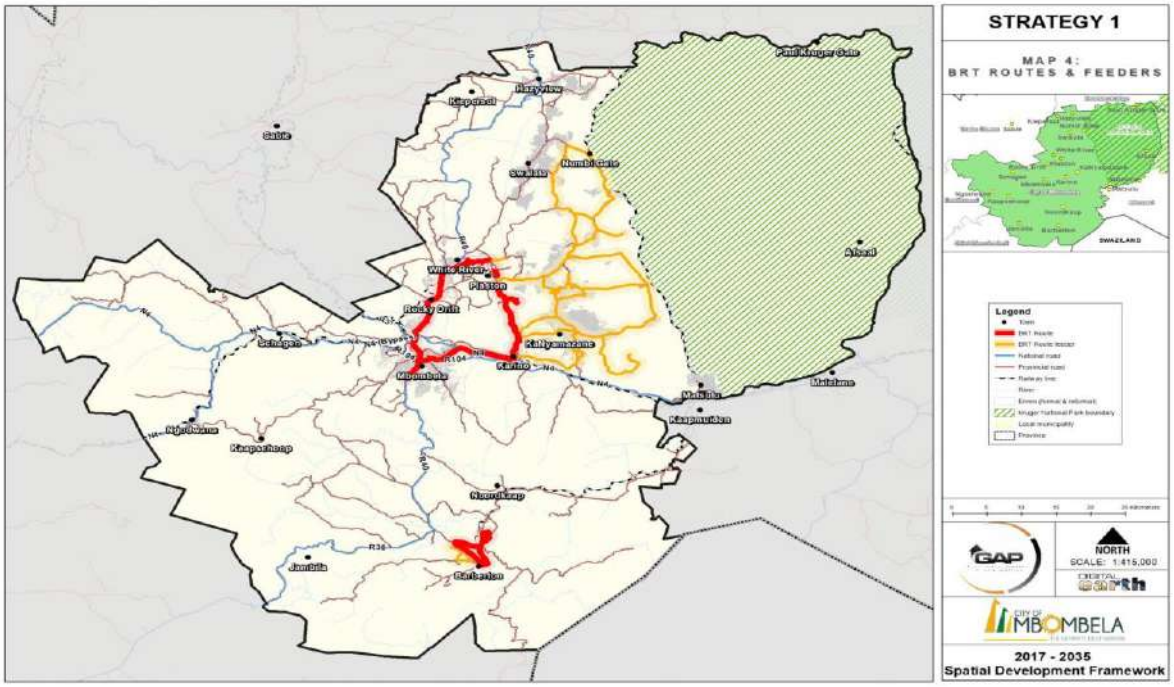

*Source:* **City of Mbombela SDF 2018**

**Figure 3.7.3.2.1-3: Road Links Proposals**




*Source:* **City of Mbombela SDF 2018**

**Figure 3.7.3.2.1-4: Bus-Repeat-Transit**

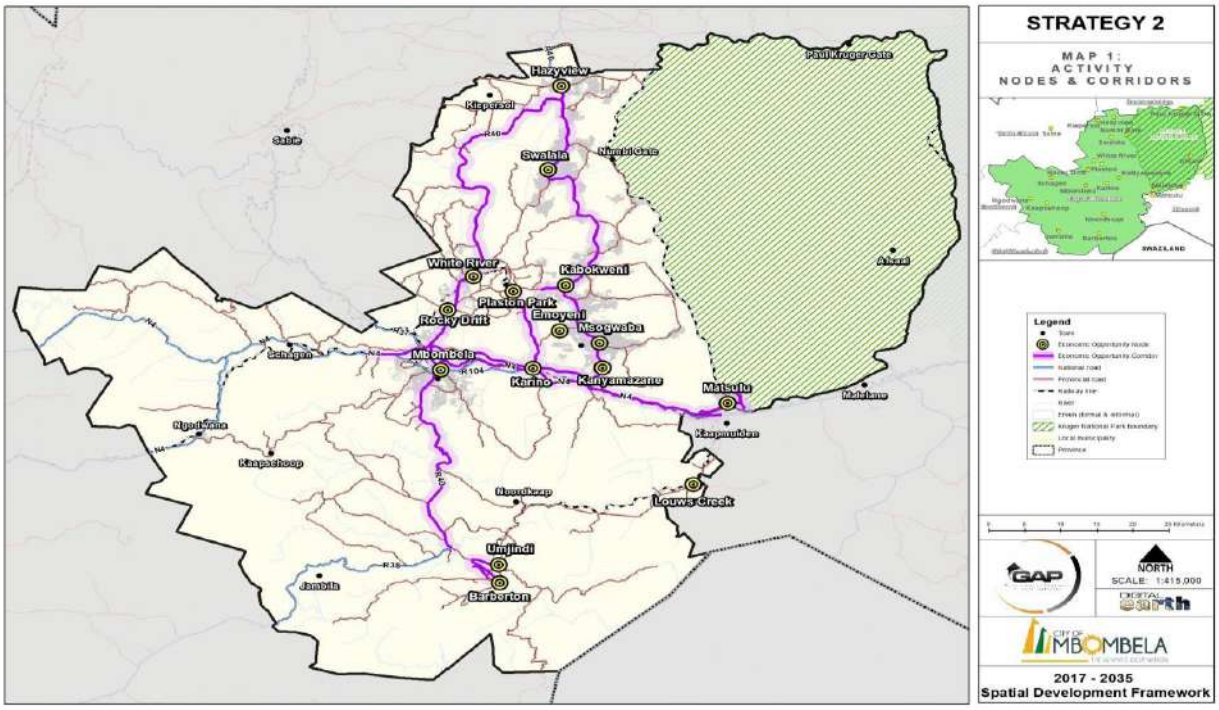



*Source:* **City of Mbombela SDF 2018**

*3.7.3.2.2* ***Strategy 2:*** *Creating an economic generative City that plans for employment and improved access to economic opportunities*

This strategy is advocating that economic activity (formal or informal) be encouraged to locate within economic opportunity zones across the municipality, related to the accessibility grid. In achieving this strategy in space, two forms of economic opportunity zones are envisaged in the accessibility grid. This includes activity nodes and development corridors. The activity nodes identified are Nelspruit CBD and Industrial; Barberton CBD and Industrial; Whiteriver CBD and Industrial; Hazyview CBD and Industrial; Karino (proposed); Swalala (proposed); Rockydrift; Louw's Creek (proposed); Kanyamazane CBD; Msogwaba CBD; and Kabokweni CBD. The development corridors identified are Tekwane-Msogwaba Activity Corridor; R40 Transportation and Development Corridor; Karino-KMIA-Plaston Activity Corridor; Southern Region Development Corridor; and Far East Development Corridor. These economic opportunity nodes and development corridors are depicted in the figure below.

**Figure 3.7.3.2.2: Activity Nodes and Corridors**

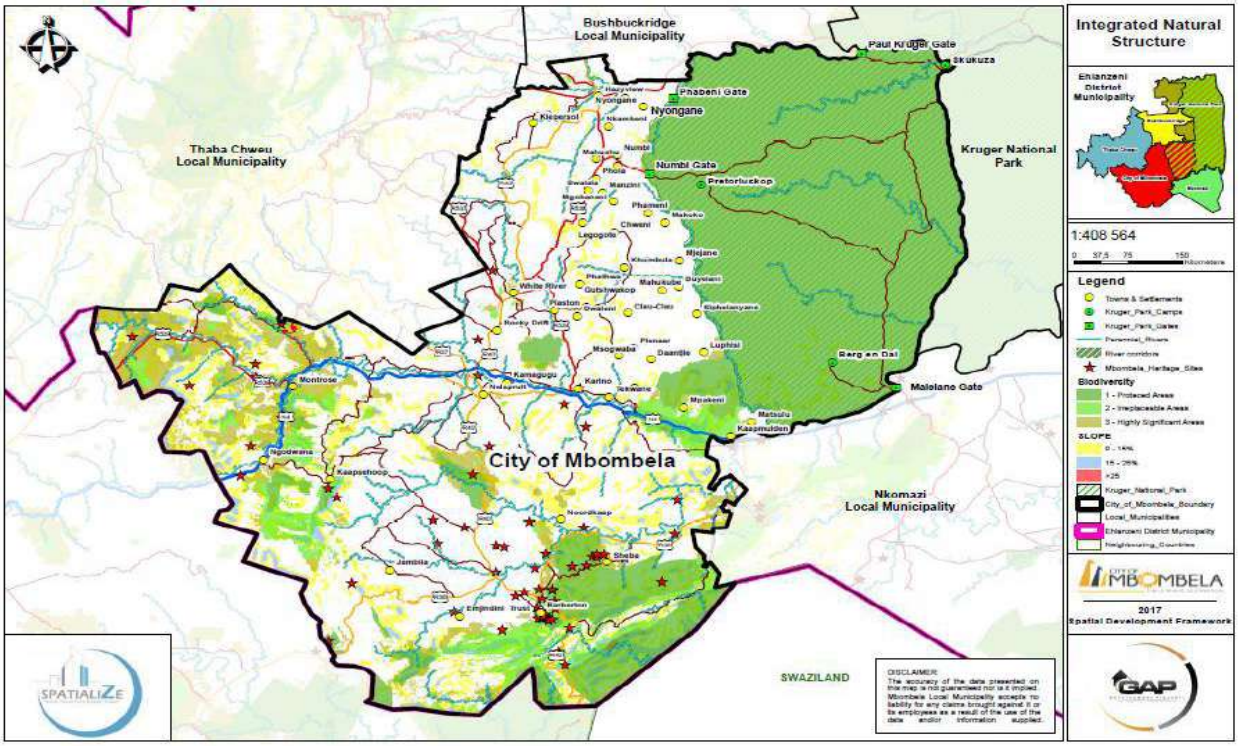



*Source:* **City of Mbombela SDF 2018**

*3.7.3.2.3* ***Strategy 3:*** *Direct urban growth and create balance between urban development and the natural environment*

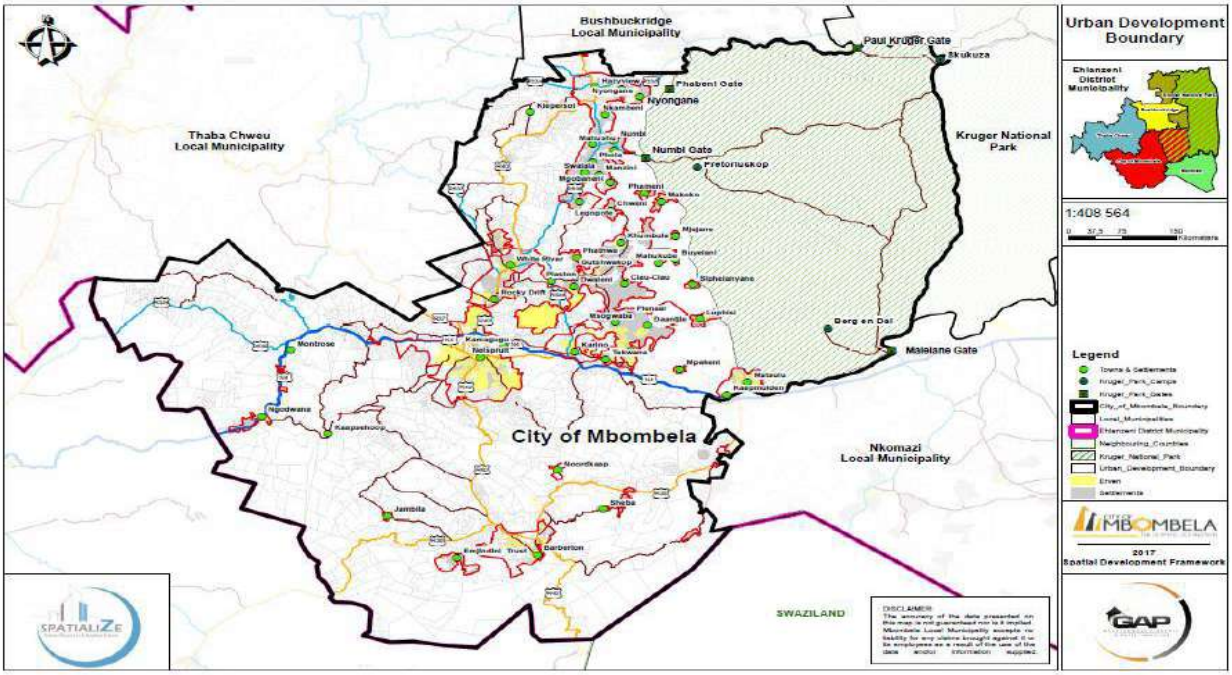
This strategy aims actively to pursue a compact form of development, where growth is directed towards areas suitable for development, and away from important resource areas, the natural environment and hazards. It also advocates for efficient spatial development and making the most out of existing infrastructure and capacities. The directing of urban growth and creation of balance between urban development and the natural environment must therefore be based on two elements. The first element is the establishment of integrated natural structures such as biodiversity areas (i.e. Protected Areas, Irreplaceable Areas; Ecological and Aquatic Corridors; and River Corridors); ridges and mountainous areas; and natural heritage sites. The second element is the reinforcement of the urban development boundary. These two elements are indicated in the figures below.

**Figure 3.7.3.2.3-1: Integrated Natural Structure**




*Source:* **City of Mbombela SDF 2018**

**Figure 3.7.3.2.3-2: Urban Development Boundary**

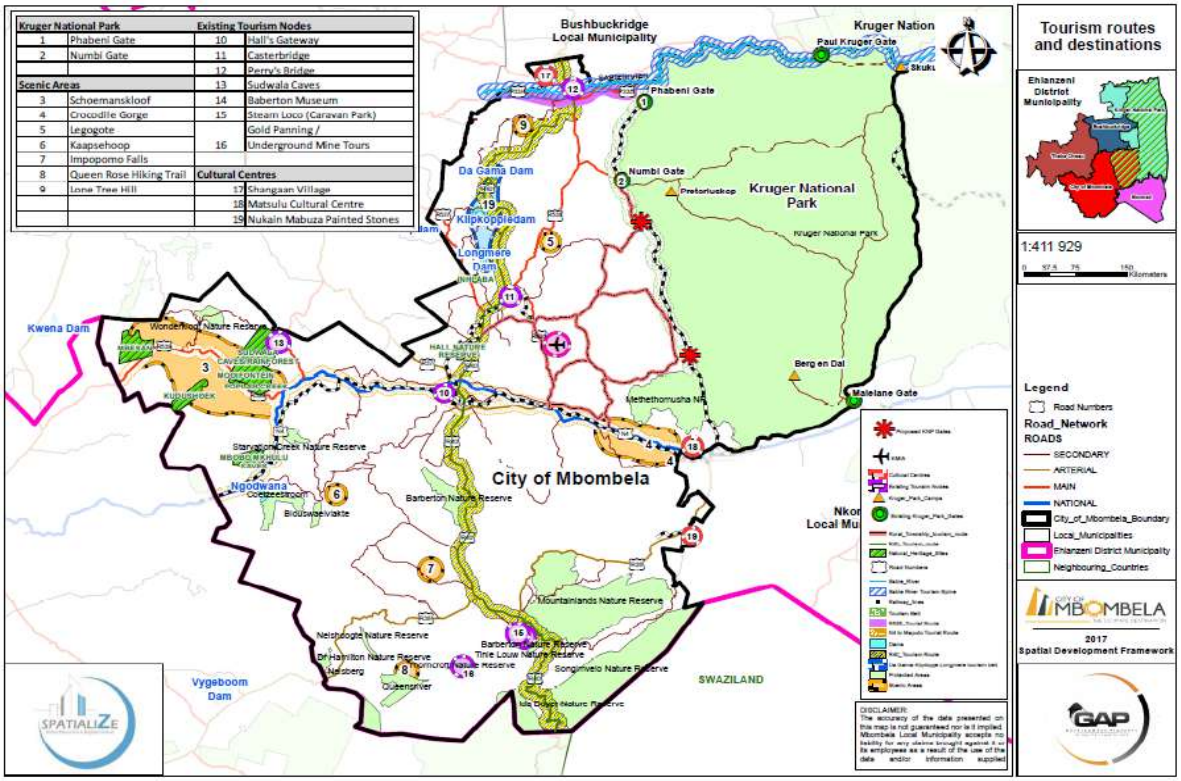



*Source:* **City of Mbombela SDF 2018**

*3.7.3.2.4* ***Strategy 4:*** *Protect agricultural land and strengthen tourism development*

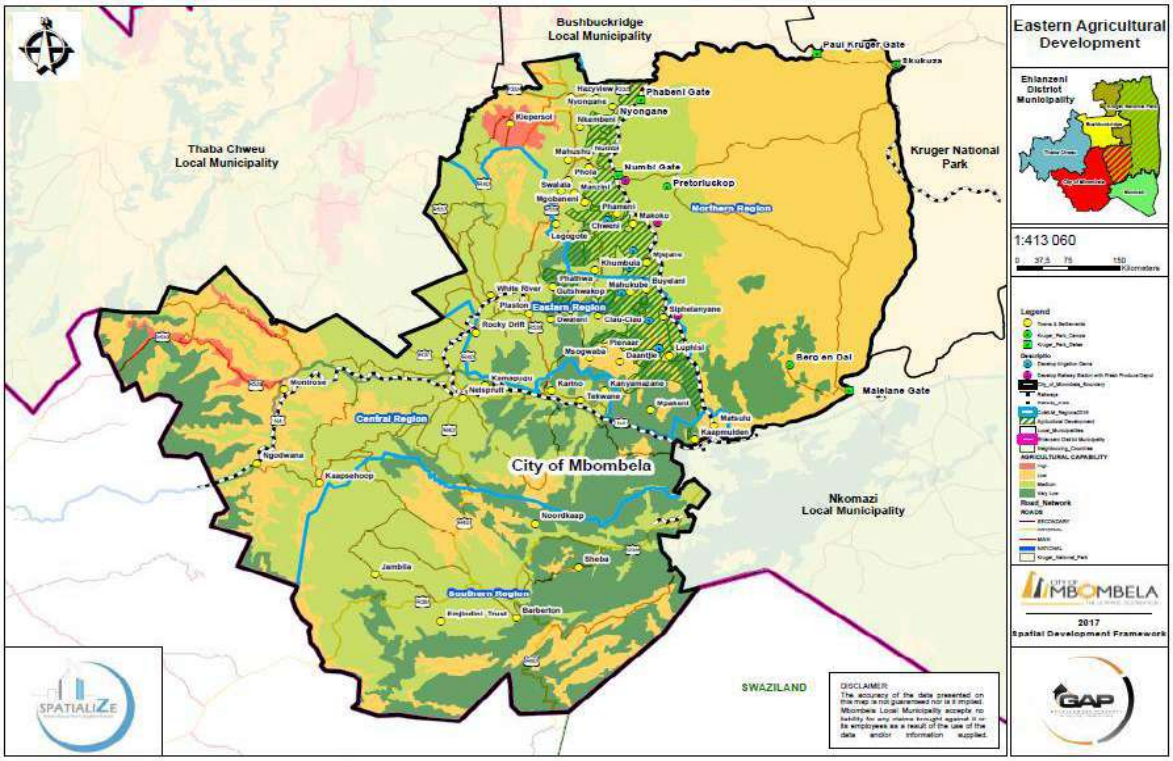
The aim of this strategy is to link tourist destinations and tourist links in Mbombela to the broader Mpumalanga Tourism Growth Strategy. It also aims to protect prime and unique agricultural land, for instance, the absence of restrictions on cultivation (e.g. slopes and distance from watercourses); resent irrigation (land under permanent or seasonal irrigation is deemed to qualify as prime agricultural land); moisture availability; and the scarcity factor, soil type, soil depth, and soil texture. The following figures illustrate the tourism routes and destinations as well as the Eastern Agricultural Development respectively.

**Figure 3.7.3.2.4-1: Tourism Routes and Destinations**




*Source:* **City of Mbombela SDF 2018**

**Figure 3.7.3.2.4-2: Eastern Agricultural Development**




*Source*: **City of Mbombela SDF 2018**

### 3.7.3.3 Spatial Concept and Desired Spatial Pattern

The municipal spatial concept / framework is based on the four identified spatial strategies. The spatial concept and strategic framework outlines the key spatial elements used to protect both the built and natural environment and guide the direction of growth. These key spatial concept elements are as follows:

- **Protection of the natural environment**
- **Functional Hierarchy of Nodes (Urban Nodes, 1st Order Activity Nodes, 2nd Order Activity Nodes, Speciality Nodes, Service Delivery Centres, Farmer Production Support Units)**
- **Corridors and Movement Networks (Primary Corridors and Secondary Corridors)**
- **Potential for Tourism Development**
- **Development Zones (Transformation Zone, Consolidation Zone, Urban Development Zones)**

The following section briefly explains these key spatial concept elements.

#### *3.7.3.3.1 Functional Hierarchy of Nodes*

Various nodes have been identified and categorized into different hierarchies by the 2016 Ehlanzeni Rural Development Plan. The identified nodal areas within the Ehlanzeni Rural Development Plan were therefore used as a basis to identify nodes for the Mbombela SDF. The Rural Development Plan was used because it is one of the most recent plans concerning the municipality. The Mbombela SDF thus establishes the hierarchy of nodes as follows.

**Table 3.7.3.3.1: Hierarchy of nodes**

| NODAL ORDER | NODAL AREA |
|---|---|
| **Urban Node** | ▪ Mbombela (Nelspruit)<br>▪ Barberton<br>▪ Whiteriver<br>▪ Hazyview |
| **1st Order Activity Nodes** | ▪ Kanyamazane<br>▪ Kabokweni<br>▪ Karino (proposed) |
| **2nd Order Activity Nodes** | ▪ Matsulu<br>▪ Swalala (proposed)<br>▪ Msogwaba (proposed)<br>▪ Umjindi (proposed) |
| **Speciality Zones** | ▪ Rockydrift<br>▪ Plaston (proposed)<br>▪ Kruger Mpumalanga International Airport (proposed)<br>▪ Low's Creek (proposed) |
| **Service Delivery Nodes / Rural Nodes** | ▪ Sheba Siding<br>▪ Alkmaar<br>▪ Elandshoek<br>▪ Ngodwana<br>▪ Kaapsehoop<br>▪ Selapi<br>▪ Louieville<br>▪ Sinqobile |
| **Farmer Production Support Units** | ▪ Louieville<br>▪ Sheba<br>▪ Kabokweni |

*3.7.3.3.2 Corridors and Movement Networks*

The corridors and movement networks are classified into primary and secondary corridors. The primary corridors are the N4 Development and Transportation Corridor and the R40 Transportation and Development Corridor. The N4 runs on an east-west axis through the Nelspruit CBD forming the backbone of the Maputo Development Corridor, providing direct access to the economic nodes of Ngodwana Sappi and Nelspruit. The R40 provides accessibility to and from Barberton in the Southern Region to Hazyview in the Eastern Region, with these affected nodes: Nelspruit CBD, Mataffin Sport and Recreation, Barberton Industrial, Umjindi Commercial (proposed), Riverside Industrial Area, Riverside Park, Rockydrift, Whiteriver CBD and Industrial Node, Fountains/Casterbridge Business and Commercial Node at the intersection of the P17/6 (R538 – Numbi Road) and thee R40.

The secondary corridors are constituted by the Far Eastern Region Activity Corridor; Mbombela – Kanyamazane Corridor; and Karino-KMIA-Plaston Activity Corridor. The Far Eastern Region Activity Corridor consists of a broad strip of urban and semi-urban settlements, stretching from Hazyview in the north to Kanyamazane in the south. Development within this corridor is mainly supported by a major collector road (R538), which links with the N4 at Karino, west of Tekwane. The corridor includes areas like Kanyamazane CBD, Msogwaba CBD (proposed), Kabokweni CBD, Swalala CBD (proposed), Hazyview CBD.

The Mbombela – Kanyamazane Corridor is provided along the provincial road D2296 (Kanyamazane Road) forming the central spine of the Corridor. The road is the critical link conveying residents from the major eastern residential areas (Nsikazi) towards their places of employment mostly located in Mbombela (Nelspruit). Considering known development as well as the TEAS applications, the primary developments of note which form part of this corridor are Karino Lifestyle (South); Karino Meridian Private School; Future Karino Lifestyle (North); Karino Erf. 5 & 6; Karini Ext. 1; Emkhatsini; MLM Tekwane Ext. 2 Housing; and Karino Industrial Estate.

Finally, the proposed Karino-KMIA-Plaston Activity Corridor along the R538 road provides three specialized activity centres. These specialized activity centres include KMIA and Industrial Area (proposed); Plaston Industrial Development Zone (proposed); and the Karino Industrial and Commercial Centre, which provides the opportunity for a variety of commercial and residential uses at the intersection of the R538 with the N4 at Karino.

#### *3.7.3.3.3 Development Zones*

The City of Mbombela SDF sets the guiding vision and then builds a concrete strategy for its realization as a spatial transformation tool. On the basis for spatial transformation and growth management, three primary development zones (Spatial Transformation Areas) have been identified. These include the Transformation Zone; Consolidation Zone; and Urban Development Zone.

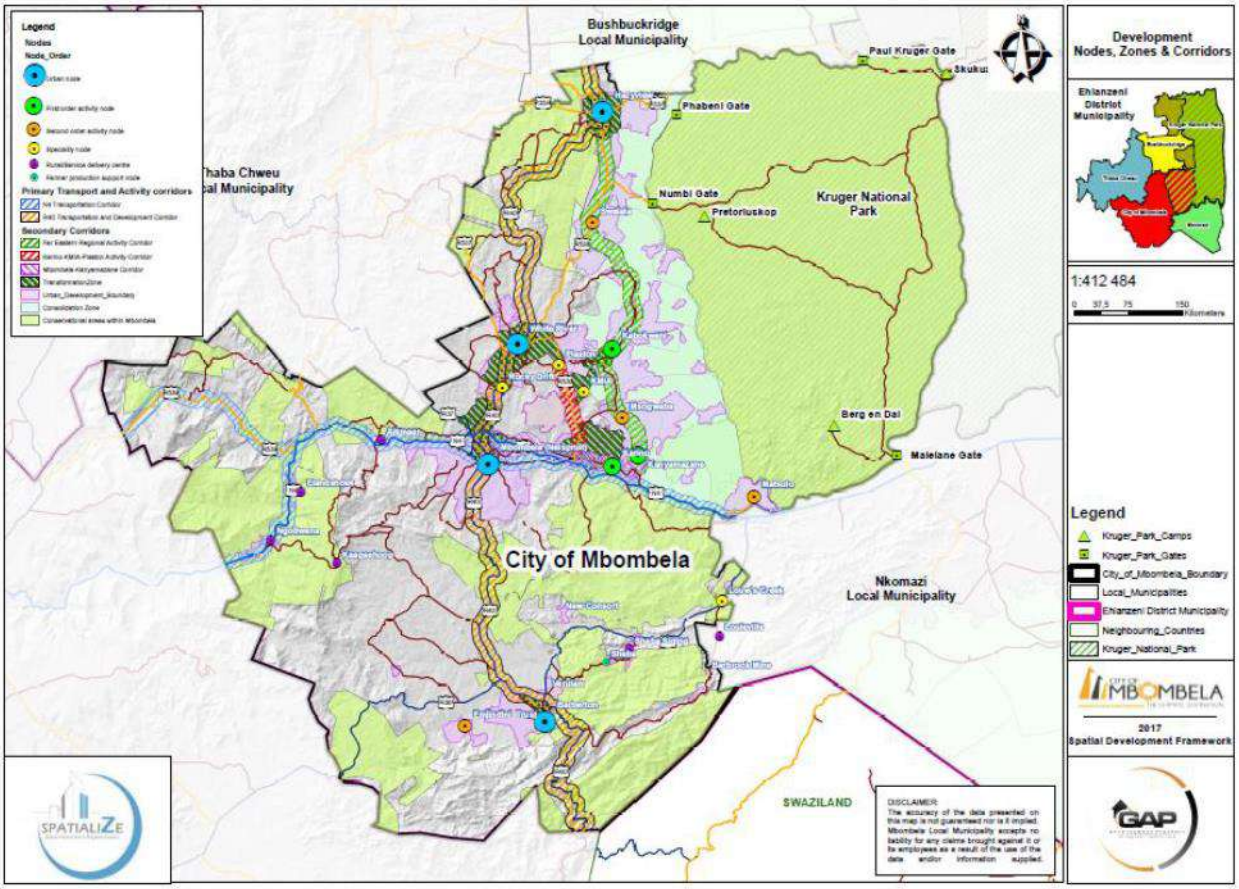
The Transformation Zone includes areas where spatial transformation is most achievable and where investment is is prioritised for future urban intensification and growth. The areas within the transformation zone have the capacity to trigger positive effects on a city-wide space. The transformation zone also indicates areas where the development of detailed spatial plans will be 152nauthorize and land use application processes shortened. The areas that fall under the transformation zone are Nelspruit CBD and The Northern Areas Precinct Plan Area; White River Precinct Plan Area; Hazyview Precinct Plan Area; Matsafeni Stadium Precinct; Barberton CBD and Old Industrial; as well as KMIA and Kabokweni Areas.

The Consolidation Zone is viewed as a focus of urban consolidation, infrastructure provision and maintenance, controlled growth, urban management, addressing backlogs (in housing, social and hard infrastructure) and structural positioning for medium to longer term growth. The purpose is to ensure existing and future development proposals are aligned as far as possible with the broader intent of the municipal SDF, specifically in terms of consolidating and diversifying development around existing activity nodes and public transport infrastructure. The focus in this zone will be to address housing, social and hard infrastructure backlogs; improve sustainability and quality of life in deprivation areas; and ensure established suburban built-up area with the focus of creating liveable lower to medium density suburban area that are well connected to areas of higher intensity through transit infrastructure.

The Urban Development Zone includes all the areas situated within the urban edge, including existing built-up areas, areas earmarked for future urban development (next 20 to 30 years). This zone also contains the economic opportunity areas (nodes and corridors) identified Strategy 2.

The above three elements of the key spatial concept and strategic framework are easily summarized in the figure below.

**Figure 3.7.3.3.3: Development Nodes, Zones and Corridors**




*Source:* **City of Mbombela SDF 2018**

#### *3.7.3.3.4 Tourism Development*

Mbombela consists of ample protected areas including the part of Kruger National Park, Nature Reserves and Forestry areas. The municipal area has abundant tourist potential, and mainly reserves as a gateway to the Kruger National Park, Barberton Makhonjwa Mountains World Heritage Site, and Maputo being one of the tourists' destination areas. Mbombela currently hosts within its municipal boundary major touris attractions areas such as the Kruger National Park; Makhonjwa Mountains World Heritage Site; Songimvelo Nature Reserve; Barberton Nature Reserve; Mthethomusha Nature Reserve; and Sudwala Caves.

### 3.7.4 Environmental management

The integrity of ecosystems is compromised by biodiversity loss, change of land-use, ozone depletion, acidification of streams, depletion of freshwater aquifers, urbanization and climate change. The Environmental Management section is thus faced with a challenge to protect and preserve the ecosystem functions and improve the ecological infrastructure amid societal and economic pressures. In an attempt to ensure city-wide environmental sustainability, the Environmental Management division carries out the following functions:

#### 3.7.4.1 Environmental Compliance Monitoring

Environmental Compliance Monitoring consists of various aspects of the protection and advancement of ecosystem goods and services. In the City of Mbombela, Environmental Compliance Monitoring ensures conformance to all environmental statutes and regulations. This conformance to environmental

laws apply to all levels of society (from general public to industries, mining and manufacturing etc.) Environmental Compliance Monitoring also provides for the progression of Section 28(1) of the National Environmental Management Act 107 of 1998 (NEMA) as it places a general duty of care on any person who causes pollution, to take reasonable measures to prevent such pollution from occurring.

#### 3.7.4.2 Environmental Impact Management

The overall objective of this thematic area is to implement and monitor all aspects of the Environmental Management Framework. The municipality's Environmental Management Framework was approved by Council on the 31st March 2021 and was on the 10th January 2022 approved by the Minister for Environmental Affairs, Ms. B D Creecy for gazetting by the Provincial Government. The city's Environmental Management Framework aims to ensure that environmental limit to developments are included in spatial planning. The first stage in implementing the framework is to develop an internal system to screen all projects, functions and activities against environmental legislations and the environmental management framework. In addition, relevant authorisation protocols should be initiated and apply the framework, as well as legal and regulatory tools to achieve environmental sustainability. This will ultimately ensure environmental mainstreaming and sustainability within the municipal structures and functions. While these tools are under development, the municipality does fulfil its mandate as a commenting authority for all development applications received.

#### 3.7.4.3 Biodiversity Management

City of Mbombela is home to vast flora and fauna which makes up its distinctive and world renowned biodiversity. Worth noting is the Kruger National Park (KNP), the Barberton Makhonjwa Mountain World Heritage Site (Protected Areas, Nature reserves and National Parks cover 266 826 ha). In addition, there are various Critical Biodiversity Areas (CBAs) taking up 73 556 ha and, Ecological Support Areas (ESAs) making up 215 ha of the city's land area. There are Important Bird and Biodiversity Areas (IBAs) some with flora endemic to the City. As a means of meeting its legal obligations on biodiversity management, the Biodiversity Management Unit seeks to achieve the following:

- Development of spatial tools to protect biodiversity;
- Biodiversity protection and enhancement of ecological infrastructure;
- Wetlands Management;
- Ecosystem sustenance and efficient use of natural resource.

***Development of spatial tools to protect biodiversity***

A Local Biodiversity Strategy and Action Plan (LBSAP) is funded to be developed in 2021/2022 financial year. The project is aimed at promoting biodiversity planning with its rationale being to aid in avoiding or preventing biodiversity destruction by providing alternatives with less potential for biodiversity loss and providing information to decision-makers (developers and town planners) to divert development away from high-priority conservation areas.

The implementation of the LBSAP will ensure that identified conservation priorities are integrated with spatial planning to allow development to be pro-actively guided ensuring more efficient decision-making that benefits both economic and biodiversity conservation requirements ensuring that CBA's, ESAs, IBBAs and other natural areas that may not be delineated as Protected Areas are also protected.

***Biodiversity protection and enhancement of ecological infrastructure and Wetlands Management***

The 5 year wetlands rehabilitation program aimed at improving wetland management at a municipal scale commenced in the 2017/2018 financial year with a wetlands inventory. The City's Wetlands Inventory and Ecological Integrity Assessment was conducted over a period of 3 years across all four (4) regions of the City and it was finalised in the 2019/2020 financial year. The study covered a total area of 714 160 ha and 2 734 wetlands were mapped. Findings of the study will aid in developing an implementation plan to rehabilitate the 10 priority wetlands and the plan is funded to be developed in the 2021/2022 financial year and to further guide sustainable development and biodiversity conservation. Key to the manner in which the city's ecological infrastructure is improved and ecosystem services are enhanced is the creation of 'green' jobs. Most of the green jobs created by the Environmental Management section are through the rehabilitation of wetlands and environmental protection efforts and initiatives.

#### 3.7.4.4 Air Quality Management

As part of its legal obligation and environmental responsibility, the municipality has developed its Air Quality Management Plan (AQMP) and adopted by Council on the 30th of July 2020. Developing an AQMP is key in air quality management as it reveals the current state of air quality in the municipality and identify goals and objectives which should be achieved in a specific time. The municipality's air quality management plan seeks to achieve the following:

**Goal 1**: Implement the Air Quality Management Plan in the City of Mbombela;

**Goal 2**: Promote institutional capacity building, the training of air quality personnel and cooperative air quality governance;

**Goal 3**: Establish and maintain a cost-effective ambient air quality monitoring network for the City of Mbombela;

**Goal 4**: Collect, update and validate emission source databases;

**Goal 5**: Enforce air quality standards and compliance criteria to reduce emissions and create a clean atmospheric environment for all; and

**Goal 6**: Create awareness and educate the public about adverse air pollution impacts.

***Air Quality Management By-law***

An Air Quality Management By-law has been routed to Council for approval in the 2021/2022 financial year. The by-law will enable the municipality to manage and regulate activities that have the potential to adversely impact the environment, public health and well-being. The by-law will also provide, in conjunction with any other applicable statute, an effective legal and administrative framework within which the municipality can manage and regulate activities that can or do cause air emissions that have the potential to adversely impact the environment, public health and well-being. Where air pollution cannot be avoided, it will ensure that it is mitigated or minimised.

***Ambient Air Quality Monitoring***

Section 15 of the National Environmental Management: Air quality Act (Act No. 39 of 2004) imposes a great responsibility on local municipalities to conduct ambient air quality monitoring and reporting. The municipality has initiated the process to establish and maintain a cost-effective ambient air quality monitoring network to conduct continuous ambient air quality monitoring that provides temporal ambient air quality data and report on the South African Air Quality Information Systems (SAAQIS).

The main emission sources in the municipality range from transport, petroleum, biomass burning, brick manufacturing, agricultural activities, and industrial operations. These emissions do not only impact the quality of air, they adversely impact human health as well. Financial resources have been made available in the 2021/2022 financial year for the municipality to purchase its first air quality monitoring station to provide evidence based air quality management practices. In the first ambient air quality monitoring station the municipality intends to measure all the key pollutants (Table 1) and meteorological parameters (Table 2) as recommended in the Air Quality Management Plan. The rationale for conducting continuous ambient air quality monitoring are as follows:

- To understand air quality trends and impacts within the municipality.
- To observe if the municipality's ambient air quality complies with the prescribed national air quality standards.
- To have data for future air quality modelling to be able to provide air quality mitigation and remedial measures.
- To safeguard human health through maintaining acceptable air quality standards.
- To improve on the national air quality monitoring network coverage.

#### 3.7.4.5 Environmental Education and Awareness

The municipality has an approved Environmental Education and Awareness Plan which outlines all the activities for Environmental Education & Awareness. It approaches environmental education and awareness from both a sustainability and a marketing point of view. In addition, it has a fully functional environmental education and awareness unit that employ different forms of media to reach all citizens, amongst these, are the following:

- Langa - Environmental Ambassador
- Community Outreach Program
- Environmental Management Forum
- Print and electronic media
- Adopt–A–Spot Initiative
- Green Schools Program

#### 3.7.4.6 Climate Change Monitoring and Evaluation

A system to monitor the implementation of climate response actions by individual departments has been developed in the city through the SDBIP. The implementation of climate response actions is embedded in the performance of all General Managers and is monitored by the municipality's Monitoring and Evaluation section. This is the biggest milestone in the city since climate change risks are no longer viewed as environmental in nature and a responsibility of the Environmental Management unit but that of the entire institution. The following are the current projects on climate change under implementation by the City of Mbombela:

- **Project 1:** Conducting a Vulnerability and Risk Assessment (VRA) of Water, Sanitation and Hygiene (WASH) services towards external shocks and stresses, including the development of response plans and capacity building in the City of Mbombela
- **Project 2:** Towards an action plan for enhanced resilience and Integrated Water Resource Management (IWRM) through collaborative governance and management of water-related ecological infrastructure for the City of Mbombela, Crocodile River Catchment.

The following section covers more details on climate change and mitigation mechanisms in terms of the Council approved Climate Change Adaptation and Mitigation Strategy.

### 3.7.5 Climate Change Adaptation and Mitigation Strategy

#### 3.7.5.1 Background and rationale

The City of Mbombela (COM) has developed a Climate change response policy to respond to the pressures and threats of climate change. The policy was submitted to Council and approved on 18 July 2016. This was subsequently followed by the development of Climate change response strategy and implementation plan that will operationalize the policy's vision and objectives. The COM policy, strategy and implementation plan will enable and guide the city's transition to a green economy and mitigate and manage the effects of climate change in the future.

Changes to weather patterns and ultimately regional climates, increase the vulnerability of systems such as public health, food and water security (IPCC, 2014). In addition, other municipal functions such as local economic development and disaster risk management are also at risk from a changing climate (DEA, NCCRP, 2011). The development of a comprehensive policy and strategy for the COM will enable the municipality, provincial and national government, private sector and civil society stakeholders within the COM to effectively respond to climate change pressures and risks.

The National Climate Change Response Policy (NCCRP) White Paper states that local government plays a crucial role in building climate resilience through the provision of municipal infrastructure and services; appropriate planning of human settlements and urban development; water and energy demand management; and local disaster response, amongst others. The paper suggests that climate change considerations and constraints will be integrated into municipal development planning tools such as Integrated Development Plans (IDPs) and municipal service delivery programmes.

It is important to note that the COM Climate change response policy, Strategy and Implementation Plan is not intended to be in conflict with National and Provincial climate change related policies and strategies, but instead is meant to compliment and provide the appropriate local response that is in line with the municipality's mandates. The purpose of a locally orientated policy and strategy is to assist the municipality to implement climate change adaptation and mitigation strategies and programmes as outlined in the national and provincial policies. The rationale for the strategy is reinforced through the benefits and opportunities for the municipality to respond to climate change challenges, these include the following:

- Improved economic competitiveness through energy efficiency
- Promotion of the green economy drives new business opportunities
- Public transport reduces pollution, congestion and maintenance
- Improved mobility of people stimulates economic activity
- 'Greener' building standards improves public health and quality of life, particularly in low-income housing
- Expanded public works programmes that restore and improve the natural resource base such as the rehabilitation of wetlands, planting trees and clearing alien plants, creates jobs and enhances important ecosystem services such as water and food provision, flood protection and air quality
- Urban greening initiatives (planting trees/shrubs in the urban area) assists micro-climate regulation, acts as a carbon sink and provides in intangible ecosystems services such as sense of place.

The policy developed for COM succinctly articulate this suite of functions and responsibilities as they relate to climate change. The strategy will assist the municipality in aligning its activities to meet these international commitments, and national and provincial climate change related policies and legal requirements.

### 3.7.5.2 Vision, principles and objectives

The climate change vision for the City of Mbombela is defined as follows:

**"A municipality resilient to climate change, committed to sustainable development and greening solutions and principles to drive future economic and community development in both the rural and urban sectors of the City of Mbombela."**

During the development, implementation and review of the COM Climate Change Strategy, the following principles were applied:

- Equity
- Special needs and circumstances
- Uplifting the poor and vulnerable
- Intra- and inter-generational sustainability
- The precautionary principle
- The polluter pays principle
- Informed participation
- Economic, social and ecological pillars of sustainable development
- Legal and voluntary mandates
- Integration
- Practically implementable
- Focus on priorities
- Science driven
- Alignment
- Local, inclusive and long-term
- Ecological infrastructure
- Partnerships
- Monitoring and evaluation

In order to achieve the climate change vision set out in the policy, and inform the strategy and implementation plan, the following broad objectives will need to be met:

- Meet regulatory requirements and voluntary commitments made as a signatory to relevant charters, declarations and protocols
- Integration into municipal IDP process and sector plans
- Transition toward a more resilient and low-carbon local economy and community
- Implementation of innovative financing mechanisms
- Training and capacity building of relevant municipal staff
- Co-operative governance and partnerships
- Knowledge generation, sharing and transparency

### 3.7.5.3 Purpose of the Strategy and Implementation Plan

The NCCRP provides the country's commitments and plans to address climate change challenges and outlines what is required by all provinces and municipalities (as of July 2016). In addition to the national policy, the Mpumalanga Province is in the process of developing a Climate Change Adaption Strategy that will likely prescribe municipal recommendations. The municipality is also a signatory to certain agreements such as the Durban Adaption Charter for Local Governments and international organizations such as the International Council for Local Environmental Initiatives (ICLEI) network which have duties associated with membership. The specific purpose of the municipality's Climate Change Strategy and Implementation Plan is as follows:

- To clearly define the COM's mandated responsibilities regarding climate change adaption and mitigation.
- To provide a suite of climate change response actions that meets COM's policy's vision and objectives.
- Provide a plan that will guide the COM in the implementation of the policy
- Align with various district, provincial and national response policies.

#### 3.7.5.4 Vulnerability analysis and assessment

In order to inform the vulnerability assessment and the subsequent climate change response actions, a brief analysis of the Municipality's present land cover and uses and socioeconomic situation was undertaken. In order to determine the links between climate change, changing environmental conditions and the impacts of these, a rapid vulnerability assessment (RVA) was also undertaken. Vulnerability, according to the IPCC is "the degree to which a system is susceptible to or unable to cope with, adverse effects of climate change, including climate variability and extremes" (IPCC, 2006). The RVA informs the response actions for the municipality, using guidance as provided by the Lets Respond Toolkit as well as various methodology literatures in the public domain.

The COM acknowledges that climate changes are intrinsically linked to climatic events, while climate impacts are linked to the existing socioeconomic and environmental conditions of a region. As such, the spatial context of the COM was determined by identifying the spatial development zones as recognized in the former MLM SDF and IDPs and the new southern region (former Umjindi). Each development zone was subdivided into relevant economic sectors (system). Following this, vulnerability per zone and sector was determined by:

- Assessing existing and future stresses to the system
- Identifying future climate change impacts projections for the municipality (exposure)
- Determining the degree of sensitivity and adaptive capacity of the system.

The high level finding from the RVA suggest the following:

- There are three main climate vulnerable groups in COM; they include the sick, elderly and children;
- The rural livelihoods sector is, across all sectors and zones the most vulnerable to climate change impacts in COM;
- Commercial farmers, as well as formal, established urban zones are the least vulnerable to climate change, largely due to access to resources linked to adaptive capacity;
- Existing water supply, stormwater, road and rural infrastructure has varying degrees of
- vulnerability to climate impacts, however the status of outdated infrastructure in the COM makes areas far less resilient;
- Many areas, particularly in the surrounds of Nsikazi corridor and Matsulu and the conservation
- zone are moderately to highly vulnerable to flooding events, due to their locality in floodlines and poor access to emergency response resources;
- Ecosystems are moderately to highly vulnerable across all sectors and zones; and
- The Nelspruit urban zone and immediate surrounds are most resilient and least vulnerable to climate impacts.

#### 3.7.5.5 Priority climate change response actions

The table below provides a quick reference summary of the priority climate change response actions for the municipality. Actions are grouped into 12 different sectors and form the basis for the implementation plan.

**Table 3.7.5.5: Priority climate change response actions**

| SECTOR ACTION | REF NO. | RESPONSE ACTION |
|---|---|---|
| **Governance and Institutional framework actions** | 1.1 | Building climate change resilience into long term strategic planning |
| | 1.2 | Ensure IDP integration of the Climate Change Policy |
| | 1.5 | Offer climate change guidance to other municipal departments |
| | 1.9 | Identify, capacitate and communicate to potential climate adaptation related funding |
| **Land use planning and human settlements actions** | 2.1 | Update CoM spatial data on land use constraints to include climate change related vulnerabilities |
| | 2.2 | Update SDF to include climate change considerations in spatial planning |
| | 2.8 | Consider climate change impacts, risks and vulnerable areas in land use decision making |
| | 2.10 | Incorporate climate change considerations into the development and update of various CoM land use and human settlement planning documents |
| **Economic Development actions** | 3.1 | Integrate and mainstream climate change considerations into LED strategy development |
| | 3.3 | Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures |
| | 3.4 | Develop and include mechanisms for climate change adaptation in the LED Strategy |
| **Water and sanitation** | 4.1 | Include climate change considerations into water sector related strategies and planning |
| | 4.4 | Implement loss/leakage reduction strategies though water conservation projects |
| **Stormwater, roads and rail** | 5.2 | Consider and incorporate climate change considerations into Storm Water Master Planning |
| | 5.3 | Consider and include eco-mobility to be in integrated transport planning |
| **Electricity and Energy** | 6.1 | Include climate change considerations into energy and electrical infrastructure and master planning |
| | 6.4 | Annual energy and GHG reporting |
| | 6.5 | Develop and implement energy efficiency plans for municipal owned buildings |
| | 6.8 | Investigate, develop and implement municipal by-laws that promote renewable energies and energy efficiency |
| **Disaster Management** | 7.1 | Undertake vulnerability assessment as per the Disaster Management Amendment Act 2015 |
| | 7.2 | Update the CoM Disaster Management Plan to meet the requirements of the Disaster Management Amendment Act 2015 |
| **Health and social services actions** | 8.7 | Engage with traditional leaders and capacitate them on climate change issues and their role in adaptation |
| **Parks and Conservation** | 9.1 | Update CoM open space plan to include all key ecological infrastructure for conservation and management |
| **Waste management** | 10.2 | Update the Integrated Waste Management Plan to promote the green waste economy |
| **Agriculture** | 11.1 | Incorporate the impacts of climate change in the CoM Rural Development strategy |
| | 11.3 | Encourage research and include findings into support agricultural extension services to small-scale and large commercial farmers |
| **Mining and Forestry** | 12.2 | Promote and encourage sustainable energy and water use and management practices |
| | 12.3 | Facilitate forestry partnerships and research to be undertaken in CoM |

#### 3.7.5.6 Projects to be implemented

Four implementation clusters have been developed that related to the overall policy objectives namely: legal; planning; resilient economy and city; and learning, knowledge and partnerships. These clusters are made up of 10 projects, which are based on the priority response actions that have been identified for the municipality. The projects are aimed to be financially feasible, resource efficient and undertaken in the short term. The intention is for this strategy to be revisited and updated every five years to align with the IDP process. The 10 projects identified for this strategy are as shown next page.

**Table 3.7.5.6: Projects to be implemented**

| PROJECT NAME | PURPOSE | INDICATORS |
|---|---|---|
| **CoM Greenhouse Gas (GHG) and Energy Assessment** | Determine and assess GHG emissions and energy intensity of the COM to develop appropriate mitigation strategies and meet voluntary or compulsory reporting requirements | ▪ Report registered on the 'carbon Climate Registry' through the Durban Adaptation Charter<br>▪ Report submitted to the CDP Cities Platform |
| **CoM Vulnerability Assessment** | Building on the rapid vulnerability assessment, meet the requirements as provided in the Disaster Management Amendment Act 16 of 2015 for local municipalities and inform municipal planning. | ▪ Appointment of competent service providers<br>Vulnerability Assessment report that informs the updated Disaster Management Plan |
| **CoM Disaster Management Plan update** | Meet the requirements as provided in the Disaster Management Amendment Act 16 of 2015 for local municipalities and inform municipal planning | Disaster management plan submitted to the National Disaster Management Centre and relevant provincial and local centres |
| **Climate Change and EIA Decision support tool** | Assist in informing decision making to support a resilience and low carbon municipality and to ensure that climate change impacts, risks and vulnerable areas are included in land use decision making | Climate change related comments included in the EIA commenting process |
| **Mainstreaming climate change into the Vision 2030** | Ensure that climate change response policy and strategy is built into strategic municipal planning through the Vision 2030 Strategy and associated projects. | Final Vision 2030 that includes climate change response considerations |
| **Building a responsive and resilient CoM IDP** | To meet the policy objectives of the National Climate change response policy by incorporating municipal climate change responses into the IDP 2017 – 2022 process.<br>Assist in mainstreaming climate change into municipal planning. | ▪ IDP document that includes the climate change response policy and strategy vision and objectives<br>▪ Number of municipal sector plans that reference impacts and opportunities of climate change<br>▪ Number of sector plans that have incorporated climate change into their sector planning<br>▪ Projects in the SDBIP that relate to climate change adaptation and or mitigation<br>Updated climate change adaptation and mitigation project register |
| **CoM LED Strategy update – climate change addendum** | To update the CoM LED Strategy to promote economic development that is climate resilient and promotes the green economy. | LED projects that have a link to climate change adaptation or mitigation |
| **CoM Water Conservation project** | To improve domestic water savings and provide employment opportunities through an expanded public works program | ▪ Implementation of the conservation project<br>▪ Demonstrated municipal cost savings |
| **CoM Buildings retrofit and upgrade project** | To build on existing energy efficiency programmes and lead by example to improve energy efficiency of CoM buildings and reducing municipal costs | ▪ Appointment of service providers to develop Energy Efficiency Plan<br>▪ Implementable plan and budget that is approved by Council<br>▪ Reporting on success of energy projects |
| **CoM Climate Change Forum** | To enhance, encourage and promote climate change communication and opportunities across sectors and stakeholders. | ▪ Invitations for forum meetings<br>▪ Agenda and minutes from meetings<br>▪ Broad and cross sector stakeholder list<br>Establishment of a functioning organizing committee |

## 3.8 CONCLUSION

The municipal strategy is informed by government policy directives as well as the community priority needs. All the programmes and projects outlined in this document have been designed to achieve the municipal strategy for the next five (5) years and beyond.

# CHAPTER 4: AUDITOR GENERAL (AG) REPORT AND MEC'S COMMENTS

## 4.1 INTRODUCTION

This chapter outlines the findings by the Auditor General on the Municipality's Annual Financial Statements for the 2021-2022 financial year and the comments by the MEC for Coorperative Governance and Traditional Affairs (COGTA) in relation to the Final IDP 2022-2027.

## 4.2 AUDITOR GENERAL'S (AG) REPORT

The Municipality received unqualified audit report in the 2021/22 financial year. However, the AG has raised certain issues that need to be addressed, and table 4.2 below outlines the issues raised by the AG and how the Municipality is going address them.

**Table 4.2: Matters raised by AG and the municipality's remedial action plan**

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| **Material uncertainty related to financial sustainability** | | |
| The auditor general draws attention to note 62 to the financial statements, the cash coverage ratio of the municipality for the year ended 30 June 2022 was less than a month, which is below the norm of three months. Furthermore, the municipality's current liabilities exceeded the current assets by R1,65 billion (2020-21: R1,68 billion). These events or conditions, along with other matters as set forth in note 62, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern. | Implementation and Monitoring of the following strategies:<br>Financial recovery plan<br>Revenue Optimization Measures<br>Cost containment strategy<br>Creditors reduction plan<br>Review of the Long Term Financial Plan<br><br>Quarterly progress report to be submitted to the relevant committees and Council | Quarterly up to 31 December 2023<br><br><br><br><br><br><br>Quarterly, within 30 days at the end of each quarter" |
| **Emphasis of matters: Restatement of corresponding figures** | | |
| As disclosed in note 51 to the financial statements, the corresponding figures for 30 June 2021 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2022. | Submission of invoices for work done during the reporting year by 30 June 2023<br><br>Adherence to the approved AFS year end work plan and reporting to the General Manager's forum<br><br>Review of the financial statements by executive management, Internal Audit and the Audit Committee<br><br>Review of financial statements with supporting documents such as registers, reconciliations, and other supporting documents" | 30 June 2023<br><br>31 August 2023<br><br>31 August 2023<br><br>31 August 2023" |
| **Emphasis of matters: Material impairments – trade debtors** | | |

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| As disclosed in note 5 to the financial statements, the municipality incurred material impairment of statutory receivables of R136,84 million (2020-21: R173,35 million) as a result of an impairment provision for doubtful debts.<br><br>As disclosed in note 6 to the financial statements, the municipality incurred material impairment of trade receivables from exchange transactions of R91,84 million (2020-21: R83,13 million) as a result of an impairment provision for doubtful debts.<br><br>As disclosed in note 44 to the financial statements, the municipality incurred material losses of R187,41 million (2020-21: R298,90 million) as a result of a write-off of irrecoverable trade debtors." | "Implementation of the Revenue Optimization Measures<br><br>Resuscitation of the Revenue Value Chain Task teams (Water, Electricity, Finance, City Planning, Community Services, Public Safety)<br><br>All Departments to identify minimum of 5 revenue optimisation measures to be implemented.<br><br>Monthly Progress Report on the implementation of the Revenue Optimization Measures to be tabled to GM's forum" | Monthly up to 31 March 2023<br><br>Monthly, Standing item at the GM's Forum |
| **Emphasis of matters: Material losses – electricity** | | |
| As disclosed in note 45 to the financial statements, the municipality incurred material electricity losses of R259,42 million (2020-21: R190,91 million), which represents 24,49% (2020-21: 21,54%) of total electricity purchased." | Implementation of the Revenue Optimization Measures<br><br>Resuscitation of the Revenue Value Chain Task teams (Water, Electricity, Finance, City Planning, Community Services, Public Safety)<br><br>All Departments to identify minimum of 5 revenue optimisation measures to be implemented.<br><br>Monthly Progress Report on the implementation of the Revenue Optimization Measures to be tabled to GM's forum | Monthly up to 31 March 2023<br><br>Monthly, Standing item at the GM's Forum |
| **Financial Statements** | | |
| The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, liabilities, expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion. | Finalisation of the creditors within the timeframes of the AFS Work plan. Timeous submission of invoices from departments. Implement consequence management for departments that do not submit invoices on time.<br><br>Contingent liability reconciliation to determine the valid liabilities and assets.<br><br>Review of the impairment of debtors and bad debts written off process as a whole and determine a formal policy<br><br>Finalisation of cost recovery processes with the Department of Community Safety and Liason - Monthly invoices to be forwarded to the Department | 30 June 2023 |
| **Consequence management** | | |

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.<br><br>Irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.<br><br>Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA. | Establish an investigation committee to identify, investigate and finalize all fruitless and wasteful, irregular and unauthorized expenditure cases incurred. Disciplinary process need to be in place for all employees found liable for the fruitless and wasteful, irregular and unauthorized expenditure incurred. | 30 June 2023 |
| **Expenditure management** | | |
| Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA. | Implementation and Monitoring of the following strategies:<br>Financial recovery plan<br>Revenue Optimization Measures<br>Creditors reduction plan<br>Cost containment strategy | 30 June 2023 |
| | Quarterly progress report on the plans and strategies to be submitted to the relevant oversight committees and Council | Quarterly, within 30 days after the end of each quarter |
| | Implementation of invoice tracking approach and follow up (date stamps and register | 31 December 2023 |
| | Monitoring for the daily capturing of invoices and follow up on outstanding invoices with Departments | Weekly |
| Reasonable steps were not taken to prevent irregular expenditure of R152,67 million, as disclosed in note 61 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by tenders which did not comply with the stipulated qualifying criteria. | Review and report all remaining multiple extended contracts (Project related contracts) in order to verify the impact for the termination of the existing contracts | 30 June 2023 |
| | Finalize the appointment of planning consultants for the service delivery Departments | 31 July 2023 |
| | Implement a project management system to allow projects to be completed on time, within the scope of works and contract amount. | 30 June 2023 |
| | Implement MFMA Section 116 (2) and Report to Council on the management of the contracts or agreements and the | Quarterly, within 30 days at the end of each quarter |

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| | performance of the contractors (Section 116(2)(d).<br><br>Implementation of an electronic document management system<br><br>Implementation of an electronic contract management system<br><br>Consequence Management on Irregular Expenditure incurred | <br><br>31 March 2023<br><br>30 June 2023<br><br>Monthly |
| Reasonable steps were not taken to prevent fruitless and wasteful expenditure ofR85,55 million, as disclosed in note 60 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest for late payment of invoices. | Implementation and Monitoring of the following strategies:<br>Financial recovery plan<br>Revenue Optimization Measures<br>Creditors reduction plan<br>Cost containment strategy<br><br>Quarterly progress report on the plans and strategies to be submitted to the relevant oversight committees and Council<br><br>Implementation of invoice tracking approach and follow up (date stamps and register<br><br>Monitoring for the daily capturing of invoices and follow up on outstanding invoices with Departments | |
| Reasonable steps were not taken to prevent unauthorised expenditure of R539,77 million, as disclosed in note 59 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. All of the unauthorised expenditure was due to overspending on the approved operational expenditure budget. | Revision of the budgetary process for the bad debts to be written off, depreciation, finance cost, bulk purchases, transfers and grants and operational costs<br><br>Compliance to the approved year end work plan to avoid invoices that are submitted late without budgets<br><br>Consequence Management on any unauthorized expenditure incurred | 30 June 2023<br><br>31 August 2023<br><br>Monthly |
| **Procurement and contract management** | | |
| Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by supply chain management regulation 17(1)(a) and (c). | Advertising and appointments of a service provider to maintain and repair infrastructure assets | 01 March 2023 |
| Some of the tenders that failed to achieve the minimum qualifying score for functionality criteria were not disqualified as an unacceptable tender in accordance | Review of all bid reports prior to appointment to ensure the appointment satisfies the criteria as set out in the regulation | 30 June 2023 |

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| with 2017 preferential procurement regulation 5(6). | Internal audit to audit all awarded bids above the threshold of R200 000 prior to the final award | |
| Some of the invitations to tender for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content, as required by 2017 preferential procurement regulation 8(2). | Review of the Supply Chain Management Policy in line with the new preferential procurement regulation of 2022 | 31 January 2023 |
| Persons in service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of the code of conduct for staff members issued in terms of the Municipal Systems Act 32 of 2000 (MSA). | Restriction of all the companies who made false declaration<br><br>Consequence management for the implicated officials | 30 June 2022<br><br>30 June 2022 |
| **Strategic planning and performance management** | | |
| Annual performance objectives and indicators were not established for City of Mbombela Development Agency or included in City of Mbombela Local Municipality's multi-year business plan, as required by section 93B(a) of the MSA. | Establish annual performance objectives and indicators for the development agency | 30 June 2023 |
| The performance of City of Mbombela Development Agency was not monitored and reviewed as part of the annual budget process, as required by section 93B(b) of the MSA. | Departmental Review of quarterly performance reports with Portfolio of Evidence<br><br>Review of quarterly performance reports with Portfolio of Evidence by Performance Monitoring and Evaluation section. | 30 June 2023 |
| **Material irregularity** | | |
| Eskom not paid within 30 days of receiving the relevant invoice or statement<br><br>Sembcorp Silulumanzi not paid within 30 days of receiving the relevant invoice or statement<br><br>The municipality did not comply with section 65(2)(e) of the MFMA which states that the accounting officer must for the purpose of subsection (1) take all reasonable steps to ensure that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure<br><br>The non-compliance was likely to result in a material financial loss for the municipality" | The Material Irregularity was as a result of the non compliance with Section 65 of the MFMA and as a result a financial loss was incurred through the interest payments charged by Eskom and Silulumanzi during the 2019/2020 financial year/ audit.<br><br>The following remedial actions are applicable and will address the recurrence of the audit finding and the financial health situation:<br><br>The accounting officer should take the following actions to address the material irregularity which should be implemented by 30 June 2023, with progress reports every 2 months:<br><br>a) Negotiate a reasonable payment agreement with Eskom and properly budget for the amounts to be paid.<br><br>b) Appropriate action should be taken to implement the financial plan and any | 30 June 2023<br><br>Two monthly, within 10 days after the end of each two months |

| AG Finding | Proposed Remedial Action | Time frame |
|---|---|---|
| | revisions thereto, to address the financial problems of the municipality that are preventing it from paying Eskom within 30 days, as required by MFMA section 65(2)(e). | |

## 4.3 MEC COMMENTS ON THE IDP

In terms of Section 32 (2) of the Municipal Systems Act (2000) as amended, the MEC for Local government in the province, within 30 days after receiving a copy of an IDP or an amendment to the plan, or within such reasonable period as may be approved by the Minister, request the relevant Municipal Council to adjust the plan or the amendment in accordance with the MEC's proposals. This section seeks to respond to the proposals made by the MEC on the City of Mbombela's IDP Review for 2022-2023 financial year.

**Table 4.3: MEC comments and interventions**

| ISSUE RAISED | INTERVENTION |
|---|---|
| **Spatial Development Analysis and Rationale** | |
| The Traditional Councils and their areas of jurisdiction must be incorporated into the IDP | Addressed *(See table 2.3.3).* |
| The IDP must incorporate the functional regions, FPSU, and intervention areas as indicated in the Ehlanzeni District Rural Development Plan. | Addressed. Its part of the LED strategy. |
| **Local Economic Development** | |
| The municipality has to fast track the approval of the LED Strategy and implement it. | LED Strategy was approved by Council on the 31st of August 2022 under Council Resolution number A(5)2022 and is currently under implementation. |
| It is recommended that CWP be included in the IDP as part of the alleviation program which is implemented by the Department of COGTA. | This is included under the section on LED Strategy, subsection 3.7.1. |
| **Municipal Transformation and Institutional Development** | |
| The municipality has to finalize the process of developing a comprehensive Human Resources Strategy aligned to the IDP and long-term vision of the Municipality. | To be developed in the 2023-2024 financial year. |
| The municipality has to include the current vacancy rate and vacant funded posts in the IDP. | Addressed *(See subsection 2.2.3)* |
| **Good Governance and Public Participation** | |
| The municipality has to reflect the implementation of Complaint Management System in the IDP. | Addressed *(See subsection 2.2.9)* |
| The municipality has to reflect the establishment and functionality of ward committees in the IDP | Addressed *(See subsection 2.2.1.4)* |
| Roles and responsibilities of Council Committees must be clarified in the IDP. | Addressed *(See subsection 2.2.1)* |
| The municipality has to reflect a Fraud Implementation Plan in the IDP | Addressed (*See subsection 2.2.8)* |
| **Strategy Development, Monitoring and Evaluation** | |
| The 5-year targets were included in the IDP as well as the annual targets for the whole term, | Addressed. See chapter 5 |

| | |
|---|---|
| However, the outcome / performance indicators and baseline were omitted in the table. | |
| The KPA on finance is not included in the IDP. That the municipality is advised to include all KPAs in its IDP | Addressed. See chapter 5. |
| During the strategy review process, the municipality must align its IDP with the EDM DDM One Plan and ensure that the 6 Transformational Areas of the One Plan are intergrated in the IDP. | Addressed *(See Table 3.6.2.1: IDP Alignment with national, provincial and district priorities and section 3.6.3 in Chapter 3)* |
| **Disaster Management** | |
| The municipality has to update its Disaster Management Plan which was approved with resolution number: A149/2014 in 2014 taking into account issues of projects responsive to Climate Change, fire response equipment and outbreaks similar to COVID 19. | The City's Disaster Management Plan is currently being reviewed and will incorporate all proposals from COGTA and adhere to all regulatory requirements including Climate Change issues. |
| **Environmental Management** | |
| The municipality should implement the developed Climate Change Response Strategy and to be considered in all municipal plans, projects, programmes, systems and procedures. | The Strategy is currently under implementation. |

## 4.4 CONCLUSION

In a bid to achieve a Clean Audit, the Municipality has developed an implementation /intervention plan as outlined in section 4.2 above commonly known as the *Clean Audit Road Map* to address the matters raised by the Auditor General (AG) in the 2021/2022 financial year financial statements.

# CHAPTER 5: FINANCIAL PLAN

## 5.1 INTRODUCTION

This chapter gives effect to Section 26 paragraph (h) of the Municipal Systems Act (2000, as amended) which provides that: “an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years”. The chapter therefore outlines the municipality’s Financial Plan for the next three financial years compiled in line with the Municipal Finance Management Act (Act 56 of 2003).

## 5.2 BUDGET ASSUMPTIONS AND OBJECTIVES

a) To achieve the growth and development goals of the City the following budget objectives were formulated;
b) To improve the adherence to legislative, governance and institutional development framework.
c) To improve financial performance and sustainability over the long term.
d) To ensure the citizens of the municipality are provided with acceptable levels of services.
e) To maintain the existing assets and infrastructure base by ensuring adequate repairs and maintenance is undertaken.
f) To achieve an unqualified audit outcome with reduced matters of emphasis
g) To enable local economic development initiatives and sustainable employment creation

## 5.3 BUDGET PREPARATION FOCUS AREAS

- ✓ The City is preparing the budget with the principle of “doing more with the less resources”. The city has been facing persistent cash flow constraints over the past financial years and has since resolved to focus on the following budget and financial management and sustainability priorities.
- ✓ Revenue enhancement initiatives to protect and improve the revenue base and revenue collection.
- ✓ Cost optimization and cost rationalization to ensure value add and impactful spending on service delivery.
- ✓ Reduction of the accumulated creditors thus monitoring the execution of the creditors’ reduction plan.

## 5.4 BUDGET ASSUMPTIONS- MACRO ECONOMIC INDICATORS

According to the 2023 budget circular number 123, the Consumer Price Index (CPI) is within the 3 to 6 percent target band. The city is projecting Consumer Price Index (CPI) at 5.3 percent in 2023/2024, 4.9 percent in 2024/2025 and 4.7 percent in 2025/2026 financial years. The setting of tariffs for the medium term is informed by this increase in inflation and for the city to continue delivering services to the public in sustainable manner, it must factor this increase in the tariff model. It be noted that Inflation erode

the purchasing power of money and further distorts expected outcome for the planned budget due to abnormal cost escalation.

| 2023/2024 To 2025/2026 Medium Term Macro Economic Indicator Projections | | | | | | |
|---|---|---|---|---|---|---|
| Fiscal Year | 2020/2021 Outcome | 2021/2022 Outcome | 2022/2023 Budget | 2023/2024 Estimate | 2024/2025 Forecast | 2025/2026 Forecast |
| CPI Inflation | 2,9% | 4,5% | 4,8% | 5,3% | 4,9% | 4,7% |
| Real Gross Domestic Product (GDP) Growth | 1,5% | 2,1% | 1,8% | 0,9% | 1,4% | 1,8% |
| Prime Interest Rates | 5,5% | 7,0% | 7,3% | 10,75% | 10,75% | 10,75% |
| Repo Rate | 3,5% | 4,0% | 4,3% | 7,3% | 7,3% | 7,3% |

## 5.5 REVENUE ASSUMPTIONS: COLLECTION RATE (PAYMENT LEVEL)

a) The collection rate in 2023/2024 is projected at 95 percent. The city will make provision for doubtful debts of 5 percent but will continue to enforce its credit control and debt collection by-laws to try and recover all outstanding monies due to the municipality.
b) The city is still faced with serious challenges caused by the pandemic which has significantly affected the cash-flow and further put the city under financial constraints
c) The estimated payment level trends for the current financial year and the forecast for the next medium-term is as follows:

| 2023/2024 To 2025/2026 Collection Rate | | | | | | |
|---|---|---|---|---|---|---|
| Fiscal Year | 2020/2021 Outcome | 2021/2022 Outcome | 2022/2023 Budget | 2023/2024 Estimate | 2024/2025 Forecast | 2025/2026 Forecast |
| Collection Rate | 90,0% | 95,0% | 95,0% | 95,0% | 95,0% | 95,0% |
| Debt Impairment | 10,0% | 5,0% | 5,0% | 5,0% | 5,0% | 5,0% |

## 5.6 BUDGET OPERATING REVENUE (TARIFFS)

The city will through its tariff setting provide relief to its citizens by keeping tariffs below inflation forecast: The table below depicts the proposed tariffs:

| Operating Revenue: Draft Tariffs and Rates Increase | | | | | | |
|---|---|---|---|---|---|---|
| Rates and Services Charges Tariffs Increase %: | 2020/2021 Outcome | 2021/2022 Outcome | 2022/2023 Budget | 2023/2024 Estimate | 2024/2025 Forecast | 2025/2026 Forecast |
| Property Rates | 6,00% | 6,00% | 6,00% | 0,00% | 6,00% | 6,00% |
| Electricity | 6,22% | 14,59% | 8,61% | 14,99% | 14,70% | 17,70% |
| Water | 6,00% | 6,00% | 6,00% | 6,00% | 4,90% | 4,70% |
| Refuse Removal | 6,00% | 6,00% | 6,00% | 6,00% | 4,90% | 4,70% |
| Sewerage | 6,00% | 6,00% | 6,00% | 6,00% | 4,90% | 4,70% |
| Concession Area - Water and Sanitation | 9,88% | 8,09% | 10,73% | 11,00% | 11,00% | 11,00% |
| **Average Increase - Non-Concession Area** | **6,68%** | **7,78%** | **7,22%** | **6,60%** | **7,08%** | **7,56%** |
| **Average Increase - Concession Area** | **7,03%** | **8,67%** | **7,84%** | **8,00%** | **9,15%** | **9,85%** |
| Sundry charges tariffs and fees | 8,50% | 10,00% | 10,00% | 10,00% | 10,00% | 10,00% |

The service charges tariffs are proposed to be kept at 6 per cent for 2023/2024 budget year. This increase also takes into account the level of Consumer Price Index averaging 5.3 percent and the inflation for various commodities such as transport, fuel etc. In real term, tariff increase amount to 0.7 percent which is the difference between the nominal rate of 6 percent and inflation rate of 5.3 percent.

## 5.7 APPROVED GRANTS AND SUBSIDIES BUDGET

The table below reflect grants and subsidies budget for the MTREF period approved in terms of the Division of Revenue Act of 2023.

| MP326 CITY OFMBOMBELA | | | |
|---|---|---|---|
| | | Forward Estimates | |
| | 2023/24 | 2024/25 | 2025/26 |
| **Operational** | **R'000** | **R'000** | **R'000** |
| Equitable share | 1 049 002 | 1 149 857 | 1 238 441 |
| Finance Management Grant | 2 650 | 2 650 | 2 700 |
| Expanded Public Works Program | 7 052 | - | |
| Energy Efficiency & Demand Side Management | 4 000 | 4 000 | 5 000 |
| **Total** | **1 062 704** | **1 156 507** | **1 246 141** |
| | | | |
| **Infrastucture** | | | |
| Municipal Infrastructure Grant | 410 474 | 421 749 | 441 840 |
| Energy Efficiency & Demand Side Management | - | - | - |
| Regional Bulk | - | - | - |
| Water Services Infrastructure Grant | - | 31 350 | 32 697 |
| Integrated National Electrification Programme Grant (Municipal) | 30 000 | 41 796 | 43 668 |
| Public Transport Network Grant | - | - | |
| Neighbourhood Development Partnership Grant (Capital) | 15 000 | 25 000 | 30 000 |
| **Total** | **455 474** | **519 895** | **548 205** |
| | | | |
| | | | |
| **TOTAL ALLOCATIONS** | **1 518 178** | **1 676 402** | **1 794 346** |

## 5.8 OPERATING EXPENDITURE ASSUMPTION

| Draft Operating Expenditure Assumptions | | | | | | |
|---|---|---|---|---|---|---|
| **Description** | **2020/2021 Outcomet** | **2021/2022 Outcome** | **2022/2023 Budget** | **2023/2024 Estimate** | **2024/2025 Forecast** | **2025/2026 Forecast** |
| Employees Related Cost | 6,25% | 3,90% | 4,90% | 5,40% | 4,80% | 4,50% |
| Provision for Critical Positions | 0,00% | 0,00% | 0,00% | 0,00% | 0,00% | 0,00% |
| Councillors Remuneration | 5,00% | 0,00% | 3,00% | 3,00% | 3,00% | 3,00% |
| Contracted Services | -0,86% | -5,00% | -29,00% | -19,00% | -19,00% | -19,00% |
| Bulk Purchases: Electricity | 6,90% | 17,80% | 8,61% | 18,49% | 14,70% | 17,70% |
| Bulk Purchases: Water | 4,50% | 5,00% | 5,00% | 5,30% | 4,90% | 4,70% |
| Other Materials | -7,00% | -7,00% | 5,30% | 5,30% | 4,90% | 4,70% |
| Non- Cash Items | 0,00% | 0,00% | 0,00% | 0,00% | 0,00% | 0,00% |
| Transfers and Grants | -59,00% | -10,00% | 5,30% | 5,30% | 4,90% | 4,70% |
| Other Expenditure | -10,00% | -5,00% | -11,00% | -9,00% | -9,00% | -9,00% |
| **Average Increase %** | **-6,02%** | **-0,03%** | **-2,05%** | **1,48%** | **0,92%** | **1,13%** |

## 5.9 FINAL 2023/2024 – 2025/2026 BUDGET AND MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

The table below gives a summary of the proposed final Budget and Medium-Term Revenue and Expenditure Framework (MTREF) for 2023-2024 financial year divided into five segments namely; Financial Performance Budget, Capital Budget, Financial Position Budget, Cash flow Budget and Asset Management Budget.

| 2023/2024 Budget - Financial Performance | | | | | |
|---|---|---|---|---|---|
| **Items Description** | **2022/2023 Adjusted Budget** | **2023/2024 Budget Forecast** | **2024/2025 Budget Forecast** | **2025/2026 Budget Forecast** | **MTREF BUDGET 2023/2023 - 2025/2026** |
| OPERATING REVENUE | -R 3,908,758,318 | -R 4,154,810,592 | -R 4,610,653,670 | -R 5,134,822,722 | -R 13,900,286,984 |
| GOVERNMENT GRANTS - CAPITAL | -R 480,021,000 | -R 455,474,000 | -R 519,895,000 | -R 548,205,000 | -R 1,523,574,000 |
| **TOTAL REVENUE** | **-R 4,388,779,318** | **-R 4,610,284,592** | **-R 5,130,548,670** | **-R 5,683,027,722** | **-R 15,423,860,984** |
| | | | | | |
| **OPERATING EXPENDITURE** | **R 3,697,199,965** | **R 3,916,388,502** | **R 4,063,832,669** | **R 4,421,114,585** | **R 12,401,335,756** |
| | | | | | |
| **TOTAL SURPLUS** | **-R 691,579,353** | **-R 693,896,090** | **-R 1,066,716,001** | **-R 1,261,913,137** | **-R 3,022,525,228** |
| | | | | | |
| | | | | | |
| GRANTS AND SUBSIDIES | R 484,305,000 | R 455,474,000 | R 519,895,000 | R 548,205,000 | R 1,523,574,000 |
| INTERNAL FUNDING | R 184,782,070 | R 190,000,000 | R 292,232,500 | R 205,777,455 | R 688,009,955 |
| | | | | | |
| **CAPITAL EXPENDITURE** | **R 669,087,070** | **R 645,474,000** | **R 812,127,500** | **R 753,982,455** | **R 2,211,583,955** |

The total budget for 2023/2024 financial year will amount to R4 562 billion from a total budget of R4 366 billion in 2022/2023, showing a slight increase of 4 percent or R19 million and further increases to R4 876 billion for 2024/2025 and R5 175 billion for 2025/2026 financial years. The total revenue budget including revenue recognized from capital grants allocation for 2023/2024 financial year will amount to R4 610 billion and further increases to R5 131 billion and R5 683 billion respectively over the medium-term. The total medium term revenue budget will amount to R15 423 billion.

The operating revenue budget will amount to R4 155 billion, shows an increase of 6 percent or R246 million from the 2022/2023 adjusted budget of R3 909 billion and further increases to R4 611 billion and R5 135 billion respectively over the medium-term. The operating expenditure budget for 2023/2023 financial year will amount to R3 916 billion, shows an increase of 5 percent or R219 million from the 2022/2023 budget of R3 697 billion. A budget amount of R4 064 billion has been forecasted for the 2024/2025 budget year and subsequently increasing to R4 421 billion in 2025/2026 budget year. The total medium term operating expenditure budget will amount to R12 401 billion.

The capital expenditure amount to R645 million in 2023/2024 budget year, excluding the grant allocation for Energy Efficiency and Demand Side Management (EE&DSM) grant which is budgeted for under operating revenue. The total capital expenditure reflects a decrease of 3.5 percent or R24 million from the 2022/2023 adjusted capital budget of R669 million and will increase to R812 million in the 2024/2025 financial and a decrease of R754 million in the 2025/2026 financial year. The city will be investing in capital projects amounting to R2 211 billion over the medium-term period.

## 5.10 DETAILED FINAL OPERATING REVENUE BUDGET

The detailed final operating revenue and expenditure budget for 2023/2024 – 2025/2026 budget and medium-term revenue and expenditure framework is as follows:

| MP326 City of Mbombela - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Description | Re | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
| R thousand | 1 | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| **Revenue** | | | | | | | | | | | |
| **Exchange Revenue** | | | | | | | | | | | |
| Service charges - Electricity | 2 | 1,048,364 | 1,137,108 | 1,258,134 | 1,505,858 | 1,480,858 | 1,480,858 | 1,082,619 | 1,516,162 | 1,795,111 | 2,125,385 |
| Service charges - Water | 2 | 102,898 | 102,312 | 109,244 | 132,387 | 137,487 | 137,487 | 104,598 | 138,167 | 144,937 | 151,749 |
| Service charges - Waste Water Management | 2 | 22,505 | 22,701 | 23,172 | 27,154 | 28,204 | 28,204 | 19,899 | 25,746 | 27,007 | 28,277 |
| Service charges - Waste Management | 2 | 130,180 | 138,651 | 159,342 | 162,253 | 169,453 | 169,453 | 125,542 | 159,571 | 167,390 | 175,257 |
| Sale of Goods and Rendering of Services | | 12,258 | 13,138 | 18,663 | 13,131 | 13,131 | 13,131 | 10,153 | 14,444 | 15,889 | 17,477 |
| Agency services | | 40,109 | 37,771 | - | - | - | - | - | - | - | - |
| Interest | | | | | | | | | | | |
| Interest earned from Receivables | | 43,766 | 42,781 | 29,529 | 27,537 | 32,537 | 32,537 | 32,190 | 35,791 | 39,370 | 43,307 |
| Interest earned from Current and Non Current | | 6,542 | 12,525 | 3,559 | 1,784 | 3,784 | 3,784 | 7,049 | 4,162 | 4,578 | 5,036 |
| Dividends | | | | | | | | | | | |
| Rent on Land | | | | | | | | | | | |
| Rental from Fixed Assets | | 9,510 | 8,316 | 45,284 | 57,023 | 37,023 | 37,023 | 4,634 | 40,725 | 44,798 | 49,278 |
| Licence and permits | | 2,992 | 46 | 3 | 7,659 | 1,659 | 1,659 | 1 | 1,825 | 2,008 | 2,208 |
| Operational Revenue | | 270,498 | 29,376 | 42,753 | 173,846 | 173,846 | 173,846 | 44,703 | 116,196 | 110,997 | 122,096 |
| **Non-Exchange Revenue** | | | | | | | | | | | |
| Property rates | 2 | 651,717 | 708,140 | 744,046 | 816,052 | 858,052 | 858,052 | 674,227 | 1,029,663 | 1,091,443 | 1,156,929 |
| Surcharges and Taxes | | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 14,401 | 5,633 | 5,054 | 11,719 | 5,595 | 5,595 | 2,623 | 6,155 | 6,771 | 7,448 |
| Licences or permits | | 1 | 0 | - | - | - | - | - | - | - | - |
| Transfer and subsidies - Operational | | 890,326 | 995,588 | 913,258 | 963,947 | 963,947 | 963,947 | 1,003,800 | 1,062,704 | 1,156,507 | 1,246,141 |
| Interest | | - | - | - | 3,174 | 3,174 | 3,174 | - | 3,492 | 3,841 | 4,225 |
| Fuel Levy | | | | | | | | | | | |
| Operational Revenue | | | | | | | | | | | |
| Gains on disposal of Assets | | - | - | - | - | - | - | - | - | - | - |
| Other Gains | | - | - | 9,109 | - | - | - | - | - | - | - |
| Discontinued Operations | | - | - | - | 7 | 7 | 7 | - | 8 | 8 | 9 |
| **Total Revenue (excluding capital transfers an** | | **3,246,066** | **3,254,087** | **3,361,150** | **3,903,532** | **3,908,758** | **3,908,758** | **3,112,036** | **4,154,811** | **4,610,654** | **5,134,823** |
| **Expenditure** | | | | | | | | | | | |
| Employee related costs | 2 | 1,010,445 | 1,147,641 | 1,198,405 | 1,188,862 | 1,189,518 | 1,189,518 | 985,268 | 1,201,915 | 1,252,258 | 1,308,624 |
| Remuneration of councillors | | 58,537 | 59,256 | 59,936 | 62,926 | 62,926 | 62,926 | 50,738 | 64,813 | 66,758 | 68,761 |
| Bulk purchases - electricity | 2 | 799,440 | 886,816 | 1,057,513 | 1,137,690 | 1,108,864 | 1,108,864 | 939,801 | 1,312,621 | 1,505,576 | 1,772,063 |
| Inventory consumed | 8 | 21,833 | 28,063 | 33,355 | 67,328 | 67,328 | 67,328 | 30,555 | 89,944 | 94,352 | 138,697 |
| Debt impairment | 3 | (115,994) | (61,788) | (28,230) | - | 160,443 | 160,443 | 16,049 | 144,304 | 151,953 | 160,006 |
| Depreciation and amortisation | | 551,510 | 540,367 | 553,636 | 480,057 | 480,057 | 480,057 | 461,451 | 543,500 | 532,291 | 560,503 |
| Interest | | 74,873 | 85,678 | 115,406 | 34,847 | 29,842 | 29,842 | 29,624 | 26,739 | 24,562 | 22,379 |
| Contracted services | | 684,173 | 685,291 | 642,529 | 458,061 | 477,308 | 477,308 | 369,889 | 413,359 | 338,654 | 300,903 |
| Transfers and subsidies | | 8,110 | 1,135 | 39,335 | 1,827 | 16,608 | 16,608 | 14,583 | 3,437 | 3,619 | 3,811 |
| Irrecoverable debts written off | | 229,885 | 298,900 | 187,410 | 131,885 | - | - | 3,426 | - | - | - |
| Operational costs | | 251,440 | 289,222 | 290,047 | 165,471 | 110,806 | 110,806 | 116,863 | 115,756 | 93,810 | 85,368 |
| Losses on disposal of Assets | | 1,382 | 2,347 | 3,465 | - | - | - | - | - | - | - |
| Other Losses | | 112 | 300 | 1,595 | - | - | - | - | - | - | - |
| **Total Expenditure** | | **3,575,749** | **3,963,228** | **4,154,403** | **3,728,954** | **3,703,701** | **3,703,701** | **3,018,248** | **3,916,389** | **4,063,833** | **4,421,115** |
| **Surplus/(Deficit)** | | **(329,683)** | **(709,141)** | **(793,253)** | **174,578** | **205,057** | **205,057** | **93,789** | **238,422** | **546,821** | **713,708** |
| Transfers and subsidies - capital (monetary allocations) | 6 | 464,460 | 422,311 | 440,654 | 480,021 | 480,021 | 480,021 | 300,346 | 455,474 | 519,895 | 548,205 |
| Transfers and subsidies - capital (in-kind) | 6 | – | 2,417 | 5,663 | – | – | – | – | – | – | – |
| **Surplus/(Deficit) after capital transfers & contributions** | | **134,776** | **(284,413)** | **(346,936)** | **654,599** | **685,078** | **685,078** | **394,135** | **693,896** | **1,066,716** | **1,261,913** |
| Income Tax | | | | | | | | | | | |
| **Surplus/(Deficit) after income tax** | | **134,776** | **(284,413)** | **(346,936)** | **654,599** | **685,078** | **685,078** | **394,135** | **693,896** | **1,066,716** | **1,261,913** |
| Share of Surplus/Deficit attributable to Joint Venture | | | | | | | | | | | |
| Share of Surplus/Deficit attributable to Minorities | | | | | | | | | | | |
| **Surplus/(Deficit) attributable to municipality** | | **134,776** | **(284,413)** | **(346,936)** | **654,599** | **685,078** | **685,078** | **394,135** | **693,896** | **1,066,716** | **1,261,913** |
| Share of Surplus/Deficit attributable to Associa | 7 | | | | | | | | | | |
| Intercompany/Parent subsidiary transactions | | | | | | | | | | | |
| **Surplus/(Deficit) for the year** | 1 | **134,776** | **(284,413)** | **(346,936)** | **654,599** | **685,078** | **685,078** | **394,135** | **693,896** | **1,066,716** | **1,261,913** |

The impact on the main operating expenditure drivers remains the same as per the approved draft budget to maintain the funded status of the MTREF as per the National Treasury's recommendations:

(a) Employees related costs expenditure budget for the 2023/2024 financial year will amount to R1 202 billion which is equivalent to 31 percent of the total operating budget. The increase of 5.4 percent as required by the Salary and Wage Collective Agreement for the period 1 July 2023 to 30 June 2024 was applied.

(b) Remuneration for Councilors expenditure budget amount to R65 million for 2023/2024 financial year which reflect an increase of 3 percent from the 2022/2023 adjusted budget allocation. This is in line with section 219(1) and (5) of the Constitution of the Republic of South Africa, read with section 8(4) of the Independent Commission for the Remuneration of Public Office Bearers which is mandated to make annual recommendations relating to the salaries and upper limits of the salaries, allowances, benefits and the tools of trade required by the Public Office Bearers that will enable them to perform their duties effectively in the absence of the new gazette.

(c) The bulk purchase expenditure relates to bulk electricity expenditure cost payable to Eskom and will amount to R1 313 billion for 2023/2024 financial year. The bulk purchase expenditure accounts for 34 percent of the total operating expenditure costs.

(d) The depreciation cost will be R543 million which makes up 14 percent of the total operating expenditure budget. The depreciation costs represent the rate at which the assets of the municipality are utilized in rendering basic services to the communities and therefore the cost should be provided for and included in the budget to ensure the current ratepayers and users of the municipal services are able to contribute towards the refurbishment, upgrade, renewal and replacement of the assets in future.

(e) Debt impairment expenditure budget for 2023/2024 financial year amounts to R144 million. This allocation amount to 5 percent of total billing and is informed by projected collection rate of 95 percent which is projected based on past collection pattern for different customers. It is always required to make a provision for doubtful debts for those customers who might fail to pay for rates and services due to serious economic challenges such as loss of income.

(f) Contracted services expenditure budget decrease from R474 million in 2022/2023 financial year to R413 million in 2023/2024 financial year. Contracted services is limited to respond to the investment in repairs and maintenance of water and electricity infrastructure assets, meter audits and disconnections, formalization of informal areas and other revenue generating operational projects. The cost curtailment measures has been applied in line with the National Government directives and the approved cost containment policy on contracted and other expenditures.

(g) Other expenditure budget amounts to R206 million in 2023/2024 financial year which is 5 percent of the total operating expenditure.

(h) Included on the operating expenditure budget are the IDP operating projects amounting to 387 million in 2023/2024 financial year, decreasing to R308 million in 2024/2025 financial year and a further decrease to R277 million in 2025/2026 financial year. These are critical service delivery related operating projects that does not meet the asset definition and asset recognition criteria in accordance with the Generally Recognized Accounting Practice (GRAP) framework and therefore cannot be included in the capital expenditure budget.

The breakdown of the total expenditure for the operating projects per department is tabulated below and a detailed list of operating projects is outlined in Chapter 7.

| Operating Projects per Department | | | |
|---|---|---|---|
| DEPARTMENT | 2023/2024 Budget | 2024/2025 Forecast | 2025/2026 Forecast |
| CITY PLANNING AND DEVELOPMENT | 54,006,010 | 25,736,319 | 21,611,472 |
| COMMUNITY SERVICES | 90,624,024 | 75,941,181 | 67,272,723 |
| CORPORATE SERVICES | 6,806,317 | 6,057,622 | 5,391,283 |
| COUNCIL | 2,828,640 | 885,274 | 787,894 |
| FINANCIAL MANAGEMENT | 27,162,802 | 24,174,894 | 21,515,656 |
| LOCAL ECONOMIC DEVELOPMENT & TOURISM | 12,407,000 | 4,906,074 | 4,069,212 |
| MUNICIPAL MANAGER | 109,921 | 97,830 | 87,068 |
| SOCIAL SERVICES | 31,294,004 | 25,855,109 | 23,124,870 |
| TECHNICAL SERVICES | 160,416,184 | 143,210,204 | 128,897,259 |
| STRATEGIC MANAGEMENT SERVICES | 960,000 | 960,000 | 3,870,000 |
| **Grand Total** | **386,614,902** | **307,824,507** | **276,627,438** |

The main operating revenue streams impacting on the final budget are as follows:

(a) The municipality will generate most of its revenue from service charges (electricity, water, sanitation and refuse removal services) amounting to a total of R1 840 billion thus indicating an increase of R24 million in 2023/2024 financial year against the 2022/2023 adjusted budget amounting to R1 816 billion and further increases to R2 134 billion and R2 481 billion respectively over the medium-term. The revenue from service charges makes up 44 percent of the total operating revenue budget for 2023/2024 financial year.

(b) The electricity service charge revenue changed from the approved draft budget of R1 487 billion to R1 516 billion, resulting in an increase R29 million. The increase was as a result of NERSA's approval of the electricity tariff increase from the proposed tariff of 14.99 percent to 15.10 percent for municipalities to charge its customers for 2023/2024 financial year

(c) The revenue from property rates will amount to R1 030 billion which reflects an increase of R172 million from the 2022/2023 adjusted budget amount of R858 million. This is the net revenue after taking into account the revenue forgone (rebates) in accordance with the Property Rates policy. The increase is informed by implementation of the new general valuation roll for the 2023/2024 financial year, in which an increase is effected on the rand value of properties with effect from 1 July 2023.

(d) Operating grants allocation including the Equitable Share allocation and other grants amounts to R1 063 billion for the 2023/2024 budget year. This allocation is approved in terms of the Division of Revenue Act of 2023. Operating grants and subsidies accounts for 26 percent of the total operating revenue budget. This allocation will increase to R1 156 billion and R1 246 billion for the 2024/2025 and 2025/2026 budget years respectively.

(e) Other operating revenue for 2023/2024 financial year amounts to R223 million. The other revenue budget primarily comprises of traffic fines revenue of R6 million that will be generated through the aggressive collection of outstanding traffic fines operations; Interest on outstanding debtors amounts to R39 million; Rental of facilities primarily being the rental of community assets amounts to R40 million. Other income line-item amounts to R131 million for the 2023/2024.

## 5.11 DETAILED CASHFLOW STATEMENT

The projected cash-flow statement over the medium-term is as follows:

| MP326 City of Mbombela - Table A7 Budgeted Cash Flows | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| **CASH FLOW FROM OPERATING ACTIVITIES** | | | | | | | | | | | |
| **Receipts** | | | | | | | | | | | |
| Property rates | | – | 428,300 | 718,668 | 771,450 | 771,450 | 771,450 | 621,700 | 978,180 | 1,036,870 | 1,099,083 |
| Service charges | | – | 930,538 | 1,514,196 | 1,791,760 | 1,791,760 | 1,791,760 | 1,251,580 | 1,747,663 | 2,027,723 | 2,479,254 |
| Other revenue | | – | 590,351 | 970,705 | 193,563 | 193,563 | 193,563 | 1,413,396 | 103,610 | 128,880 | 19,149 |
| Transfers and Subsidies - Operational | 1 | – | 5,573 | 13,586 | 963,947 | 963,947 | 963,947 | 311,110 | 1,062,704 | 1,156,507 | 1,246,141 |
| Transfers and Subsidies - Capital | 1 | – | 225,941 | 644,544 | 480,021 | 480,021 | 480,021 | 628,121 | 455,474 | 519,895 | 548,205 |
| Interest | | – | 38,926 | 32,106 | – | – | – | 39,019 | 41,272 | 45,400 | 49,940 |
| Dividends | | | | | | | | | – | – | – |
| **Payments** | | | | | | | | | | | |
| Suppliers and employees | | – | (3,714,072) | (6,867,157) | (3,444,838) | (3,444,838) | (3,444,838) | (4,475,875) | (3,667,807) | (4,054,946) | (4,604,360) |
| Interest | | – | – | – | (34,847) | (34,847) | (34,847) | – | (26,739) | (26,739) | (22,379) |
| Transfers and Subsidies | 1 | | | | | | | | – | – | – |
| **NET CASH FROM/(USED) OPERATING ACTIVITIES** | | **–** | **(1,494,444)** | **(2,973,351)** | **721,056** | **721,056** | **721,056** | **(210,950)** | **694,357** | **833,590** | **815,032** |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | | | | | | |
| **Receipts** | | | | | | | | | | | |
| Proceeds on disposal of PPE | | | | | | | | | – | – | – |
| | | | | | | | | | | | |
| Decrease (increase) in non-current receivables | | 2,586 | (411) | (86) | (2,089) | – | – | (399) | (1,807) | (20) | (20) |
| Decrease (increase) in non-current investments | | 0 | – | (0) | (0) | – | – | – | – | – | – |
| **Payments** | | | | | | | | | | | |
| Capital assets | | – | 1,568 | (226,328) | (652,821) | (652,821) | (652,821) | (393,522) | (645,474) | (812,128) | (753,982) |
| **NET CASH FROM/(USED) INVESTING ACTIVITIES** | | **2,586** | **1,157** | **(226,413)** | **(654,910)** | **(652,821)** | **(652,821)** | **(393,921)** | **(647,281)** | **(812,148)** | **(754,002)** |
| | | | | | | | | | | | |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | | | | | | | |
| **Receipts** | | | | | | | | | | | |
| Short term loans | | | | | | | | | – | – | – |
| Borrowing long term/refinancing | | – | – | – | – | – | – | – | – | – | – |
| Increase (decrease) in consumer deposits | | – | – | – | 43,773 | 43,773 | 43,773 | – | (5,241) | 442 | (24,835) |
| **Payments** | | | | | | | | | | | |
| Repayment of borrowing | | – | – | – | – | – | – | 9,928 | (15,031) | (16,417) | (18,594) |
| **NET CASH FROM/(USED) FINANCING ACTIVITIES** | | **–** | **–** | **–** | **43,773** | **43,773** | **43,773** | **9,928** | **(20,272)** | **(15,975)** | **(43,429)** |
| | | | | | | | | | | | |
| **NET INCREASE/ (DECREASE) IN CASH HELD** | | **2,586** | **(1,493,287)** | **(3,199,765)** | **109,919** | **112,008** | **112,008** | **(594,943)** | **26,803** | **5,468** | **17,600** |
| Cash/cash equivalents at the year begin: | 2 | **126,579** | **73,020** | **62,332** | **–** | **–** | **–** | **–** | **144,511** | **171,314** | **176,782** |
| Cash/cash equivalents at the year end: | 2 | **129,165** | **(1,420,267)** | **(3,137,432)** | **109,919** | **112,008** | **112,008** | **(594,943)** | **171,314** | **176,782** | **194,382** |

The above table reflects the cash flow performance for the city in the next three years. Over the medium term the financial position of the city is expected to improve while the outstanding creditors decreases.

The net cash flows from operating activities will amount to R694 million for the 2023/2024 financial year. An amount of R645 million will be utilized in capital projects through investing activities. The Cash and cash equivalents as at 30 June 2024 is projected at R171 million which increases to R177 million in 2023/2024 financial year and R194 million in 2025/2026 financial year. To realize these projected figures, the city must without fail continue to implement its revenue enhancement strategies, cost curtailment strategies, financial recovery plan as well as the creditors' reduction plan.

The budgeted cash and cash equivalents balance of R171 million to be realised at the end of the 2023/2024 financial year will be for the funding of other working capital requirements as tabulated below:

| MP326 City of Mbombela - Table A8 Cash backed reserves/accumulated surplus reconciliation | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| **Cash and investments available** | | | | | | | | | | | |
| Cash/cash equivalents at the year end | 1 | 129,165 | (1,420,267) | (3,137,432) | 109,919 | 112,008 | 112,008 | (594,943) | 171,314 | 176,782 | 194,382 |
| Other current investments > 90 days | | (56,145) | 1,482,601 | 3,281,943 | 3,101 | 1,012 | 1,012 | 632,749 | | | |
| Non current Investments | 1 | 0 | 0 | 0 | – | – | – | 0 | – | – | – |
| **Cash and investments available:** | | **73,020** | **62,334** | **144,511** | **113,020** | **113,020** | **113,020** | **37,806** | **171,314** | **176,782** | **194,382** |
| | | | | | | | | | | | |
| **Application of cash and investments** | | | | | | | | | | | |
| Unspent conditional transfers | | 72,084 | 29 | 150,052 | – | – | – | 377,922 | – | – | – |
| Unspent borrowing | | | | | | | | | | | |
| Statutory requirements | 2 | | | | | | | | (275,424) | (351,128) | (457,781) |
| Other working capital requirements | 3 | 1,973,427 | 2,079,653 | 2,555,760 | 677,294 | 680,557 | 680,557 | 1,931,136 | (25,283) | (42,728) | (116,944) |
| **Total Application of cash and investments:** | | **2,045,511** | **2,079,682** | **2,705,812** | **677,294** | **680,557** | **680,557** | **2,309,059** | **(300,707)** | **(393,856)** | **(574,724)** |
| **Surplus(shortfall)** | | **(1,972,491)** | **(2,017,348)** | **(2,561,301)** | **(564,274)** | **(567,537)** | **(567,537)** | **(2,271,252)** | **472,021** | **570,639** | **769,106** |

## 5.12 DETAILED FINAL CAPITAL BUDGET

The table below provides a summary of the estimated proposals on the final capital expenditure budget.

| Vote Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | 1 | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| **Capital expenditure - Vote** | | | | | | | | | | | |
| **Multi-year expenditure** ***to be appropriated*** | 2 | | | | | | | | | | |
| Vote 01 - Council | | – | – | – | – | – | – | – | – | – | – |
| Vote 02 - Office Of Council | | – | – | – | – | – | – | – | – | – | – |
| Vote 03 - Municipal Manager | | – | – | – | – | – | – | – | – | – | – |
| Vote 04 - City Planning And Development Department | | (0) | – | – | – | – | – | – | – | – | – |
| Vote 05 - Corporate Services Department | | – | – | – | – | – | – | – | – | – | – |
| Vote 06 - Strategic Management Services | | – | – | – | – | – | – | – | – | – | – |
| Vote 07 - Financial Management | | – | – | – | – | – | – | – | – | – | – |
| Vote 08 - Technical Services | | – | – | – | 447,432 | 536,215 | 536,215 | 333,599 | 469,279 | 583,622 | 564,935 |
| Vote 09 - Sports, Arts & Culture | | – | – | – | – | – | – | – | 3,500 | 5,000 | 3,000 |
| Vote 10 - Community Services | | – | – | – | 3,000 | – | – | – | 3,300 | 5,500 | 5,700 |
| Vote 11 - Public Works, Roads And Transport | | 44,024 | 29,402 | 142,996 | – | – | – | – | – | – | – |
| Vote 12 - Local Economic Development | | – | – | – | – | – | – | – | – | – | – |
| Vote 13 - Water And Sanitation | | 1,086 | 31,596 | 12,573 | – | – | – | – | – | – | – |
| Vote 14 - Energy | | – | – | 5,683 | – | – | – | – | – | – | – |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – | – |
| **Capital multi-year expenditure sub-total** | 7 | **45,111** | **60,998** | **161,251** | **450,432** | **536,215** | **536,215** | **333,599** | **476,079** | **594,122** | **573,635** |
| **Single-year expenditure** ***to be appropriated*** | 2 | | | | | | | | | | |
| Vote 01 - Council | | – | – | – | – | – | – | – | – | – | – |
| Vote 02 - Office Of Council | | 165 | – | – | – | – | – | – | – | – | – |
| Vote 03 - Municipal Manager | | – | – | – | – | – | – | – | – | – | – |
| Vote 04 - City Planning And Development Department | | 340 | – | – | – | – | – | – | – | – | – |
| Vote 05 - Corporate Services Department | | 4,777 | 6,926 | 7,045 | 12,116 | 8,116 | 8,116 | 1,964 | – | – | – |
| Vote 06 - Strategic Management Services | | – | – | – | – | – | – | – | – | – | – |
| Vote 07 - Financial Management | | 1,436 | 2,709 | 7,233 | 7,700 | 22,091 | 22,091 | 9,361 | 33,000 | 1,574 | 1,647 |
| Vote 08 - Technical Services | | – | – | – | 165,173 | 141,196 | 141,196 | 95,696 | 114,795 | 177,082 | 155,400 |
| Vote 09 - Sports, Arts & Culture | | 794 | 2,300 | – | 8,100 | 7,997 | 7,997 | – | 12,600 | 8,150 | 4,400 |
| Vote 10 - Community Services | | 374 | 16,384 | 10,615 | 9,300 | 10,245 | 10,245 | 1,264 | 7,000 | 21,200 | 18,900 |
| Vote 11 - Public Works, Roads And Transport | | 6,952 | 219 | 8,071 | – | – | – | – | 2,000 | 10,000 | – |
| Vote 12 - Local Economic Development | | 4,173 | 150 | 2,166 | – | 20,000 | 20,000 | – | – | – | – |
| Vote 13 - Water And Sanitation | | 10,267 | 7,806 | – | – | – | – | – | – | – | – |
| Vote 14 - Energy | | 14,518 | 46,709 | 29,946 | – | – | – | – | – | – | – |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – | – |
| **Capital single-year expenditure sub-total** | | **43,796** | **83,203** | **65,076** | **202,389** | **209,645** | **209,645** | **108,285** | **169,395** | **218,006** | **180,347** |
| **Total Capital Expenditure - Vote** | | **88,907** | **144,201** | **226,328** | **652,821** | **745,860** | **745,860** | **441,884** | **645,474** | **812,128** | **753,982** |
| **Capital Expenditure - Functional** | | | | | | | | | | | |
| ***Governance and administration*** | | **7,173** | **11,935** | **14,878** | **19,816** | **30,207** | **30,207** | **11,325** | **33,000** | **1,574** | **1,647** |
| Executive and council | | 165 | – | – | – | – | – | – | – | – | – |
| Finance and administration | | 7,008 | 11,935 | 14,878 | 19,816 | 30,207 | 30,207 | 11,325 | 33,000 | 1,574 | 1,647 |
| Internal audit | | | | | | | | | | | |
| ***Community and public safety*** | | **9,693** | **16,723** | **20,410** | **52,224** | **47,366** | **47,366** | **17,885** | **40,195** | **36,850** | **32,500** |
| Community and social services | | 9,319 | 10,062 | 8,818 | 28,837 | 23,636 | 23,636 | 11,501 | 21,595 | 18,150 | 22,400 |
| Sport and recreation | | 374 | 6,510 | 10,026 | 17,587 | 19,784 | 19,784 | 6,384 | 15,600 | 12,500 | 5,000 |
| Public safety | | – | 150 | 1,567 | 5,800 | 3,945 | 3,945 | – | 3,000 | 6,200 | 5,100 |
| Housing | | | | | | | | | | | |
| Health | | | | | | | | | | | |
| ***Economic and environmental services*** | | **45,830** | **22,019** | **127,406** | **288,548** | **316,250** | **316,250** | **181,543** | **318,123** | **489,309** | **319,500** |
| Planning and development | | 1,175 | 2,214 | 3,869 | – | 5,245 | 5,245 | – | 500 | 2,000 | 5,000 |
| Road transport | | 44,655 | 19,805 | 123,537 | 288,548 | 311,005 | 311,005 | 181,543 | 317,623 | 487,309 | 314,500 |
| Environmental protection | | | | | | | | | | | |
| ***Trading services*** | | **25,871** | **93,524** | **63,633** | **292,233** | **352,038** | **352,038** | **231,131** | **254,155** | **284,395** | **400,335** |
| Energy sources | | 14,518 | 46,709 | 35,628 | 156,643 | 139,730 | 139,730 | 98,375 | 71,158 | 82,244 | 80,220 |
| Water management | | 1,086 | 32,022 | 12,389 | 74,974 | 103,953 | 103,953 | 64,240 | 74,456 | 120,514 | 241,515 |
| Waste water management | | 10,267 | 14,763 | 15,615 | 56,616 | 99,855 | 99,855 | 62,769 | 94,741 | 55,041 | 49,100 |
| Waste management | | – | 30 | – | 4,000 | 8,500 | 8,500 | 5,747 | 13,800 | 26,595 | 29,500 |
| ***Other*** | | **340** | – | – | – | – | – | – | – | – | – |
| **Total Capital Expenditure - Functional** | 3 | **88,907** | **144,201** | **226,328** | **652,821** | **745,860** | **745,860** | **441,884** | **645,474** | **812,128** | **753,982** |
| **Funded by:** | | | | | | | | | | | |
| National Government | | 71,920 | 89,661 | 163,385 | 480,021 | 561,078 | 561,078 | 328,519 | 455,474 | 519,895 | 548,205 |
| Provincial Government | | | | | | | | | | | |
| District Municipality | | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions) | | – | – | – | 4,284 | – | – | – | – | – | – |
| **Transfers recognised - capital** | 4 | **71,920** | **89,661** | **163,385** | **484,305** | **561,078** | **561,078** | **328,519** | **455,474** | **519,895** | **548,205** |
| **Borrowing** | 6 | | | | | | | | | | |
| **Internally generated funds** | | 16,986 | 54,540 | 62,943 | 168,516 | 184,782 | 184,782 | 113,365 | 190,000 | 292,233 | 205,777 |
| **Total Capital Funding** | 7 | **88,907** | **144,201** | **226,328** | **652,821** | **745,860** | **745,860** | **441,884** | **645,474** | **812,128** | **753,982** |

The table below outlines the 2023/2024 Final Capital Expenditure Budget per Municipal Priority:

| CAPITAL BUDGET PER MUNICIPAL PRIORITY | | | | |
|---|---|---|---|---|
| MUNICIPAL PRIORITY | 2023/2024 BUDGET | 2024/2025 BUDGET | 2025/2026 BUDGET | % Per MUNICIPAL PRIORITY |
| Community Development & Public Safety | 54,877,646 | 42,100,000 | 16,280,000 | 5% |
| Electricity Supply and Management | 62,900,000 | 77,196,000 | 81,668,000 | 10% |
| Financial management and viability | 6,000,000 | 3,000,000 | 3,000,000 | 1% |
| Good governance | 7,500,000 | 8,000,000 | 8,500,000 | 1% |
| Information and Communication Technology | 4,800,000 | 5,750,000 | 6,800,000 | 1% |
| Local Economic Development | 1,000,000 | 3,000,000 | 3,000,000 | 0% |
| Roads Infrastructure Development and Stormwater | 282,301,492 | 461,572,500 | 395,340,000 | 52% |
| Sanitation/Sewerage | 59,549,672 | 34,435,714 | 34,650,000 | 6% |
| Sports, Arts & Culture | 31,017,807 | 41,000,000 | 28,500,000 | 5% |
| Waste and Environmental Management | 10,000,000 | 15,000,000 | 20,000,000 | 2% |
| Water Supply | 125,527,383 | 121,164,286 | 156,244,456 | 18% |
| **Grand Total** | **645,474,000** | **812,218,500** | **753,982,456** | **100%** |

The City will be spending in the next three years an amount of R1 892 billion (86 percent) of the total capital expenditure budget on infrastructure development to address backlogs and upgrading of the existing infrastructure in the following priority areas:

(a) Roads Infrastructure Development and Storm water over the medium term will amount to R1 139 billion, which accounts for 52 percent of the total capital budget with an allocation of R282 million for the 2023/2024 financial year.

(b) Bulk water and reticulation infrastructure budget allocation amounts to R403 million over the medium term, which accounts for 18 percent of the total capital budget. Projects are targeted to reduce existing backlog for water supply. The allocation for 2023/2024 financial year amounts to R126 million.

(c) Electricity supply and infrastructure budget allocation amounts to R222 million which accounts for 10 percent of the total capital budget. The allocation for 203/2024 financial year amounts to R63 million.

(d) Sanitation or sewerage infrastructure is allocated an amount of R129 million over the medium term which accounts for 6 percent of the total capital budget. Total budget for the 2023/2024 financial year amounts to R60.5 million.

(e) A total budget allocation of R30 million is provided for the procurement of yellow plant to improve service delivery for the entire City in the 2023/2024 financial year.

**Final Capital Budget per funding source.**

The capital budget is funded from conditional grants and internal funding. The table below reflects the final capital budget per funding source.

| CAPITAL BUDGET PER FUNDING SOURCE | | | | |
|---|---|---|---|---|
| FUNDING SOURCE | 2023/2024 ESTIMATE | 2024/2025 FORECAST | 2025/2026 FORECAST | % PER FUNDING SOURCE |
| Grant - Intergrated Electrification Programe | 30,000,000 | 41,796,000 | 43,668,000 | 5% |
| Grant - Municipal Infrastructure | 410,474,000 | 421,749,000 | 441,840,000 | 64% |
| Grant - Neighbourhood Development Programme | 15,000,000 | 25,000,000 | 30,000,000 | 2% |
| Grant - Water Services Infrastructure | - | 31,350,000 | 32,697,001 | 0% |
| Internal Funding | 190,000,000 | 292,323,500 | 205,777,455 | 29% |
| **Grand Total** | **645,474,000** | **812,218,500** | **753,982,456** | **100%** |

The capital budget is primarily funded from conditional grants and only 29 percent of the total capital funding comes from internally generated funds while 71 percent of the total capital budget is funded from conditional capital grants.

### 5.13 BUDGETED FINANCIAL POSITION

The table below reflects the city's projected financial position for the medium term. The financial position of the city demonstrates some improvement due to the adoption and implementation of the creditors' reduction plan which focuses to reduce the high level of outstanding creditors. Effective implementation of the revenue enhancement strategy, cost curtailment strategy, creditor's reduction plan and financial recovery plan will aid to further improve the financial position situation going forward.

| MP326 City of Mbombela - Table A6 Budgeted Financial Position | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| **ASSETS** | | | | | | | | | | | |
| **Current assets** | | | | | | | | | | | |
| Cash and cash equivalents | | 73,020 | 62,334 | 144,511 | 113,020 | 113,020 | 113,020 | 37,806 | 171,314 | 176,782 | 194,382 |
| Trade and other receivables from exchange tran | 1 | 351,442 | 221,910 | 258,200 | 1,220,705 | 1,220,705 | 1,220,705 | 502,414 | 818,028 | 823,312 | 862,406 |
| Receivables from non-exchange transactions | 1 | 116,013 | 106,615 | 148,648 | (771,450) | (771,450) | (771,450) | 232,386 | | | |
| Current portion of non-current receivables | | 832 | 928 | 867 | 548 | 548 | 548 | 867 | – | – | – |
| Inventory | 2 | 35,060 | 49,733 | 55,402 | 55,402 | 55,402 | 55,402 | 57,279 | 57,936 | 61,372 | 63,955 |
| VAT | | 134,119 | 207,229 | 297,162 | 302,872 | 302,872 | 302,872 | 496,514 | 275,424 | 351,128 | 457,781 |
| Other current assets | | 4,845 | 3,784 | (2,357) | – | – | – | (21,023) | 554 | 559 | 565 |
| **Total current assets** | | **715,331** | **652,533** | **902,432** | **921,096** | **921,096** | **921,096** | **1,306,244** | **1,323,256** | **1,413,153** | **1,579,088** |
| **Non current assets** | | | | | | | | | | | |
| Investments | | 0 | 0 | 0.03 | – | – | – | 0 | – | – | – |
| Investment property | | 328,137 | 326,387 | 324,072,975.40 | 321,823 | 321,823 | 321,823 | 322,037 | 324,073 | 324,073 | 324,073 |
| Property, plant and equipment | 3 | 7,202,125 | 7,257,278 | 7,276,983 | 6,314,152 | 6,408,100 | 6,408,100 | 7,250,741 | 7,561,174 | 7,842,746 | 8,036,460 |
| Biological assets | | | | | | | | | | | |
| Living and non-living resources | | | | | | | | | | | |
| Heritage assets | | 2,302 | 2,302 | 2,329 | 2,302 | 2,302 | 2,302 | 2,329 | 2,329 | 2,094 | 1,859 |
| Intangible assets | | 13,439 | 14,880 | 16,863 | 16,316 | 15,407 | 15,407 | 25,573 | 17,058 | 14,936 | 14,339 |
| Trade and other receivables from exchange transacti | | 2,586 | 2,175 | 2,089 | – | – | – | 1,690 | 1,807 | 1,827 | 1,847 |
| Non-current receivables from non-exchange transactions | | | | | | | | | | | |
| Other non-current assets | | | | | | | | | | | |
| **Total non current assets** | | **7,548,588** | **7,603,021** | **7,622,338** | **6,654,592** | **6,747,631** | **6,747,631** | **7,602,372** | **7,906,442** | **8,185,676** | **8,378,578** |
| **TOTAL ASSETS** | | **8,263,919** | **8,255,554** | **8,524,770** | **7,575,689** | **7,668,728** | **7,668,728** | **8,908,615** | **9,229,698** | **9,598,829** | **9,957,665** |
| **LIABILITIES** | | | | | | | | | | | |
| **Current liabilities** | | | | | | | | | | | |
| Bank overdraft | | – | – | – | – | – | – | – | – | – | – |
| Financial liabilities | | 57,409 | 47,520 | 20,723 | 43,337 | 43,337 | 43,337 | 7,214 | 15,031 | 16,417 | 18,594 |
| Consumer deposits | | 42,875 | 44,991 | 49,470 | 43,773 | 43,773 | 43,773 | 64,629 | 44,211 | 44,653 | 19,818 |
| Trade and other payables from exchange transa | 4 | 1,973,427 | 2,189,012 | 2,763,498 | 834,327 | 834,327 | 834,327 | 2,358,393 | 755,977 | 741,154 | 704,096 |
| Trade and other payables from non-exchange tra | 5 | 72,084 | 29 | 150,052 | – | – | – | – | – | – | – |
| Provision | | 34,049 | 35,063 | 31,890 | 22,991 | 22,991 | 22,991 | 31,890 | 7,010 | 7,080 | 5,862 |
| VAT | | (941) | 58,105 | 95,008 | – | – | – | 325,480 | – | – | – |
| Other current liabilities | | (30,919) | 11,678 | 4,742 | – | – | – | 4,742 | – | – | – |
| **Total current liabilities** | | **2,147,982** | **2,386,398** | **3,115,382** | **944,428** | **944,428** | **944,428** | **2,792,348** | **822,229** | **809,304** | **748,370** |
| **Non current liabilities** | | | | | | | | | | | |
| Financial liabilities | 6 | 195,845 | 253,254 | 254,902 | 257,434 | 257,434 | 257,434 | 254,902 | 239,754 | 223,337 | 204,743 |
| Provision | 7 | 426,657 | 443,844 | 446,236 | 636,779 | 636,779 | 636,779 | 438,308 | 511,449 | 516,564 | 400,336 |
| Long term portion of trade payables | | – | – | – | – | – | – | – | 860,666 | 430,333 | – |
| Other non-current liabilities | | | | | | | | | | | |
| **Total non current liabilities** | | **622,502** | **697,097** | **701,139** | **894,213** | **894,213** | **894,213** | **693,211** | **1,611,869** | **1,170,234** | **605,080** |
| **TOTAL LIABILITIES** | | **2,770,485** | **3,083,496** | **3,816,521** | **1,838,641** | **1,838,641** | **1,838,641** | **3,485,558** | **2,434,099** | **1,979,538** | **1,353,450** |
| **NET ASSETS** | | **5,493,434** | **5,172,058** | **4,708,249** | **5,737,048** | **5,830,086** | **5,830,086** | **5,423,057** | **6,795,600** | **7,619,291** | **8,604,216** |
| **COMMUNITY WEALTH/EQUITY** | | | | | | | | | | | |
| Accumulated surplus/(deficit) | 8 | 5,548,780 | 5,296,654 | 4,811,972 | 5,681,646 | 5,769,580 | 5,769,580 | 5,114,616 | 6,795,600 | 7,619,291 | 8,604,216 |
| Reserves and funds | 9 | – | – | – | – | – | – | – | – | – | – |
| Other | | | | | | | | | | | |
| **TOTAL COMMUNITY WEALTH/EQUITY** | 10 | **5,548,780** | **5,296,654** | **4,811,972** | **5,681,646** | **5,769,580** | **5,769,580** | **5,114,616** | **6,795,600** | **7,619,291** | **8,604,216** |

## 5.14 BUDGET RELATED POLICIES

In order to manage the finances, the municipality has prepared financial policies as per the requirement of the Municipal Financial Management Act, 2003 (Act 56 of 2003). This includes the budget policy; funding and reserves policy; credit control and debt collection policy; investment policy; tariff policy; rate policy; asset management policy; virement policy; budget policy; indigent policy and supply chain management policy; economic investment and promotion policy; payroll discrepancy policy; supplier performance monitoring policy; contract management policy and insurance policy.

### 5.14.1 Budget policy

The municipality has a budget policy which aims to achieve the following:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget;
- The responsibilities of the executive mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget;

- To establish and maintain procedures to ensure adherence to City of Mbombela IDP review and budget processes.

### 5.14.2 Funding and reserves policy

The municipality has developed a funding and reserves policy that sets out the assumptions and methodology for estimating the following:

- Projected billings, collections and all direct revenues
- Provision for revenue that will not be collected
- Funds that the municipality can expect from investments
- Proceeds the municipality can expect to receive from the transfer or disposal of assets
- Council ‘s borrowing requirements
- Funds to be set aside in reserves

### 5.14.3 Credit control and debt collection policy

The municipality has a credit control and debt collection policy which aims to achieve the following objectives:

- Provide a framework within which the municipal council can exercise its executive and legislative authority with regard to credit control and debt collection;
- Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interests of the community, residents and ratepayers and in a financially sustainable manner;
- Outline the procedures that will ensure that the members of the local community is afforded the opportunity to contribute in the decision-making processes of the municipality and that they are informed of the decisions and affairs of the municipality;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms;
- Provide a framework to link the municipal budget to indigent support and tariff policies.

### 5.14.4 Investment policy

The municipality has an investment policy which aims to achieve the following objectives:

- To ensure the City of Mbombela and its Chief Financial Officer, as trustee of public funds, exercise their obligation to ensure that cash resources are preserved and safe guarded against loss;
- To ensure the investments of City of Mbombela are managed in the most efficient, effective and economical manner possible;
- To ensure that an appropriate level of investment diversification is implemented to achieve the above objectives;
- To ensure the liquidity needs of the municipality are appropriately planned and provided for through the investment process;
- To clearly lay down broad investment parameters to ensure a reasonable return on surplus cash without incurring an unacceptable risk of capital loss;
- To ensure compliance and transparency in all processes

### 5.14.5 Tariff policy

The municipality has a tariff policy which aims to achieve the following objectives:

- The tariffs approved during the budget process by Council fund services must be consistent with this policy
- The municipal services are financially sustainable, affordable and equitable

- The needs of the poor households are taken into consideration
- There is consistency on how tariffs are applied throughout the municipality

### 5.14.6 Rates policy

The municipality has a property rates policy which aims to achieve the following objectives:

- Comply with the provision of the Municipal Property Rates Act, specifically Section 3
- Give effect to the principles outlined hereunder
- Ensure the equitable treatment of persons liable for rates
- Determine criteria to be applied for the levying of differential rates for different categories of properties
- Determine or provide criteria for the determination of categories of properties and categories of owners of properties
- Determine criteria to be applied for granting exemptions, rebates and reductions
- Determine how the municipality's powers must be exercised in relation to multi-purposes properties
- Determine measures to promote local economic and social development, and
- Identify which categories of properties the municipality has elected not to rate as provided for in section 7 of the act.

### 5.14.7 Supply chain management policy

The municipality has a supply chain management policy which aims to provide effective systems for the following:

- Demand management
- Acquisition management
- Logistics management
- Risk management
- Performance management

The policy gives provision for the establishment of committees that are responsible for evaluation of competitive bids. The committees are as follows:

- Bid specification committee
- Bid evaluation committee
- Bid adjudication committee

## 5.15 CONCLUSION

The implementation of the medium-term financial plan will enable the municipality to fulfil its constitutional mandate of delivering basic services to the communities. This plan will be monitored to ensure strict adherence in order to achieve the set budget objectives.

# CHAPTER 6: PERFORMANCE MONITORING AND EVALUATION

## 6.1 INTRODUCTION

Performance Monitoring and Evaluation (PM&E) provides decision makers with the ability to draw on causal linkages between the choice of policy priorities, resourcing, programmes, the services actually delivered and the ultimate impact on communities. PM & E provides answers to the “so what” question, thus addressing the accountability concerns of stakeholders and give public sector managers information on progress toward achieving stated targets and goals. It also provides substantial evidence as the basis for any necessary corrections in policies, programmes, or projects. Its main aim is to help improve performance and achieve the desired results, by measuring and assessing performance in order to more effectively manage the outcomes and associated outputs known as development results.

Section 19 (1) of the Municipal Structures Act states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution. Section 19 (2) of the same Act stipulates that a municipal council must annually review its overall performance in achieving the objectives referred to in subsection 19(1). The Performance Management System (PMS) is one of the mechanisms through which City of Mbombela aims to improve organisational and individual performance to enhance service delivery. The performance management framework for Mbombela comprises of two components, namely:

- Organisational Performance Management and
- Individual Performance Management for Section 57 employees

The Organisational PMS is a tool used to measure the performance of the municipality with regard to development priorities and objectives outlined in the IDP. Once the municipality starts to implement its IDP, it is important to monitor that:

- the delivery is happening as planned in the SDBIP;
- the municipality is using its resources most efficiently;
- it is producing the quality of delivery envisaged;

The PMS Framework is currently being reviewed and the municipality’s Monitoring and Evaluation Framework (*PMS will be part of the Framework*) will be produced to ensure that the following areas are addressed through monitoring:

- Early warning reports are produced;
- Quarterly analysis reports are produced;
- Municipal Evaluations plan is developed;
- Evaluations are conducted;
- Projects verification is conducted;
- Excellence Awards are bestowed to the best performing Department/ section.

## 6.2 LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

Legislation that governs performance management in local government includes Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Planning and Performance Management Regulations, 2001, Local Government: Municipal Finance Management Act 53 of 2003 and Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, Provincial Monitoring and Evaluation Framework 2009, National Evaluation Policy 2011.

### 6.2.1 Municipal Systems Act, 2000 (Act 32 of 2000)

Chapter 6 of the MSA requires all municipalities to promote a culture of performance through the following:

- Developing a performance management system;
- Setting targets, monitor and review performance based on indicators linked to the IDP;
- Publish an annual report on performance management for the Councilors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance.

### 6.2.2 Municipal Planning and Performance Management Regulations, 2001 (MPPMR)

The MPPMR, published by the then Department of Provincial and Local Government (DPLG), which requires a municipality to ensure that its PMS complies with the requirements of the MSA, demonstrate the operation and management of the PMS; clarifinancial year roles and responsibilities, as well as ensure alignment with employee performance management and the IDP processes.

### 6.2.3 Municipal Finance Management Act, 2003 (Act 56 of 2003)

The MFMA requires a municipality to develop a Service Delivery and Budget Implementation Plan (SDBIP) based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture. The MFMA further requires the Mayor to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP).

### 6.2.4 Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

The then DPLG now Cooperative Governance and Traditional Affairs, in August 2006, promulgated Regulations for Section 57 Managers on how the performance of municipal managers, should prepare reports, review, improve and reward performance. The regulations provide for the conclusion of performance agreements and personal development plans.

### 6.2.5 Implementation and Reporting on the Organisational Performance Management System

The PMS is a tool that reflects the level of the implementation of IDP and the role played by individual staff members in the process. It involves the translation of the IDP and sector plans, into the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP further translate the IDP into the municipal or corporate score cards with quarterly targets. The Municipal Manager is the custodian of the SDBIP Score Cards and agrees with the Executive Mayor, as representative of the Employer, on the delivery aspects of the scorecard.

### 6.2.6 Provincial Monitoring and Evaluation Framework

The Provincial M&E Framework is a guiding document to ensure that all public institutions in the province develop M&E Framework and establish M&E Units that will monitor the performance of the institution and produce early warning reports.

### 6.2.7 National Evaluation Policy Framework: November 2011

The Policy Framework seeks to:

- Foreground the importance of Evaluation;
- Provide for an institutionalised system across government linking to planning and budget;
- Provide common language and conceptual base for evaluation in government;
- Indicate clear roles and responsibilities related to evaluations;
- Improve the quality of evaluations;
- Ensure the utilisation of evaluation findings to improve performance.

The purpose underlying is:

- Improving policy programme **performance**, providing feedback to managers;
- Improving **accountability** for where public spending is going and the difference it is making;
- Improving **decision-making**, e.g. on what is working or not working;
- Increasing **knowledge** about what works and what does not with regards to a public policy, plan, programme, or project.

## 6.3 ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT

The roles players that manage the performance management system of the municipality include the following:

### 6.3.1 Internal Audit

The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the General Managers in support of their performance achievements.

### 6.3.2 Performance Audit Committee

The committee monitors the quality and integrity of the Performance Management System, to ensure equity and consistency in the application of evaluation norms and standards. The committee further

provides impartial recommendations on performance ratings to the Mayoral Committee, following the completion of objective appraisals.

### 6.3.3 Evaluation Panel

The Evaluation Panel evaluates the performance of Section 57 employees, including the Municipal Manager's performance, through approval of their final performance ratings.

### 6.3.4 Executive Mayor and Members of the Mayoral Committee

The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the Municipal Manager and the General Managers.

### 6.3.5 Council and Section 79 Committees

Section 79 Committees play an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

### 6.3.6 Community

The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit.

## 6.4 REPORTS

The legislative framework requires that the municipality should develop reports at particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in the municipality.

**Table 6.4: Reports to be developed by the Municipality**

| Report Type | Description |
|---|---|
| **Monthly reports** | Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects. |
| **Quarterly IDP and SDBIP reporting** | The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal<br>Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.<br>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.<br>Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003). |

| Report Type | Description |
|---|---|
| **Mid-year budget and COGTA report** | Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary. |
| **Annual Performance report (Section 46)** | Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following:<br>• The performance of the municipality and of each external service provided during that financial year;<br>• A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and<br>• Measures to be taken to improve on the performance.<br>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA.<br>The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments. |
| **Annual report** | Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:<br>• the annual financial statements of the municipality or municipal entity as<br>• submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements);<br>• the Auditor-General's audit report on the financial statements;<br>• an assessment by the Accounting Officer of any arrears on municipal taxes<br>• and service charges;<br>• particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;<br>• any explanations that may be necessary to clarifinancial year issues in connection with the financial statements;<br>• any information as determined by the municipality, or, in the case of a<br>• municipal entity, the entity or its parent municipality;<br>• any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality;<br>• an assessment by the Accounting Officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year;<br>• an assessment by the Accounting Officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality;<br>• the annual performance report prepared by a municipality;<br>• Any other information as may be prescribed.<br>Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following:<br>1. The Accounting Officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the Municipal Manager of its parent municipality;<br>2. The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control; |

| Report Type | Description |
|---|---|
| | 3. If the Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:<br>a. submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready;<br>b. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible. |
| **Oversight report** | The Council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council's comments, which must include a statement whether the Council:<br>a) has approved the annual report with or without reservations;<br>b) has rejected the annual report; or<br>c) has referred the annual report back for revision of those components that can be revised.<br>In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:<br>a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and<br>b) all oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party. |

## 6.5 CONCLUSION

The performance management system links both the organisational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers.

# CHAPTER 7: MUNICIPAL PROJECTS

## 7.1 INTRODUCTION

This chapter outlines the funded capital and operating projects for the 2023-2024 IDP and 2023/2024 – 2025/2026 Budget and Medium-Term Revenue and Expenditure Framework (MTREF), Projects from Sector Departments, Unfunded projects and List of community priorities.

**7.2 FUNDED CAPITAL PROJECTS**

**7.3 FUNDED OPERATING PROJECTS**

**7.4 PROJECTS FROM SECTOR DEPARTMENTS**

**7.5 UNFUNDED PROJECTS**

**7.6 LIST OF COMMUNITY PRIORITIES**

## 7.2 FUNDED CAPITAL PROJECTS

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM01 | Water Supply | Nsikazi North water reticulation Phase 3 | Nsikazi North | 1,3,5,6,7,8,9,25 ,39 | 13 000 000 | 10 000 000 | 15 000 000 | Grant - Municipal Infrastructure |
| CoM02 | Water Supply | Nsikazi South water reticulation Phase 3 | Nsikazi South | 2,4,22,26,33,40 | 13 000 000 | 10 000 000 | 15 000 000 | Grant - Municipal Infrastructure |
| CoM03 | Water Supply | Refurbishment & Upgrade Rock Drift WWTW | Rocky's Drift | 14 | 20 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM04 | Water Supply | Installation of 3.5ML Sectional Steel Reservoir at Hazyview and Construction of Interconnecting Pipe | Hazyview | 1 | 10 655 093 | | | Grant - Municipal Infrastructure |
| CoM05 | Water Supply | Upgrade of Hazyview WTW 6ML | Hazyview | 1 | - | 5 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM06 | Water Supply | Matsulu Entrance and Youth Centre Water Supply | Matsulu | 27 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM07 | Water Supply | Refurbishment of Mlambongwane Package Plant | Mlambongwane | 43 | 7 552 912 | - | - | Grant - Municipal Infrastructure |
| CoM08 | Water Supply | Refurbishment of Noordkap Package Plant | Noordkap | 43 | 7 631 466 | 3 500 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM09 | Water Supply | White River complex 3ml Reservoir | White River | 30 | 2 031 780 | - | - | Grant - Municipal Infrastructure |
| CoM010 | Water Supply | Kanyamazane Bulk Water supply - Development of Kanyamazane Central High Level Zone | Kanyamazane | 20 | 7 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM011 | Water Supply | upgrading of Bulk Water Scheme at Emjindini Trust and KaMadakwa | KaMadakwa | 41 | 3 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM012 | Water Supply | Augmentation of Nsikazi South Water Supply Scheme | Karino | 18 | 22 156 132 | 35 000 000 | 57 500 000 | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| | | from Karino Bulk Water Scheme Phase 2 | | | | | | |
| CoM013 | Water Supply | Construction of Bulk Water and Reticulation at Mataffin | Mataffin | 14 | 3 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM014 | Water Supply | Water Conservation and Demand Management in Hazyview | Hazyview | 1 | - | 5 335 714 | - | Grant - Water Services Infrastructure |
| CoM015 | Water Supply | Elandshoek Bulk Supply Upgrading and Water Networks | Elandshoek | 12 | - | 8 335 714 | 9 592 813 | Grant - Water Services Infrastructure |
| CoM016 | Water Supply | 3 ML Phumlani/Msholozi Reservoir and Pump station Upgrading | Phumlani | 14 | - | 8 335 714 | - | Grant - Water Services Infrastructure |
| CoM017 | Water Supply | Water reticulation- Sibuyile to Mashonamini | Matsulu | 28 | - | 3 335 715 | 2 837 125 | Grant - Water Services Infrastructure |
| CoM018 | Water Supply | Zomba Bulk Link Pipeline | Zomba | 36 | - | 1 335 715 | 5 837 125 | Grant - Water Services Infrastructure |
| CoM019 | Water supply | Installation of Boreholes at Mashoboto and Alkmaar | Mashoboto and Alkmaar | 12 | 800 000 | - | - | Internal Funding |
| CoM020 | Water Supply | Kamadakwa Water House Connections (Upgrading of the Bulk Water Scheme at Emjindini Trust and Kamadakwa) | kaMadakwa | 41 | - | 3 335 714 | 14 429 938 | Grant - Water Services Infrastructure |
| CoM021 | Water Supply | Refurbishment of the White River WTW | White River | 30 | 2 000 000 | 2 500 000 | 3 500 000 | Internal Funding |
| CoM022 | Water Supply | Construction of Reservoir Kanyamazane | Kanyamazane | 19 | 2 000 000 | 3 000 000 | 4 500 000 | Internal Funding |
| CoM023 | Water Supply | Umjindi Esperado Township formalization Bulk Water Supply | Umjindi | 43 | 2 000 000 | 5 000 000 | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM024 | Water Supply | Construction of Canal | Mbombela City | 18,19,20 & 21 | 1 500 000 | - | - | Internal Funding |
| CoM025 | Water Supply | Agnes Mine Package Plant & Truck Filling Point (Phase 1) | Barberton | 41 | 1 500 000 | 3 000 000 | - | Internal Funding |
| CoM026 | Water Supply | Refurbishment of Saddleback Tunnel | Barberton | 42 | 1 000 000 | 5 000 000 | - | Internal Funding |
| CoM027 | Water Supply | Raising of Lomati dam | Lomati Dam | Institutional | 500 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM028 | Water Supply | Water reticulation at Mashonamini | Matsulu | 28 | 3 000 000 | 3 000 000 | 2 647 455 | Internal Funding |
| CoM029 | Water Supply | Raising of Primkop Dam Wall (Phase 2) | Primkop dam | 38 | 1 000 000 | - | - | Internal Funding |
| CoM030 | Water Supply | Construction of Boreholes | All Municipal Regions | All wards | 12 000 000 | 5 150 000 | 4 400 000 | Internal Funding |
| CoM031 | Sanitation/Sewerage | Sewer system at Pholani, Kgotso & Skhulile (Mhlume phase 2 | Kanyamazane | 21; 20 | 1 000 000 | 1 500 000 | 1 500 000 | Internal Funding |
| CoM032 | Sanitation/Sewerage | Construction of toilets | Farm area | 12 | 500 000 | 1 500 000 | 150 000 | Internal Funding |
| CoM033 | Sanitation/Sewerage | Verulam Sewer Connections | Verulam | 43 | 500 000 | 2 000 000 | - | Internal Funding |
| CoM034 | Sanitation/Sewerage | Upgrade & Sewer pipe replacement at Emjindini Ext 11 & 12 | Emjindini | 45 | 1 000 000 | 5 000 000 | 10 000 000 | Internal Funding |
| CoM035 | Sanitation/Sewerage | Entokozweni Sewer Reticulation | Entokozweni | 19 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM036 | Sanitation/Sewerage | Construction of Mhlume Sewer Reticulation | Kanyamazane | 21 | 5 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM037 | Sanitation/Sewerage | Hazyview New Regional Wastewater Treatment Works | Hazyview | 1 | 8 000 000 | - | - | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM038 | Sanitation/Sewerage | Matsulu A-Mandela Park Sewer Reticulation | Matsulu A | 13 | 5 000 000 | 4 100 000 | - | Grant - Municipal Infrastructure |
| CoM039 | Sanitation/Sewerage | Upgrade of New Kanyamazane WWTW | Kanyamazane | 2,4,10,11 | - | 5 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM040 | Sanitation/Sewerage | construction of Emoyeni Bulk Outfall Sewer | Emoyeni | 26 | 5 049 672 | - | - | Grant - Municipal Infrastructure |
| CoM041 | Sanitation/Sewerage | Refurbishment of White River WWTW Phase 3 | White River | 30 | - | 1 335 714 | - | Grant - Water Services Infrastructure |
| CoM042 | Sanitation/Sewerage | Refurbishment of the White River WWTW Phase 3 | White River | 30 | 2 000 000 | 2 000 000 | 1 000 000 | Internal Funding |
| CoM043 | Sanitation/Sewerage | White River Upgrade and Refurbishment Sewer Pump Stations (Fairlands, Ext 6, Hillsview) | White River | 30 | 1 500 000 | 2 000 000 | 2 000 000 | Internal Funding |
| CoM044 | Waste and Environmental Management | Umjindi Solid Waste Disposal Site | Barberton | 42 | 10 000 000 | 15 000 000 | 20 000 000 | Grant - Municipal Infrastructure |
| CoM045 | Roads Infrastructure Development and Storm water | Paving of Goromane to kaMabuza (via Tfolinhlanhla) at Shabalala Ward 1 | Shabalala | 1 | 2 000 000 | 13 000 000 | 2 000 000 | Grant - Municipal Infrastructure |
| CoM046 | Roads Infrastructure Development and Storm water | Upgrading of Marubi to Zwane Market Road | Nkomeni | 2 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM047 | Roads Infrastructure Development and Storm water | Upgrading of Nkomeni to Woboka Road | Nkomeni | 2 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM048 | Roads Infrastructure Development and Storm water | Nkomeni to Thembisa Road | Nkomeni | 2 | 10 000 000 | - | - | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM049 | Roads Infrastructure Development and Storm water | Upgrading of Allice to Gudlani Road(Zwelisha) | Zwelisha | 2 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM050 | Roads Infrastructure Development and Storm water | Upgrading of Mhlambanyatsi Road | Mhlambanyatsi | 3 | 2 000 000 | 10 000 000 | 8 000 000 | Grant - Municipal Infrastructure |
| CoM051 | Roads Infrastructure Development and Storm water | Upgrade Masoyi Police St-Dingindoda Road | Masoyi | 6 | 2 000 000 | 10 000 000 | 2 000 000 | Grant - Municipal Infrastructure |
| CoM052 | Roads Infrastructure Development and Storm water | Construction of Khulani Pedestrian Bridge in Jerusalem | Jerusalem | 8 | 4 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM053 | Roads Infrastructure Development and Storm water | Construction of Jerusalem Community Hall | Jerusalem | 8 | 8 077 646 | - | - | Grant - Municipal Infrastructure |
| CoM054 | Roads Infrastructure Development and Storm water | Newscom To Lindani Pedestrian Bridge | Mganduzweni | 8 | 2 000 000 | 6 500 000 | 6 000 000 | Grant - Municipal Infrastructure |
| CoM055 | Roads Infrastructure Development and Storm water | Paving of road from Shabangu street- Clau-Clau Clinic, Mgwabaratsane bus route via Ngobeni road & Vilakazi road via Magamusini to Mwayi supermarket | Clau Clau | 11 | 6 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM056 | Roads Infrastructure Development and Storm water | Construction of Elandshoek N4 Connection Access Road | Elandshoek | 12 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM057 | Roads Infrastructure Development and Storm water | Paving of Inyoka street - Thulane Section | Matsulu | 13 | 5 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM058 | Roads Infrastructure Development and Storm water | Mountainview Road upgrade | Matsulu | 28 | 4 000 000 | - | - | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM059 | Roads Infrastructure Development and Storm water | Construction of Msholozi Pedestrian Bridge | Msholozi | 14 | 2 000 000 | 7 000 000 | 2 000 000 | Grant - Municipal Infrastructure |
| CoM060 | Roads Infrastructure Development and Storm water | Matsafeni Kaapshehoop bus route ward 14 | Matsafeni | 14 | 5 000 000 | 15 000 000 | 20 000 000 | Grant - Municipal Infrastructure |
| CoM061 | Roads Infrastructure Development and Storm water | Upgrade Pennywhistle Street-Kanyamazane | Kanyamazane | 20 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM062 | Roads Infrastructure Development and Storm water | Construction of Nkambule Mkheyi Bus route | Msogwaba | 22 | 7 000 000 | 7 000 000 | 7 000 000 | Grant - Municipal Infrastructure |
| CoM063 | Roads Infrastructure Development and Storm water | Construction of Masinga to Entokozweni Road- Phase 2 | Entokozweni | 22 | 4 000 000 | 10 000 000 | 20 000 000 | Grant - Municipal Infrastructure |
| CoM064 | Roads Infrastructure Development and Storm water | Construction of Jericco Pedestrian bridge | Jericco | 23 | 4 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM065 | Roads Infrastructure Development and Storm water | Construction of Zamokuhle Bus Route | Msogwaba | 23 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM066 | Roads Infrastructure Development and Storm water | Construction of Pholani to Maseko Street | Daantjie | 23 | 9 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM067 | Roads Infrastructure Development and Storm water | Upgrading of Mzamani Road | Kanyamazane | 21 | 2 000 000 | 10 000 000 | 5 000 000 | Grant - Municipal Infrastructure |
| CoM068 | Roads Infrastructure Development and Storm water | Construction of Esidungeni Vehicle Bridge & Paving of Luphisi main road | Luphisi | 24 | 2 000 000 | 10 000 000 | 5 000 000 | Grant - Municipal Infrastructure |
| CoM069 | Roads Infrastructure Development and Storm water | Construction of Mganduzweni Pedestrian Bridge | Mganduzweni | 9 | 3 901 492 | - | - | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM070 | Roads Infrastructure Development and Storm water | Upgrade of Khekhe Road to Provincial Road | Daantjie | 23 | 2 000 000 | 8 000 000 | 6 000 000 | Grant - Municipal Infrastructure |
| CoM071 | Roads Infrastructure Development and Storm water | Upgrading of Road to Celani Primary School Ward 5 | Celani | 5 | 2 000 000 | 8 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM072 | Roads Infrastructure Development and Storm water | Construction of Mganwini Loshile Road and Vehicle Bridge | Msogwaba | 22 | 2 000 000 | 8 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM073 | Roads Infrastructure Development and Storm water | Construction of Vehicle Bridge at Micasa Road Ward 1 | Shabalala | 1 | 2 000 000 | 8 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM074 | Roads Infrastructure Development and Storm water | Newscom IPCC via Nkosana Supermarket to Zwelisha Phase 2 | Zwelisha | 36 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM075 | Roads Infrastructure Development and Storm water | Construction of Road from Clinic-RDP route at Shabalala Ward 25 | Shabalala | 25 | 2 000 000 | 12 000 000 | 5 000 000 | Grant - Municipal Infrastructure |
| CoM076 | Roads Infrastructure Development and Storm water | Construction of Road and Vehicle Bridge Upgrade at Mamindza Ward 26 | Mamindza | 26 | 2 000 000 | 13 649 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM077 | Roads Infrastructure Development and Storm water | Construction of Nkululeko Circuit Road in Matsulu | Matsulu | 27 | 8 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM078 | Roads Infrastructure Development and Storm water | Construction of Sbhulo pedestrian bridge | Sbhulo | 31 | 2 000 000 | 5 000 000 | 9 840 000 | Grant - Municipal Infrastructure |
| CoM079 | Roads Infrastructure Development and Storm water | Paving of street to Gutshwa Traditional Council (Gutshwa ward 31) | Gutshwa | 31 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM080 | Roads Infrastructure Development and Storm water | Construction of Barcelona road Ward 33 | Kabokweni | 33 | 2 000 000 | 12 000 000 | 10 000 000 | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM081 | Roads Infrastructure Development and Storm water | Paving of Milieland Road | Milieland | 33 | 2 000 000 | 12 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM082 | Roads Infrastructure Development and Storm water | Construction of Mosa Road-Makoko | Makoko | 34 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM083 | Roads Infrastructure Development and Storm water | Upgrading of kaMabuza Halfway to Bhuga Cemetery | Bhuga | 35 | 10 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM084 | Roads Infrastructure Development and Storm water | Construction of Siligane Pedestrian Bridge | Siligane | 35 | 4 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM085 | Roads Infrastructure Development and Storm water | Upgrade Chakaza School Via Slinda Road | Chakaza school | 36 | 2 000 000 | 10 000 000 | 8 000 000 | Grant - Municipal Infrastructure |
| CoM086 | Roads Infrastructure Development and Storm water | Upgrading of Sakhele Cafe Road | Malekutu | 37 | 2 000 000 | 12 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM087 | Roads Infrastructure Development and Storm water | Construction of Nyongane/RDP Section Pedestrian bridge | Nyongane | 39 | 4 000 000 | - | - | Grant - Municipal Infrastructure |
| CoM088 | Roads Infrastructure Development and Storm water | Upgrade Road from Marobotini-Gedlembani | Lehawu | 40 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM089 | Roads Infrastructure Development and Storm water | Upgrading of Kamadakwa Ndlovu Ring Road | KaMadakwa Ndlovu | 41 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |
| CoM090 | Roads Infrastructure Development and Storm water | Construction of 2 Foot Bridges , Storm water Management and Rehabilitation of a Road at Dindela and Spearville (ward 44) Baberton | Barberton | 44 | 2 000 000 | 12 000 000 | 10 000 000 | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM091 | Roads Infrastructure Development and Storm water | Karino to Tekwane South Road Upgrade | Karino and Tekwane South | 18 | 15 000 000 | 25 000 000 | 30 000 000 | Grant - Neighbourhood Development Programme |
| CoM092 | Roads Infrastructure Development and Storm water | Construction of Soweto to Scotchview Pedestrian Bridge | Shabalala | 1 | 3 500 000 | 3 000 000 | 4 000 000 | Internal Funding |
| CoM093 | Roads Infrastructure Development and Storm water | Construction of pedestrian bridge Lundanda school | Lundanda school | 3 | 500 000 | 3 000 000 | 4 000 000 | Internal Funding |
| CoM094 | Roads Infrastructure Development and Storm water | Paving of road from Jabulane primary to Spelanyane Bus Stop | Spelanyane | 4 | 500 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM095 | Roads Infrastructure Development and Storm water | Construction of Zwelisha Bermuda road | Zwelisha | 4 | 4 000 000 | - | - | Internal Funding |
| CoM096 | Roads Infrastructure Development and Storm water | Construction of footbridge: Salubinza to Phakamani | Salubinza | 5 | 1 000 000 | 5 000 000 | - | Internal Funding |
| CoM097 | Roads Infrastructure Development and Storm water | Paving of Sukane to Komane | Sukane | 5 | 500 000 | 500 000 | - | Internal Funding |
| CoM098 | Roads Infrastructure Development and Storm water | Construction of overhead bridge at Manzini & Tsembanani | Manzini & Tsembanani | 7 | 500 000 | 1 000 000 | 7 500 000 | Internal Funding |
| CoM099 | Roads Infrastructure Development and Storm water | Construction of Mgcobaneni pedestrian bridge (next to Nkuna) | Mgcobaneni | 9 | 500 000 | 5 000 000 | - | Internal Funding |
| CoM0100 | Roads Infrastructure Development and Storm water | Construction of Mganduzweni Bermuda road | Mganduzweni | 9 | 1 500 000 | 5 000 000 | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0101 | Roads Infrastructure Development and Storm water | White River Country Estate Water package plant | White River Country Estate | 8 | 1 000 000 | 5 000 000 | - | Internal Funding |
| CoM0102 | Roads Infrastructure Development and Storm water | Paving of street at Ngulubeni | Ngulubeni | 10 | 500 000 | 1 500 000 | 5 000 000 | Internal Funding |
| CoM0103 | Roads Infrastructure Development and Storm water | Paving of Codesa drive | Matsulu | 13 | 500 000 | 350 000 | 1 000 000 | Internal Funding |
| CoM0104 | Roads Infrastructure Development and Storm water | Construction of footbridge at Sandford | Sandford | 1 | 500 000 | 350 000 | 1 000 000 | Internal Funding |
| CoM0105 | Roads Infrastructure Development and Storm water | Upgrading of P10 road | Barberton | 41 - 45 | 250 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM0106 | Roads Infrastructure Development and Storm water | Upgrading of Shongwe road | Barberton | 44 | 500 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM0107 | Roads Infrastructure Development and Storm water | Upgrading of Thekwane North Bus route | Thekwane North | 26 | 500 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM0108 | Roads Infrastructure Development and Storm water | Paving of Clau Clau cemetery road | Clau Clau | 10 | 500 000 | 2 000 000 | 3 000 000 | Internal Funding |
| CoM0109 | Roads Infrastructure Development and Storm water | Paving of street from Clau Clau community hall to the Sports Ground | Clau Clau | 10 | 1 500 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0110 | Roads Infrastructure Development and Storm water | Paving Masinga to Clinic road (Clau Clau ward 11) | Masinga | 11 | 1 500 000 | 4 000 000 | 10 000 000 | Internal Funding |
| CoM0111 | Roads Infrastructure Development and Storm water | TV Mashonamini pedestrian bridge | TV Nkomeni | 11 | 1 500 000 | 5 000 000 | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0112 | Roads Infrastructure Development and Storm water | Paving of Joe Slovo road | Joe Slovo | 11 | 500 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0113 | Roads Infrastructure Development and Storm water | Construction of pedestrian bridge from Mashonamini to Mafemini | Clau Clau | 11 | 500 000 | 1 500 000 | - | Internal Funding |
| CoM0114 | Roads Infrastructure Development and Storm water | Paving of street to Elandshoek community hall | Elandshoek | 12 | 500 000 | 2 000 000 | 2 000 000 | Internal Funding |
| CoM0115 | Roads Infrastructure Development and Storm water | Upgrading of Violet street - ward 13 | Matsulu | 13 | 500 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0116 | Roads Infrastructure Development and Storm water | Upgrading of OR Tambo road at Msholozi | Msholozi | 14 | 500 000 | 3 500 000 | 4 000 000 | Internal Funding |
| CoM0117 | Roads Infrastructure Development and Storm water | Storm water upgrade gabion channel - Toyota | Riverside | 14 | 1 000 000 | 3 000 000 | - | Internal Funding |
| CoM0118 | Roads Infrastructure Development and Storm water | Paving of Tekwane South Street and Mphakatsi Street | Tekwane South | 18 | 3 000 000 | 4 000 000 | 10 000 000 | Internal Funding |
| CoM0119 | Roads Infrastructure Development and Storm water | Paving of Lixoxo road | Kanyamazane | 19 | 1 500 000 | 1 500 000 | - | Internal Funding |
| CoM0120 | Roads Infrastructure Development and Storm water | Paving of a street at Ext6 Emlotsheni at KaNyamazane (Ward 21) | Kanyamazane | 21 | 3 000 000 | 3 000 000 | 10 000 000 | Internal Funding |
| CoM0121 | Roads Infrastructure Development and Storm water | Re-Construction of Kanyamazane Community Hall | Kanyamazane | 21 | 2 000 000 | 2 000 000 | 10 000 000 | Internal Funding |
| CoM0122 | Roads Infrastructure Development and Storm water | Construction of vehicle bridge - ward 22 | Msogwaba | 22 | 1 500 000 | 1 500 000 | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0123 | Roads Infrastructure Development and Storm water | Paving of Mpakeni Clinic road to Emagamusini | Mpakeni | 24 | 1 500 000 | 3 000 000 | 3 500 000 | Internal Funding |
| CoM0124 | Roads Infrastructure Development and Storm water | Construction of road from Mpunzane Primary school road leading to Shabalala Clinic Road | Shabalala | 25 | 1 500 000 | 2 000 000 | 5 000 000 | Internal Funding |
| CoM0125 | Roads Infrastructure Development and Storm water | Construction of vehicle bridge at Empunzani | Empunzani | 25 | 3 000 000 | 1 000 000 | - | Internal Funding |
| CoM0126 | Roads Infrastructure Development and Storm water | Construction of pedestrian bridge, between Mthimba & Comprehensive | Mthimba | 25 | 500 000 | 4 000 000 | - | Internal Funding |
| CoM0127 | Roads Infrastructure Development and Storm water | Paving of Inkunzi School block | Mthimba | 25 | 500 000 | 2 000 000 | 2 000 000 | Internal Funding |
| CoM0128 | Roads Infrastructure Development and Storm water | Paving of Comprehensive road | Comprehensive | 25 | 500 000 | 150 000 | - | Internal Funding |
| CoM0129 | Roads Infrastructure Development and Storm water | Paving of street from Kama-Blom to the Hall | Thekwane North | 26 | 500 000 | 1 500 000 | 5 000 000 | Internal Funding |
| CoM0130 | Roads Infrastructure Development and Storm water | Construction of footbridge bridge at Eckson Crossing to Mamidza primary school | Thekwane North | 26 | 500 000 | - | - | Internal Funding |
| CoM0131 | Roads Infrastructure Development and Storm water | Construction of Nkululeko Road from Days Tarven Ward 28 | Matsulu | 28 | 500 000 | 2 000 000 | 4 000 000 | Internal Funding |
| CoM0132 | Roads Infrastructure Development and Storm water | Paving of kaMgodi road to kaKruger | Matsulu | 28 | 2 500 000 | - | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0133 | Roads Infrastructure Development and Storm water | Construction of Sibusisiwe road to Ngwenya | Matsulu | 28 | 500 000 | 2 500 000 | - | Internal Funding |
| CoM0134 | Roads Infrastructure Development and Storm water | Paving of Sibuyile road | Matsulu | 28 | 500 000 | 2 500 000 | - | Internal Funding |
| CoM0135 | Roads Infrastructure Development and Storm water | Upgrade Gedlembane Road | Msogwaba | 29 | 1 000 000 | 2 000 000 | 3 000 000 | Internal Funding |
| CoM0136 | Roads Infrastructure Development and Storm water | Paving of Mandla phone to Mazambane road | Msogwaba | 29 | 1 000 000 | 2 500 000 | 4 000 000 | Internal Funding |
| CoM0137 | Roads Infrastructure Development and Storm water | Construction of Tsila to Thithi road | Msogwaba | 29 | 1 850 000 | 1 500 000 | - | Internal Funding |
| CoM0138 | Roads Infrastructure Development and Storm water | Upgrade of Town Central Sub | White River | 30 | 3 000 000 | 4 000 000 | - | Internal Funding |
| CoM0139 | Roads Infrastructure Development and Storm water | Construction of Mkasi to Gutshwa clinic road | Gutshwa | 31 | 1 500 000 | 1 500 000 | 1 000 000 | Internal Funding |
| CoM0140 | Roads Infrastructure Development and Storm water | Construction of footbridges at Teka Takho (vehicle bridge at Ext 1) & Dwaleni (foot bridge at New Village) | Tekatakho; Dwaleni | 32 | 1 000 000 | 4 000 000 | 3 000 000 | Internal Funding |
| CoM0141 | Roads Infrastructure Development and Storm water | Paving of Bububu road | Dwaleni | 32 | 500 000 | 3 000 000 | 2 000 000 | Internal Funding |
| CoM0142 | Roads Infrastructure Development and Storm water | Construction of Nkohlakalo-Bhejukufa Vehicle Bridge | Nkohlakalo | 33 | 1 500 000 | 3 000 000 | - | Internal Funding |
| CoM0143 | Roads Infrastructure Development and Storm water | Construction of Shikisha Road with a Pedestrian Bridge | Kabokweni | 33 | 1 500 000 | 3 000 000 | 3 000 000 | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0144 | Roads Infrastructure Development and Storm water | Paving of Bhuga to Silubane | Bhuga | 35 | 1 000 000 | 14 573 500 | - | Internal Funding |
| CoM0145 | Roads Infrastructure Development and Storm water | Construction of a Multi-purpose community centre | Manyeveni | 37 | 500 000 | 500 000 | 500 000 | Internal Funding |
| CoM0146 | Roads Infrastructure Development and Storm water | Construction of Malekutu to Khumbula Road and a Vehicle Bridge (ward 37) | Malekutu | 37 | 500 000 | 3 000 000 | - | Internal Funding |
| CoM0147 | Roads Infrastructure Development and Storm water | Paving of the main road at Khumbula to Shongwe Bottle Store | Khumbula | 37 | 500 000 | 3 000 000 | - | Internal Funding |
| CoM0148 | Roads Infrastructure Development and Storm water | Paving of street next to Mavayela | Emjindini | 44 | 1 500 000 | 5 000 000 | 3 000 000 | Internal Funding |
| CoM0149 | Roads Infrastructure Development and Storm water | Construction of footbridge at Ext 18-19 | Ext. 18 & 19 | 45 | 500 000 | 2 000 000 | - | Internal Funding |
| CoM0150 | Roads Infrastructure Development and Storm water | Paving of Mbonisweni clinic road – ward 38 | Mbonisweni | 38 | 500 000 | 3 000 000 | - | Internal Funding |
| CoM0151 | Roads Infrastructure Development and Storm water | Paving of road from Koos shop to KaNkosi Bottle Store at Nyongane | Nyongane | 39 | 2 500 000 | 4 000 000 | - | Internal Funding |
| CoM0152 | Roads Infrastructure Development and Storm water | Construction of Nkanini pedestrian bridge | Nkanini | 40 | 500 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0153 | Roads Infrastructure Development and Storm water | Paving of road from Mafemini to Ka Ntibane | Lehawu | 40 | 500 000 | 4 000 000 | - | Internal Funding |
| CoM0154 | Roads Infrastructure Development and Storm water | Construction of foot bridge - ward 41 | KaMadakwa Ndlovu | 41 | 500 000 | 1 000 000 | 1 000 000 | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0155 | Roads Infrastructure Development and Storm water | Upgrading of Mlambongwane road | Mlambongwane | 43 | 500 000 | 1 500 000 | - | Internal Funding |
| CoM0156 | Roads Infrastructure Development and Storm water | Paving of road from Shirboy to KaMashaba | Mahushu | 3 | R 2 000 000 | R10 000 000 | R10 000 000 | Grant - Municipal Infrastructure |
| CoM0157 | Electricity Supply and Management | Msholozi Bulk Supply phase 6 (SWS & 9.5km, 321kv line) | Msholozi | 14 | 5 000 000 | 6 896 000 | 7 693 600 | Grant - Integrated Electrification Programme |
| CoM0158 | Electricity Supply and Management | Electrification of Msholozi phase 8 | Msholozi | 14 | 5 000 000 | 17 000 000 | 7 093 600 | Grant - Integrated Electrification Programme |
| CoM0159 | Electricity Supply and Management | Electrification of Matsafeni phase 6 | Matsafeni | 14 | 5 000 000 | 13 554 000 | 7 093 600 | Grant - Integrated Electrification Programme |
| CoM0160 | Electricity Supply and Management | Electrification of Emjindini Trust | Emjindini Trust | 41 | 5 000 000 | - | 6 893 600 | Grant - Integrated Electrification Programme |
| CoM0161 | Electricity Supply and Management | 11kv Emjindini Ext 17 SWS phase 5 | Barberton Ext 17 | 45 | 5 000 000 | 4 346 000 | 14 893 600 | Grant - Integrated Electrification Programme |
| CoM0162 | Electricity Supply and Management | 132kv, 12.5km line from Noordkaap to 40MVA Waterworks sub phase 6 | Barberton | 45 | 5 000 000 | - | - | Grant - Integrated Electrification Programme |
| CoM0163 | Electricity Supply and Management | Installation of High mast in various wards | All Regions | Various wards | 12 400 000 | 8 000 000 | 13 500 000 | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0164 | Electricity Supply and Management | Installation of Street Lights in Northern and Eastern Region | Northern and Eastern Regions | Various wards | 7 500 000 | 6 500 000 | 11 500 000 | Grant - Municipal Infrastructure |
| CoM0165 | Electricity Supply and Management | Installation of Street Lights in Central and Southern Region | Central and Southern Regions | Various wards | 7 500 000 | 8 000 000 | 11 500 000 | Grant - Municipal Infrastructure |
| CoM0166 | Electricity Supply and Management | Upgrade of Tom Lawrence Road Whiteriver | White River | 30 | 1 000 000 | 4 000 000 | - | Internal Funding |
| CoM0167 | Electricity Supply and Management | Electrification of households | KaMadlidlinini | 14 | 1 000 000 | 500 000 | - | Internal Funding |
| CoM0168 | Electricity Supply and Management | 33kv-132kv Back Bone Upgrade: Steiltes Sub | Steiltes | 17 | 2 000 000 | 3 000 000 | - | Internal Funding |
| CoM0169 | Electricity Supply and Management | Construction of Multi-Purpose Centre | Kamagugu | 18 | 500 000 | 2 400 000 | 1 500 000 | Internal Funding |
| CoM0170 | Electricity Supply and Management | Kamagugu 11kV Switching Station & MV Line | Kamagugu | 18 | 1 000 000 | 3 000 000 | - | Internal Funding |
| CoM0171 | Local Economic Development | Construction of Job Linkage Centre - 43 | Barberton | 43 | 1 000 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0172 | Community Development & Public Safety | Construction of Fire station at Hazyview | Hazyview | 1 | 500 000 | 1 000 000 | 1 500 000 | Internal Funding |
| CoM0173 | Community Development & Public Safety | Dayizenza Fire Station | Dayizenza | 3 | 2 000 000 | 10 000 000 | 10 000 000 | Municipal Infrastructure Grant |
| CoM0174 | Community Development & Public Safety | Fencing of Waste Disposal Sites | Hazyview / Tekwane / Barberton | 1 , 18, 42 | 750 000 | 3 000 000 | 2 000 000 | Internal Funding |
| CoM0175 | Community Development & Public Safety | Refurbishment / Upgrade of Waste Transfer Stations | White River / Mbombela | 14, 30 | 1 500 000 | 2 000 000 | 2 000 000 | Internal Funding |
| CoM0176 | Community Development & Public Safety | Establishment of Waste Transfer Stations | Institutional | 1-45 | 500 000 | 1 500 000 | 1 500 000 | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0177 | Community Development & Public Safety | Purchase of Grass Cutting Equipment | All areas | All wards | 1 500 000 | 2 000 000 | 2 000 000 | Internal Funding |
| CoM0178 | Community Development & Public Safety | Control Room Monitoring (Alarms &CCTV) Rapid response to incidents detected and installation | All Municipal Regions | All wards | 1 500 000 | 4 100 000 | 3 000 000 | Internal Funding |
| CoM0179 | Community Development & Public Safety | Disaster Equipment | Institutional | Institutional | 1 000 000 | 1 500 000 | 580 000 | Internal Funding |
| CoM0180 | Community Development & Public Safety | Purchase of yellow plant | Institutional | Institutional | 30 000 000 | 21 000 000 | - | Internal Funding |
| CoM0181 | Community Development & Public Safety | Refurbishment of Barberton Fire Station | Barberton | 42 | 1 000 000 | 2 000 000 | 1 200 000 | Internal Funding |
| CoM0182 | Community Development & Public Safety | Fencing of Matsulu Park | Matsulu | 13 | 200 000 | - | - | Internal Funding |
| CoM0183 | Community Development & Public Safety | Fencing of cemeteries | Emjindini | 41 | 500 000 | 1 500 000 | - | Internal Funding |
| CoM0184 | Community Development & Public Safety | Purchase of vehicles for Sports Development | Institutional | Institutional | 3 000 000 | - | - | Internal Funding |
| CoM0185 | Community Development & Public Safety | Establishment of Security War Room | Institutional | All wards | 2 000 000 | - | - | Internal Funding |
| CoM0186 | Community Development & Public Safety | Establishment of municipal pound | Mbombela | 17 | 1 000 000 | - | - | Internal Funding |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0187 | Community Development & Public Safety | Movable Scanner (Security Services) | All regions | Institutional | 500 000 | - | - | Internal Funding |
| CoM0188 | Community Development & Public Safety | Walk-Through Scanner (Security Services) | Mbombela Civic Centre | Institutional | 350 000 | - | - | Internal Funding |
| CoM0189 | Community Development & Public Safety | Establish Regional Cemeteries | Barberton | 43 | 500 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM0190 | Community Development & Public Safety | Fencing of Cemeteries | Barberton; Kabokweni | 43; 33 | 500 000 | 1 500 000 | 1 500 000 | Internal Funding |
| CoM0191 | Sports, Arts & Culture | Upgrading of sports facility next to KaMhola primary school | Next to KaMhola primary | 44 | 2 500 000 | 3 000 000 | - | Internal Funding |
| CoM0192 | Sports, Arts & Culture | Construction of Chweni community hall | Chweni | 34 | 5 017 807 | 2 500 000 | 2 000 000 | Grant - Municipal Infrastructure |
| CoM0193 | Sports, Arts & Culture | Re-Construction of EMjindini Community Hall | Barberton | 42 | 2 000 000 | 1 500 000 | - | Internal Funding |
| CoM0194 | Sports, Arts & Culture | Upgrading of Matsulu Stadium- Phase 2 | Matsulu | 28 | 4 500 000 | - | - | Internal Funding |
| CoM0195 | Sports, Arts & Culture | Construction of a sport field at Hillsview | Hillsview | 38 | 1 500 000 | 2 000 000 | 1 500 000 | Internal Funding |
| CoM0196 | Sports, Arts & Culture | Construction of Tekwane South Community Stadium- Phase 1 | Tekwane south | 18 | 8 000 000 | 10 000 000 | 5 000 000 | Grant - Municipal Infrastructure |
| CoM0197 | Sports, Arts & Culture | Upgrading of Masoyi Sports Facility | Masoyi | 6 | 2 000 000 | 10 000 000 | 10 000 000 | Grant - Municipal Infrastructure |

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 ESTIMATE R | 2024/2025 ESTIMATE R | 2025/2026 ESTIMATE R | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| CoM0198 | Sports, Arts & Culture | Upgrading of Msogwaba Sports Ground | Msogwaba | 22 | 2 000 000 | 10 000 000 | 5 000 000 | Grant - Municipal Infrastructure |
| CoM0199 | Sports, Arts & Culture | Renovation of Sports ground | Zwelisha | 4 | 3 000 000 | - | - | Internal Funding |
| CoM0200 | Sports, Arts & Culture | Construction of multi-purpose sport field at Phakane | Phakane | 4 | 500 000 | 2 000 000 | 5 000 000 | Internal Funding |
| CoM0201 | Good governance | Purchase of Chairs and Tables for Community halls | All regions | All wards | 1 000 000 | 1 000 000 | 1 000 000 | Internal Funding |
| CoM0202 | Good governance | Aircons Installation | Institutional | Institutional | 1 500 000 | 2 000 000 | 2 500 000 | Internal Funding |
| CoM0203 | Good governance | Furniture and Equipment | Institutional | Institutional | 5 000 000 | 5 000 000 | 5 000 000 | Internal Funding |
| CoM0204 | Financial management and viability | Procurement of Assets Register | Institutional | Institutional | 6 000 000 | 3 000 000 | 3 000 000 | Internal Funding |
| CoM0205 | Information and Communication Technology | Server / Network Equipment | Institutional | Institutional | 2 000 000 | 2 150 000 | 2 000 000 | Internal Funding |
| CoM0206 | Information and Communication Technology | New / Upgrade End User Equipment | Institutional | Institutional | 1 500 000 | 2 000 000 | 3 000 000 | Internal Funding |
| CoM0207 | Information and Communication Technology | New / Upgrade Software | Institutional | Institutional | 1 300 000 | 1 600 000 | 1 800 000 | Internal Funding |

## 7.3 FUNDED OPERATING PROJECTS

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM01 | Water supply & sanitation | Water Conservation Program | 810 000 | 720 900 | 641 601 | Internal Funding |
| MLM02 | Water supply & sanitation | Water Tankers | 29 970 000 | 26 673 300 | 23 739 237 | Internal Funding |
| MLM03 | Water supply & sanitation | Ad Hoc Water Maintenance | 11 630 622 | 10 351 254 | 9 212 616 | Internal Funding |
| MLM04 | Water supply & sanitation | Hygiene Services | 405 000 | 360 450 | 320 801 | Internal Funding |
| MLM05 | Waste and Environment management | Biodiversity Management Plan | 8 513 | 7 577 | 6 743 | Internal Funding |
| MLM06 | Waste and Environment management | Waste Education and Awareness Campaigns | 810 000 | 656 100 | 531 441 | Internal Funding |
| MLM07 | Waste and Environment management | Compliance Audit and Survey of Waste Disposal Sites | 2 430 000 | 1 968 300 | 1 594 323 | Internal Funding |
| MLM08 | Waste and Environment management | Review of Waste Management Facility Licenses | 1 620 000 | 1 312 200 | 1 062 882 | Internal Funding |
| MLM09 | Waste and Environment management | Waste Recycling Projects | 486 000 | 393 660 | 318 865 | Internal Funding |
| MLM010 | Road infrastructure development and storm water | Resealing of Roads | 8 257 950 | 7 349 576 | 6 541 122 | Internal Funding |
| MLM011 | Road infrastructure development and storm water | Roads Infrastructure Maintenance | 81 000 | 72 090 | 64 160 | Internal Funding |

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM012 | Road infrastructure development and storm water | Road Repair Works - Flood Damages | 14 580 000 | 12 976 200 | 11 548 818 | Internal Funding |
| MLM013 | Road infrastructure development and storm water | Repair of Storm water Drainage System | 3 888 000 | 3 460 320 | 3 079 685 | Internal Funding |
| MLM014 | Electricity supply and management | Meter Audit | 4 050 000 | 3 604 500 | 3 208 005 | Internal Funding |
| MLM015 | Electricity supply and management | Maintenance of Street Lights | 8 545 500 | 7 605 495 | 6 768 891 | Internal Funding |
| MLM016 | Electricity supply and management | Maintenance of Traffic & Street Lights | 5 670 000 | 5 046 300 | 4 491 207 | Internal Funding |
| MLM017 | Electricity supply and management | Maintenance of Equipment | 81 000 | 72 090 | 64 160 | Internal Funding |
| MLM018 | Electricity supply and management | Retrofitting Public Lighting Led Technology | 4 000 000 | 4 000 000 | 5 000 000 | Internal Funding |
| MLM019 | Local Economic Development & Tourism | SMMEs/Cooperatives Support | 356 400 | 317 196 | 282 304 | Internal Funding |
| MLM020 | Local Economic Development & Tourism | Trade & Exhibition Show | 48 600 | 43 254 | 38 496 | Internal Funding |
| MLM021 | Local Economic Development & Tourism | Establishment of LED Forum | 81 000 | 72 090 | 64 160 | Internal Funding |
| MLM022 | Local Economic Development & Tourism | Capacity Building for SMME's / Co-Operatives | 324 000 | 262 440 | 212 576 | Internal Funding |
| MLM023 | Local Economic Development & Tourism | Training and Capacity Building Initiatives for Inkosi City | 162 000 | 131 220 | 106 288 | Internal Funding |
| MLM024 | Local Economic Development & Tourism | Marketing City of Mbombela | 324 000 | 262 440 | 212 576 | Internal Funding |
| MLM025 | Local Economic Development & Tourism | Informal Trade Trolley | 405 000 | 328 050 | 265 721 | Internal Funding |

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM026 | Local Economic Development & Tourism | Installation Of Communication Network For Job Linkage Centre | 1 215 000 | 984 150 | 797 162 | Internal Funding |
| MLM027 | Local Economic Development & Tourism | Township Economy | 1 215 000 | 984 150 | 797 162 | Internal Funding |
| MLM028 | Local Economic Development & Tourism | Co -Ordinate Corporate Social Investment | 109 200 | 99 372 | 90 429 | Internal Funding |
| MLM029 | Local Economic Development & Tourism | Small Scale Farmer Support Programme | 455 000 | - | - | Internal Funding |
| MLM030 | Local Economic Development & Tourism | Support for Business Chambers | 500 000 | - | - | Internal Funding |
| MLM031 | Integrated Human Settlement | Tekwane Hub Township Establishment | 866 700 | 771 363 | 686 513 | Internal Funding |
| MLM032 | Integrated Human Settlement | Support for Rural Co-Operative | 162 000 | 144 180 | 128 320 | Internal Funding |
| MLM033 | Good governance | Annual GIS Software Maintenance | 1 296 000 | 1 153 440 | 1 026 562 | Internal Funding |
| MLM034 | Integrated Human Settlement | Transfer of Municipal Properties | 20 169 000 | - | - | Internal Funding |
| MLM035 | Integrated Human Settlement | 1x Spatial Development Framework & Density Policy Review | 3 240 000 | 2 430 700 | 1 775 764 | Internal Funding |
| MLM036 | Integrated Human Settlement | 1x Detailed Review Of Student Accommodation Policy | 405 000 | 328 050 | 265 721 | Internal Funding |
| MLM037 | Integrated Human Settlement | 2x Draft Precinct Plans (Karino and Rocky Drift | 1 134 000 | 918 540 | 744 017 | Internal Funding |
| MLM038 | Integrated Human Settlement | Land Audit for The City | 2 430 000 | 1 968 300 | 1 594 323 | Internal Funding |
| MLM039 | Integrated Human Settlement | Formalization of Msholozi Informal Settlement (More Than 6000 Units) | 4 050 000 | 3 280 500 | 2 657 205 | Internal Funding |
| MLM040 | Integrated Human Settlement | Formalization of Mataffin Informal Settlement (More Than 7000 Units) | 4 050 000 | 3 280 500 | 2 657 205 | Internal Funding |

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM041 | Integrated Human Settlement | Formalization of Pholani & Kgotso | 2 500 000 | - | - | Internal Funding |
| MLM042 | Integrated Human Settlement | Township Establishment - Mdluli Township | 500 000 | - | - | Internal Funding |
| MLM043 | Integrated Human Settlement | Nkosi City Support | 4 050 000 | 3 280 500 | 2 657 205 | Internal Funding |
| MLM044 | Integrated Human Settlement | Implementation of Basic Service Fee | 3 640 000 | 3 312 400 | 3 014 284 | Internal Funding |
| MLM045 | Integrated Human Settlement | Establishment of a Development Indaba | 273 000 | 248 430 | 226 071 | Internal Funding |
| MLM046 | Community development & Public Safety | Servicing and Maintenance of Fire Extinguishers | 810 000 | 720 900 | 641 601 | Internal Funding |
| MLM047 | Good governance | Employee Wellness Programs | 408 240 | 363 334 | 323 367 | Internal Funding |
| MLM048 | Good governance and Public participation | Chief Whip Outreach Programme | 1 000 000 | 97 322 | 86 616 | Internal Funding |
| MLM049 | Good governance and Public participation | Speakers Outreach Programme | 162 000 | 144 180 | 128 320 | Internal Funding |
| MLM050 | Good governance and Public participation | Ward Committee and Councillors Capacity | 93 150 | 82 904 | 73 784 | Internal Funding |
| MLM051 | Good governance and Public participation | Religious And Cultural | 72 900 | 64 881 | 57 744 | Internal Funding |
| MLM052 | Good governance and Public participation | Speaker's Ward Based IDP and Budget Public Participation | 162 000 | 144 180 | 128 320 | Internal Funding |
| MLM053 | Good governance | Qualification Audit | 3 251 | 2 893 | 2 575 | Internal Funding |

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM054 | Good governance | Implementation of Youth Development Strategy | 1 555 200 | 1 384 128 | 1 231 874 | Internal Funding |
| MLM055 | Good governance | Co-Ordination of HIV, STI & TB Programme | 405 000 | 256 640 | 228 410 | Internal Funding |
| MLM056 | Good governance | Mayoral Outreach Program | 41 796 | 37 198 | 33 107 | Internal Funding |
| MLM057 | Good governance | Disability Programmes | 47 466 | 42 245 | 37 598 | Internal Funding |
| MLM058 | Good governance | Gender Mainstreaming | 40 500 | 36 045 | 32 080 | Internal Funding |
| MLM059 | Sports, Arts and Culture | Grading of Sport Fields | 2 916 000 | 2 595 240 | 2 309 764 | Internal Funding |
| MLM060 | Sports, Arts and Culture | Facilitate Arts & Culture Programmes | 227 945 | 202 871 | 180 555 | Internal Funding |
| MLM061 | Sports, Arts and Culture | Mayoral Cup | 132 840 | 118 228 | 105 223 | Internal Funding |
| MLM062 | Sports, Arts and Culture | Identification and Naming of Geographical Features | 810 000 | 656 100 | 531 441 | Internal Funding |
| MLM063 | Good governance | Maintenance of Buildings & Facilities | 1 673 096 | 1 489 055 | 1 325 259 | Internal Funding |
| MLM064 | Good governance | Compilation Of Ward Base Database For Churches | 150 000 | 250 000 | 350 000 | Internal Funding |
| MLM065 | Good governance | Publication | 100 000 | 200 000 | 3 000 000 | Internal Funding |
| MLM066 | Good governance | Call Centre | 200 000 | 200 000 | 200 000 | Internal Funding |
| MLM067 | Good governance | Conduct Citizen Satisfaction Surveys | 60 000 | 70 000 | 80 000 | Internal Funding |
| MLM068 | Good governance | Local Aids Council | 165 000 | 200 000 | 220 000 | Internal Funding |

| IDP NUMBER | IDP PRIORITY | PROJECT DESCRIPTION | 2023/2024 FORECAST "R" | 2024/2025 FORECAST "R" | 2025/2026 FORECAST "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|
| MLM069 | Good governance | Task Working Group | 165 000 | 180 000 | 190 000 | Internal Funding |
| MLM070 | Good governance | Civil Society Forum | 120 000 | 180 000 | 190 000 | Internal Funding |
| MLM071 | Good governance | Ward Aids Committee Trainings/Induction | 165 000 | 200 000 | 225 000 | Internal Funding |
| MLM072 | Financial management and viability | Update and Maintenance of Assets Register | 5 400 000 | 4 806 000 | 4 277 340 | Internal Funding |
| MLM073 | Financial management and viability | Movable Asset Management | 810 000 | 720 900 | 641 601 | Internal Funding |
| MLM074 | Financial management and viability | Financial Systems Support | 2 296 350 | 2 043 752 | 1 818 939 | Internal Funding |
| MLM075 | Financial management and viability | Automate Electricity Meter Reading | 356 874 | 317 618 | 282 680 | Internal Funding |

## 7.4 SECTOR DEAPRTMENTS PROJECTS

### 7.4.1 DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| CB Melodi/ Development of Vegetable production | Mr Caphius Bitsanang Mashego/Hazyview (Shabalala)/ 25°1'26.60"S, 31°12'20.30"E | Construction of a pack house<br><br>Output - Pack house constructed | R 973 000 | R 2 700 000 |
| Senteeko Tea Estate/ Rehabilitation of Senteeko Tea Estate | Mr M Nkosi/Umjindi-Barberton/ 25° 46' 45" S,30° 47' 39" E | Revitalisation of 250ha tea estate | R75 000 000 | R 200 000 000 |

### 7.4.2 DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Development of Barberton/Umjindi Rural Intervention Area PrecinctPlan | Barberton | Barberton/Umjindi Rural Intervention Area PrecinctPlan | R 323 000 | R 497 000 |
| Land Development Support for South African Renaissance11 Farmers Trust Bellevue A2 520 JT | Barberton -25.615709 S, 30.875589 E | 50Ha Citrus Establishment | R 11 500 000 | R 11 500 000 |
| Land Development Support for Ajuri Trading Pty Ltd | Barberton -25.753821 S, 30.964398 E | 50Ha Citrus Establishment | R 11 500 000 | R 11 500 000 |

### 7.4.3 DEPARTMENT OF SOCIAL DEVELOPMENT

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Construction of 16 x office for Mjindi BranchOffice | Barberton | Procurement | R 7 000 000 | R 30 000 000 |

### 7.4.4 DEPARTMENT OF HEALTH

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|
| Rob Ferreira Hospital (Construction of Radiotherapy) | Mbombela, Ward 16 | R 40 000 000 | R 450 500 000 |
| Rob Ferreira Hospital Phase 2A (Repairs, Refurbishment & Rehabilitation) | Mbombela, Ward 16 | R 8 242 000 | R 26 710 000 |
| Rob Ferreira Hospital Phase 2B (Repairs, Refurbishment & Rehabilitation) | Mbombela, Ward 16 | R 6 740 000 | R 22 180 000 |
| Rob Ferreira Hospital Phase 2C (Repairs, Refurbishment & Rehabilitation) | Mbombela, Ward 16 | R 7 071 000 | R 25 752 000 |
| Rob Ferreira Hospital Phase 2D (Repairs, Refurbishment & Rehabilitation) | Mbombela, Ward 16 | R 11 932 000 | R 26 810 000 |
| New Kanyamazane CHC — Construction of New CHC | Kanyamazane, Ward 19, 21 | R 125 000 000 | R 228 199 000 |
| Rob Ferreira Hospital Radiotherapy unit | Mbombela, Ward 16 | R40 000 000 | R350 000 000 |
| Themba Hospital — Mental unit | Kabokweni, Ward 32 | R 25 000 000 | R 370 994 000 |
| Msholozi Clinic: Construction of New Clinic | Msholozi, Ward 14 | R 16 500 000 | R16 500 000 |

### 7.4.5 DEPARTMENT OF PUBLIC WORKS, ROADS & TRANSPORT

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Design: Rehabilitation of D1723 Road eMoyeni between D636 and P258//1 (6.82km) | Lehawu/eMoyeni, Ward 26,40 | Detailed design completed | R 4 000 000 | R 4 500 000 |
| Rehabilitation of D1723 Road eMoyeni between D636 and P258//1 (6.82km) | Lehawu/eMoyeni, Ward 26,40 | Detailed design completed | R 8 953 000 | R 33 750 000 |
| Upgrading of Road D1411 between Chweni and Spioenkop (10.59km) | Chweni, Ward 34 | 5% completed | R 3 600 000 | R13 800 000 |
| Rehabilitation of Road D636 eMoyeni between provincial road D636 (Airport Road) between road D812 and road D2276 (12.23km) | eMoyeni | Detailed design completed | R 4 000 000 | R 4 500 000 |
| Upgrade of Gedlembane road | Gedlembane, Ward 40 | 20% completed | R 10 983 000 | R 46 000 000 |

### 7.4.6 DEPARTMENT OF HUMAN SETTLEMENTS

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) |
|---|---|---|---|
| Integrated Residential Development Programme (IRDP) | Phumlani / Msholozi, Ward 14 | Servicing of 3 960 sites with water and sewer: Completion of 400 serviced sites | R 29 916 000<br>- |
| | | Installation sewer: Outfall sewer from Msholozi to Wastewater Treatment Plant: 100% complete of bulk sewer | R 2 741 000<br>- |
| Integrated Residential Development Programme (IRDP): Construction of 280 low-cost houses | Tekwane South Ext.2, Ward 18 | 81 houses | R 3 336 000<br>- |
| Rural Housing Programme: Construction of 300 low-cost houses | Emjindi Trust, Ward 41 | 56 houses | R 7 784 000<br>- |
| Community Residential Units: Umjindi CRU Project | Barberton Enjindini Township, Ward 42 | 40 units | R 12 000 000<br>- |
| Community Residential Units: Sonheuwel CRU Project | Mbombela, Ward 15,16 | 24 units | R 7 200 000<br>- |

### 7.4.7 MPUMALANGA ECONOMIC GROWTH AGENCY

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Kabokweni Shopping Centre | Kabokweni, Ward 33 | Redeveloping Kabokweni Shopping Centre | Operational | R 143 000 000 |
| Kabokweni Industrial Park | Kabokweni, Ward 33 | Kabokweni Industrial Park revitilisation programme | Operational | R 50 000 000 |
| Mpumalanga International Fresh Produce Market | Mbombela, Ward 14 | Operationalization of Mpumalanga International Fresh Produce Market | R 100 000 000 | R 100 000 000 |

### 7.4.8 DEPARTMENT OF CULTURE, SPORTS & RECREATION

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Maintenance of existing public libraries: Msogwaba Public Library | Msogwaba | 100% complete | R 666 000 | R 666 000 |
| Libraries offering services to the blind | Mbombela, Masoyi, Msogwaba, Emjindini | 4 Libraries offering services to the blind | R 618 000 | R 618 000 |
| Oral History hosted and Archive Awareness Week | Mbombela | 1 Oral History hosted and Archive Awareness Week | R 900 000 | R 900 000 |
| Cultural Hub | Whiteriver | Secured PPP investor for Cultural Hub | R 10 000 000 | R 10 000 000 |
| Mpumalanga Cultural Xperience | Mbombela | 1 Mpumalanga Cultural Xperience hosted | R 9 080 000 | R 9 080 000 |
| Arts and Cultural diversity and Tourism project | Mbombela | Innibos Arts Festival hosted | R 2 000 000 | R 2 000 000 |
| Metro Awards | Mbombela | Metro Awards hosted | R10 000 000 | R 10 000 000 |
| Access to museum services | Pilgrim's Rest, Barberton | 2 facilities providing museum services | R 314 000 | R 314 000 |
| Cycling Tour | Mbombela | Cycling Tour hosted | R 500 000 | R 500 000 |
| Mpumalanga Sports Awards | Mbombela | Mpumalanga Sports Awards hosted | R 2 000 000 | R 2000 000 |

### 7.4.9 DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) |
|---|---|---|---|
| Educational awareness campaigns | Masoyi, Kabokweni, Nelspruit | Gender Based Violence campaigns | R 39 000 |
| | | Moral Regeneration campaigns | |
| Vulnerable Groups Initiatives | Barberton | Child Protection Week | R 15 000 |
| | Pienaar | Elderly People Empowerment Session | R 25 000 |
| Contact crime Initiatives | Kanyamazane | | R 15 000 |
| | White river | | R 25 000 |
| Support to Community Safety Forums (CSF) | Mbombela | | R 26 000 |
| Support to Community Policing Forum (CPFs) | Pienaar, Nelspruit, Kanyamazane, Kaapmuiden, Hazyview, Kabokweni, Ngodwana, White River, Barberton, Matsulu, Low's creek, Masoyi | | R 156 000 |
| Job Massification: Recruitment and Deployment of Tourism Safety Monitors | Mbombela (48), Whiteriver (10), Hazyview (24), Barberton (20) | 102 young people | R 2 977 000 |
| Transport Regulation Programme | Mbombela | Safety Engineering, Traffic Law Enforcement, Road Safety Education, Transport Administration and Licensing, and Overload Control | Operational |

### 7.4.10 DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Renovation of Traditional Councils Offices | Masoyi (Ward 05)<br>Gutshwa (Ward 31)<br>Mbuyane (Ward 11) | 3 Traditional Councils offices | R 4 000 000 | R 4 000 000 |

### 7.4.11 DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM

| PROJECT/PROGRAMME NAME/DESCRIPTION | PROJET BENEFICIARY/ WARD/ LOCATION/ GPS COORDINATE | 2023-2024 TARGET | 2023-2024 BUDGET ALLOCATION (ANNUAL) | TOTAL PROJECT COST |
|---|---|---|---|---|
| Furniture Technologies Incubator (Furntech): (DEDT) | Youth Programme SMME | Provide support in Training and establishing SMME's in the wood, furniture and upholstering industries - intake of 15 youth | R 600 000 | - |
| Mthethomusha Nature Reserve – infrastructure upgrade | Ward 24 | Upgrade of the 10km boundary game fence | R 5 000 000 | R 5 000 000 |
| Barberton Makhonjwa WHS | Barberton (Ward 42) | Renovations at the goe-trails and construction of one enviro-loo | R 1 800 000 | R 1 800 000 |

### 7.4.12 PROJECTS FROM PRIVATE SECTOR

#### 7.4.12.1 BARBERTON MINES (PTY) LTD

| DEVELOPMENT PRIORITY | PROGRAM OBJECTIVE | 5 YEAR TARGET | 1ST YEAR TARGET (2021) | ACTUAL | 2ND YEAR TARGET (2022) |
|---|---|---|---|---|---|
| Enterprise and Supplier (ESD) Development | 1. ESD<br>-Database development<br>-SMME Screening<br><br>2. Enterprise Development<br>-Business Skills workshops<br>-Business incubation intervention<br><br>3. Supplier Development.<br>-Mentorship intervention<br>-Preferential procurement | To create sustainable businesses that grow and lead to job creation, which, in turn, contributes to economic growth in our mining community. | -Program launch in Barberton before end of June 2021.<br>-Screening and enrolment of 96 beneficiaries (small businesses) in the program.<br>-Enterprise business skills workshops. | -Service Provider appointed and commenced duties in April 2021.<br>-Enterprise development database software procured.<br>-Secured an office space (for the program) in Barberton | -Enterprise business skills workshops.<br>-Enterprise incubation intervention program to 40 beneficiaries.<br>-Business coaching and mentoring in compliance |

## 7.5 UNFUNDED PROJECTS

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of streets at Hazyview residential area | Hazyview | 1 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Dayizenza to Mahushu cemeteries | Mahushu | 3 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a footbridge at Nkanini | Nkanini | 6 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Stadium block street | Stadium block | 7 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Access road at Khalazembe from Cllr Mlimi to Ndosi connecting to Legogote road | Khalazembe | 8 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Access road at Newscom from Shangaan via | Newscom | 8 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| | Maziya to Lindani Cemetery Newscom | | | | | | | |
| Roads Infrastructure Development and Storm water | Paving of road from Maganyane to Mganduzweni clinic via Mafledini | Maganyane | 9 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Completion of Bermuda road from Assemblies of God Church via Mabhaweni to Mabhaweni cemeteries | Mabhaweni | 9 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a vehicle bridge at RDP Shabalala to cemeteries | RDP Shabalala | 25 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a footbridge at Mashonamini | Mashonamini | 39 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Khetsalwati to National via Durable | Khetsalwati | 39 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Kandonda bus Station, Zomba to Sizani main road | Zomba | 10 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of road Clau - Clau Community Hall via Mdundusha Borehole to Mhlume Secondary School | Clau Clau | 10 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a footbridge from Madala skom to TV | Madalaskom | 11 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a footbridge from Ermelo to Nkomeni | Ermelo | 11 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Zikodze school paving (from main road to school) | Zikodze school | 31 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Sbhulo school (from Bhuga/ Lindela main road to school, via Bhuga/ Gutshwa road) | Sbhulo | 31 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Tekatakho bus Route | Tekatakho | 32 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Eskom Park to factory part | Eskom Park | 32 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of Gutshwa road from Maximum Church Bermuda road | Gutshwa | 33 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Mielieland Bridge and Road | Mielieland | 33 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Loan home road | Loan home road | 33 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving Road Through Gwegwenene from the old Dip, Malekutu river to Mganwini ( Near to Phumelela Bottle Store) | Malekutu | 34 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Thembisa Maria to Ermelo Frank Store | Ermelo | 35 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Sifunindlela ka Maseko Spaza via Skeku to Elmon Spaza. | Sifunindlel | 35 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of a footbridge - Zomba to Emoyeni | Zomba | 36 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of road from Ka Tsela Street to join Zomba Main Road | Zomba | 36 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Khumbula Clinic Road to Filling Station | Khumbula | 37 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Road to the graveyard in Backdoor Section | Backdoor | 38 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Main Road Makotapenini Section. | Makotapenini | 38 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Capital Drive Street | Matsulu | 13 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Ingwenya Street | Matsulu | 13 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Ngwenya to Duduzile Guesthouse Road | Matsulu | 28 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Construction of KaMadakwa Ndlovu-Emjindini Trust ring road | KaMadakwa Ndlovu | 41 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of 2 streets at Burgerville & Cathyville | Burgerville; Cathyville | 42 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of footbridge at Sheba Siding | Sheba Siding | 43 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of 2 internal streets and resealing of Shongwe Road | Emjindini | 44 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of a street at Ext.11 | Ext 11 | 45 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Bongani Nkomeni Bus route | Nkomeni | 2 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Ford 2 to Nkomeni bus route | Nkomeni | 2 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of Siwela street ring road | Zwelisha | 4 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Zwelisha community hall ring road street | Zwelisha | 4 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of road from Fundinjobo high school to Nkosi city | Fundinjobo | 4 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Council prime Cemetery bus route | Council prime | 14 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Hopeville- Hillviee bus route | Hopeville | 14 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Road to Matthew Phosa street & Isaiah Khoza street | Tekwane South | 18 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Mossie street & Entokozweni Ext 3 main road | Kanyamazane | 19 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of Lufu Ingwe street | Kanyamazane | 20 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Cello crest street | Kanyamazane | 20 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Makotapeni street- section 18 | Kanyamazane | 21 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of street- Jeanet/Bheki Zulu street | Kanyamazane | 21 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Emagasini via Emagezini to eLion | Msogwaba | 22 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from church provincial road | Daantjie | 23 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Dambay road | Daantjie | 23 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Paving of Mahumane to Matikwane road | Mahumane | 24 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Egaganeni to Mabhayini | Egaganeni | 24 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Kamadlisa to Msogwaba primary school bus route | Msogwaba | 26 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road from Prince HR School via Kamadumane to Karoken Bus route | Prince HR School | 26 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Construction of Bus road from Dladla via Egogogweni to Tekwane North Main Road | Tekwane North | 26 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Road Xamina via Masesa to Ekuphileni | Msogwaba | 29 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of Road Sindzawonye via 1,2,3 to Sawotini | Msogwaba | 29 | - | - | - | 250,00 | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Roads Infrastructure Development and Storm water | Upgrading of Chief Mgeni street | White River | 30 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving road from Ka Eskon road Maphakama | Maphakama | 40 | - | - | - | 250,00 | Internal Funding |
| Roads Infrastructure Development and Storm water | Paving of road Ka Shiba to Ka Chuma | Ka Shiba | 40 | - | - | - | 250,00 | Internal Funding |
| Electricity Supply and Management | Electrification of households at KaMadubula | KaMadubula | 43 | - | - | - | 250,00 | Internal Funding |
| Electricity Supply and Management | Electrification of households | Various areas | 12 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of community hall at Shabalala | Shabalala | 1 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of Sports ground at Kings View Ext 3 | Kings View Ext 3 | 30 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of multi-purpose Centre | Kanyamazane | 19 | 500,00 | - | - | - | Internal Funding |

| MUNICIPAL PRIORITY | PROJECT DESCRIPTION | LOCATION | WARD | 2023/2024 BUDGET "R" | 2024/2025 BUDGET "R" | 2025/2026 BUDGET "R" | 2026/2027 BUDGET "R" | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|
| Community Development | Fencing of cemetery | Kabokweni | 33 | 1,500,000 | - | - | - | Internal Funding |
| Community Development | Construction of community hall | Mahushu | 3 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of 2 community halls(next to Mayibule & next to Daantjie Youth Centre) | Pienaar | 2 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of Mjejane Community Hall | Mjejane | 37 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of Nsikazi Stadium | Nsikazi | 37 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of community hall at Bhekiswako | Bhekiswako | 5 | - | - | - | 250,00 | Internal Funding |
| Community Development | Construction of community hall at Mshadza | Mshadza | 6 | - | - | - | 250,00 | Internal Funding |
| Community Development | Fencing of cemeteries at Lungisani block | Lungisani block | 7 | - | - | - | 250,00 | Internal Funding |
| Community Development | Paving of New Matsulu Cemetery Road | Matsulu | 27 | - | - | - | 250,00 | Internal Funding |

## 7.6 LIST OF COMMUNITY PRIORITIES

| WARD 1 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Need for 10 jojo tanks | Shabalala; Sanford |
| | Need for System to pay for water | Mountainview; Scotchview; Shabalala |
| | Need to increase scale and time for water supply | Shabalala Sanford |
| | Need for infrastructure to yield water | Shabalala ; Sanford |
| | Short term Need to add water tankers | Shabalala Sanford |
| | Need for water reticulation | Sanford |
| | Need for boreholes | Shabalala; Sanford |
| | Need for old Water Treatment Works to be completed | Shabalala; Hazyview, Sanford |
| 2. Education | Need for secondary school | Shabalala & Hazyview |
| | Need for primary school | Sanford |
| 3. Electricity | Need for household connections | New village at Shabalala; Sandford |
| | Need for high mast lights and street lights | Soweto; Mountain view; Scotchview; Sandford; Makotapenini; lower Sanford; entire Hazyview residence |
| | There is a problem of illegal connections | Entire ward |

| WARD 1 | | |
|---|---|---|
| | Need for street lights | Hazyview R40 from Krugergate to kaMabuza T junction; Numbipark |
| | Need for a traffic lights | Sanibonani (kaMabuza and 4way intersection in Hazyview residence area). Entrance to Sanford from Jim Brown bridge |
| | Need for sensor Traffic light | Krugerpark lodge gate |
| 4.Roads & storm water | Need for paved roads | Shabalala road from European bar to Goromane station |
| | | Hazyview residencial area |
| | | Goromane station to kaMabuza via Tholinhlanhla primary school. |
| | | AK Khoza to Esantini |
| | Need for two (02) speed humps | Cornerhouse and Scotchview |
| | Need for foot bridges | Shabalala; Between Soweto heading to Scotchview |
| | Need for storm water drainage and fix existing | Shabalala (next to Nini na Nini Tarven, ka Elaija & Ka Mndebele; mountainview esantini; kaMabuza bridge; Sandford |
| | Mantainance of drainage system | At Santini mountain view |

| WARD 1 | | |
|---|---|---|
| | Need for speed humps | Hazyview and Sandford (kaJim Brown |
| | Need for additional lane | Road from Hazyview heading to Skukuza via Hazyview residents area |
| | Need for Gravelling of road | KaBhanjane |
| 5. Community facilities | The existing swimming pool must be refurbished | Hazyview |
| | Need for sport field and parks | Hazyview; Shabalala; Sanford |
| | Need for multipurpose centre | Hazyview; Shabalala |
| | Need for a library | Shabalala; Sanford |
| | Need for a community hall | Hazyview; Shabalala;Sanford |
| | Need of cemetery site | Hazyview |
| | Need for fencing and toilet at cemeteries | Sanford ; Shabalala |
| | Need for a clinic | Sandford |
| 6. Housing | Need for RDP houses | Shabalala; Sanford |
| | Sanitation sewage system | Hazyview |
| 7. Transport | Need for bus shelter | Sanibonani; Tholinhlanhla; Mdluli store; Sanford high and low |
| | Need for job opportunities | Entire ward |

| WARD 1 | | |
|---|---|---|
| 8.LED | Need for local people to be appointed on projects taking place in the ward | Entire ward |
| 10. Waste management and parks | Need for dustbins | Hazyview CBD; Shabalala; Sanford; Hazyview residence area |
| | Need for the cleaning of unoccupied sites | Hazyview |
| | Need for the parks to be cleaned | Hazyview |
| 11. Safety & security | Need for fencing &gates at all entry & exit points | Hazyview |
| | Need for fire station | Hazyview |

| WARD 2 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for extension of Zwelisha & Mluti Bulk Water Supply | Mluti,Mbongeni Area; Zwelishana; Sicelosetfu & Nkomeni; Pienaar |
| | Need for a Dam | Old Location and Nkosi City |
| | Need for water reticulation | Mluti & Mbongeni primary school Area |
| | Need for maintenance of leaking water pipes | Zwelishana |
| | Need for water pipe line | From Emgwenya |

| | | |
|---|---|---|
| | Need for reservoir | Zwelishana |
| 2. Rural Development | Need for Nkosi City development | Entire ward & surrounding wards |
| | Need for Agrie Parks programmes | Nkosi City |
| 3. Roads and Storm water | Need for bus route & paving of roads | Gedlembane to kaLubisi bus route, Nkomeni to Foda bus route & Siwerewere to kaLubisi bus route |
| | Need for footbridge | Zwelishana |
| 4. Electricity | Need for street lights | Strategic areas |
| | Need for 6 high mast lights | Sicelosetfu & Nkomeni |
| | Need for 3 high mast lights | Between Masibambisane school and the Dam |
| | Need for new substation | Nkosi City |
| 5. Education | Need for a new school | Nkosi City |
| | Need for additional classrooms (12) | Mbongeni primary school |
| 6. Waste Management | Need for waste collection to avoid illegal dumping | Entire ward (Strategic areas) |
| | Need for a dumping site | Entire ward (Strategic areas) |
| 7. Cemetery | Need for the cemetery to be fenced & maintained | Old Daantjie cemetery |
| 8. Health | Need for health facilities | Nkosi City |
| | Need for additional staff | Pienaar |

| | | |
|---|---|---|
| | Need for assigned ambulance to Pienaar | Pienaar |
| 9. Community facilities | Need for the upgrading of sports fields ( poles) | Entire ward |
| | Need for a multipurpose centre (incl. library) | Entire Ward |
| 10.Sanitation | Need for a sewer borne system | Nkosi City |
| 11. Safety & security | Need for new establishment of police station | Nkosi City |
| 12. LED | Need for job creation programmes & projects | Entire ward |

| **WARD 3** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREA |
| 1.Water & Sanitation | Need for water supply | Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant |
| | Need for eight (8) boreholes | Dayizenze; Lindokuhle; Nyokeni; Los; Mhlambanyatsi; Elephant ; Siphumelele |
| | Need for Jojo tanks | Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant |
| | Need for VIP toilets | Entire ward |
| 2. Roads & storm water | Need for pedestrian crossing | Lundanda School |

| | | |
|---|---|---|
| | Need for road to be tarred or paved | Kamphatseni to Sphumelele, Mhlambanyatsi road, Dayizenze to Pentecost and Mahushu to Zakheleni Bemuda road; Mabhakeni; Dayizenza to Mahushu & Road to cemetery, Hobotani Road, Khombindlela to Nyokeni |
| | Need for footbridges | Overhead bridge at Mahushu and Dayzenza Plaza. Ngobeni to Los, Kamphatseni to Sphumelele; Edibhini to Dayizenza; Mhlambanyatsi to Zakheleni; Hhobotani to Lundanda; Madala to Dayzenza (Theledi) & Mphatseni to Elephant. |
| | Need for bus road | Gogodlane to Pentecost, Sphumelel to Lindokuhle, Mahushu to Zakheleni & Dayizenza to Mahushu, Mhlambanyatsi, Dayizenza |
| | Need for speed humps | Kagodlane, Mahushu to Dayizenze & Bus road; Siphumele |
| | Need for storm water drainage | Siphumelelo; Elephant; Mahushu; Dayizenze, Lindokuhle |
| 3. Education | Need for a primary school. Land is available | Elephant and Sphumelele |
| | Need for crèche/pre-school (land is available). | Elephant; Kiepersol block & Sphumelele |
| 4.Electricity | Need for household connections | Elephant; Los & Siphumelele, Dayizenza |
| | Need for Apollo lights | Nyokeni; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Elephant; Losc Thulula |
| | Need for street lights | Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant |

| | | |
|---|---|---|
| 5.Cemetries | Need for cemeteries to be fenced with palisade | Mahushu |
| | Need for TLB,VIP toilet & water at cemeteries | Mahushu |
| 6.Housing & Land | Need for RDP houses (land is available). | Mahushu |
| | Need for a farming infrastructure for farmers( land is available) | Mahushu |
| 7. Health | Need for a clinic (land is available) | Siphumelele(Mahushu) |
| 8.Community facilities | Need for a library | Mahushu Toy Centre |
| | Need for a community hall | Mahushu Centre |
| | Need for a sports facilities | Mahushu |
| | Need for multipurpose centre | Mahushu |
| | Need for a community park for children | Mahushu |
| 9. LED | Need for job creation programmes (Poultry farm; piggery farming) | Mahushu |
| 10. Safety & security | Need for 24hours visibility of police | Entire ward |
| 11. Waste management | Need for waste removal | Entire ward |

| **WARD 4** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |

| | | |
|---|---|---|
| 1. Roads &Storm water | Need for the completion of the Bermuda road | Zwelisha |
| | Need for tarring of bus road | Phakane (From Fundinjobo to Magajane river) |
| | Need for the paving of streets | Siwela street; Love corner to Zwelisha cemeteries; street from Zwelisha clinic to Zwelisha Community hall |
| | Need for the need for the upgrading/paving of all sub-side roads | Phakane & Zwelisha |
| | Need for vehicle bridge | Zwelisha ka Nkosi bridge; Between Phakane & Mafambisa |
| 2. Water | Need for the upgrading of Phakane Reservoir | Phakane |
| | Need for the upgrading of water supply system | Zwelisha & Phakane |
| | Need for water reticulation infrastructure | Dingindoda (Phakane); Emathuneni (Zwelisha) & Etikhukhwini (Zwelisha) |
| | Need for boreholes | Phakane (x1) & Zwelisha (x1) |
| | Need for jojo tanks | Entire ward |
| 3. Electricity | Need for household connections | Zwelisha & Phakane |
| | Need for street & high mass lights | Part of Zwelisha next to the community hall & Ka Nkosi bridge |
| | Need for the maintenance of Apollo high mast & street lights | Zwelisha clinic; Phakane & Zwelisha |
| 4. Sanitation | Need for VIP toilets | Entire ward |

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| | Need for sewerage system | Entire ward |
| 5. Housing | Need for RDP houses | Entire ward |
| 6. Health | Need for mobile clinic (temporary measure) | Zwelisha & Phakane |
| | Extension of clinic and 24hr operation | Zwelisha Clinic |
| 7. Community facilities | Need for multi-purpose sports field | Phakane |
| | Need for grading of open grounds | Zwelisha |
| 8. Safety & Security | Need for a Police Station and the 24 hrs visibility of SAPS (to patrol at the area, especially at bus stops)<br>Need for Police station | Zwelisha & Phakane |
| | Need for the upliftment of the CPF | Entire ward |
| 9. Education | Need for a combined school | Zwelisha primary school |
| | Need for admin block | Phakane primary school |
| 10. LED | Job creation | Job creation for youth and women |
| 11. Waste management | Need for waste removal / container | Entire ward |

| WARD 5 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for the construction of package plant at Phola | Phola, Bhekiswako & Salubindza |
| | There is infrastructure at Bhekiswako & Salubindza but no water | Bhekiswako; Salubindza & Sibamba |
| | No infrastructure, need for water infrastructure | Sukani; Komani; Salubindza (Ematuneni) |
| | Need for six (06) boreholes | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| | Need for water infrastructure | Sukani |
| 2.Electricity | Need for 20 high mast lights | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| | Need for 200 street lights | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| | Need for household electrification (300 households) | Komani; Salubindza (Enyandeni block) |
| 3.Roads & storm water | Need for low level bridges | Bhekiswako to Salubindza ;Sukani to Bhekiswako; Sukani to Salubindza |
| | Need for footbridges | Salubindza to Phakamani crèche; Sukani to Dayizenza plaza; Ngobeni store to Mokoena (Phola); Mthimkhulu to Milazi (Komani) |
| | Need for the tar or paving of major streets | Engulubeni; Celani primary school & Sukani |
| | Need for Bermuda bus road to be tarred or paving | Salubindza |

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| | Need for storm water drainage | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| | Need for speed humps | Phola ; Bhekiswako; Salubindza |
| | Need for pedestrian crossing signs | Salubindza |
| 4.Sanitation | Need for septic tanks & flushing toilets (pit toilets) | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| 5.Community facilities | Need for the community hall<br><br>Need for park | Salubindza and Bhekiswako<br><br>Bhekiswako ; Salubindza ; Sibamba; Sukani; Komani |
| 6. Sports facilities | Need for the upgrading (incl electricity) of Salubindza sport ground | Salubindza |
| | Renovations & upgrading of sports facilities | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| 7.Integrated human settlement | Need for 300 houses | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| 8.Cemeteries | Need for the upgrading of the road to the cemeteries | Bhekiswako ; Salubindza ; Sibamba; Phola |
| | Need for concrete palisade fencing | Bhekiswako ; Salubindza ; Sibamba; Phola |
| | Need for toilets in the cemeteries | Bhekiswako ; Salubindza ; Sibamba; Phola |
| 9. Waste collection | Need for removal of waste | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| 10. LED | Need for skills development programmes on tourism & entrepreneurship | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |
| 11. Education | Need a school | Salubindza & Sukani |

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| | Need for admin block, laboratory & library | Celani |
| 12. Safety & security | Need for 24hours visibility of police | Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola |

| **WARD 6** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Water supply is very poor. Sometimes, water comes once a month (water tankers) | Entire ward |
| | Need for water infrastructure | Bhodlindlala, Dingindoda, Nkanini, Swalala, Mangozeni, Khanyisani & Magarula |
| | Infrastructure is there but no households connection | Swalala; Mafifty; Nkanini & Stadium block, Dingidoda |
| | There is a problem of illegal connections of water | Entire ward |
| | Need for boreholes | Swalala, Mshadza, Mafifty, Nkanini, Bhodlindlala, Zamani, Magarula, Part of Mthimba |
| | Need for a new package plant | Mshadza |
| | Need for Jojo tanks | Entire ward |
| 2. Electricity | Need for high mass street lights (crime is very high) | Entire ward |
| | Need for household connections | Dingindoda, Nkanini, Bhodlindlala |
| | Need for street lights | Swalala to Dayizenze |

| WARD 6 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for food bridge | Nkanini, Ma50, Dingindoda, Makgarula |
| 3. Housing | Need for RDP houses | Entire ward |
| 4.Road & Storm water | Need for major streets to be maintained, graded & paved | Entire ward |
| | Need for storm water drainage & V drains | Entire ward |
| | Need for paved roads | From Mdumiseni to Easycome and All roads leads to schools and public centers |
| 5. Sanitation | Need for VIP toilets | Entire ward |
| 6.Education | Need for extra class | Masoyi TVET College |
| 7.Safety & Security | Need for police station | Masoyi |
| 8.Community facilities | Need for a community hall | Entire ward |
| | Need for Masoyi stadium to be upgraded | Mshadza (Stadium) |
| | Need for  fancing of cemeteries | All axisting cemetetries within the ward |
| 9.LED | Need for shopping complex | Swalala |
| | Need for the Swalala Neighbourhood Development | Swalala |
| 10. Cemeteries | Need for a new cemetery | Entire ward |

| WARD 7 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for sufficient water supply | Entire ward |
| | Need for the installation of rising main pipe to the reservoir to enable the water treatment plant to be functional (the treatment plant has been vandalised, need to be upgraded) | Dibhini (Manzini) |
| | Need for jojo tanks to be filled with water | Entire ward |
| | Need for 6 boreholes | Lungisani, Mafifty Zone 1&2, Mthunzini, Chawela |
| | Fixing and re-commissioning of borehole | Lungisani |
| 2.Road & storm water | Need for the road to be tarred | Stadium Block; Manzini road, road to Lungisani Secondary School |
| | Need for access road | From Manzini to stadium block |
| | Need for major roads to be maintained & paved | Lungisani & Mdumiseni |
| | Need for bus route | Mafifty to Magarula village via Tribal Authority |
| | Need for speed humps | Main Road |
| | Need for 10 footbridges | Kasizzle, Lungisani and Kanonyane |
| | Need for overhead bridge | Manzini & Tsembanani primary school |

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| | Need for vehicle bridges | - Between Mafifty & Magarula<br>- Between Magarula & Phola<br>- Sabieskom<br>- Stadium Block<br>- From main road to Chawela |
| | Need for storm water drainage | Entire ward |
| 3. Electricity | Need for additional street lights & high mast lights | Entire ward |
| 4.Sanitation | Need for VIP toilets | Entire ward |
| 5.Housing | Need for RDP houses (including the indigent people) | Entire ward |
| 6. Health | Need for the clinic to be renovated & upgraded (need for more staff & Additional consulting rooms) | Manzini Clinic |
| | Need for the clinic to operate 24hrs | Manzini Clinic |
| 7. Community facilities | Need for a community hall to be completed (the issue of water & sanitation systems must be completed) | Manzini Community Hall |
| | Need for the caretaker for the hall | Manzini Commuity Hall |
| | Need for maintenance of sports facilities | Entire ward |
| | Need for the local cemetery to be fenced, equipped with toilets & water | Lungisani |
| 8. LED | Need for job opportunities | Entire ward |

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| 9. Social Services | Need for food parcels | Area around Stadium Block |

| WARD 8 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | There is no water in the ward. Jojo tanks are always empty. | Entire ward |
| | Need for water supply (sufficient and consistent) | Entire ward |
| | Need for a Reservoir. Water pipes have been installed but there is no water | Emoyeni Block |
| | Need for water tankers to be monitored | Entire ward |
| | Need for additional boreholes | Phelandaba, Newscom, ZCC, Lindani, Tindziweni, Khalazembe, Mthunzini Kanyaka, maswazini, Roma and Centre2 ,next to Ka Clr Mlimi,saintjones,Centre,kamngomezulu,Moyeni, Mthunzini Riopark |
| | The manual operated must be converted to electricity | Lindani; Maswazini |
| | Need for Pressure pump and refurbishment of current reticulation system at Jerusalem Steel tanks | Roma, Khalazembe, maswazini, Center 1 and centre2) |
| | Need for water rights application to implement water projects | Entire ward |
| | Need for a new package plant | Entire ward |

| WARD 8 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for connection of pipe | Mahushu bus stop via R538 from Mahushu to Mganduzweni, to cover part ward, 03, 05,06,07,08,09 |
| 2. Roads & storm water | Need for roads to be tarred | Riopark, Lindani, Newsnom, Roma Maswazi, Phelandaba, Khazemba, Khulani, Khalazembe, Centre 2, Mountain view |
| | Need for foot bridges | Phelandaba, Newskom esicojeni kamndawe,Khalazembe,Roma driving school,road to kashlangu,kamsimango and Mkhabela,kamnyambo,Knyaka to Khulani,kamdluli to enyokeni |
| | Need for vehicle bridges | Next to Saint Jones,next to kafakude induna,next to Mildred,New skom to Phelandaba,Lindani to Newskom, emhlumeni |
| | Need for streets to be paved | Jerusalema High,Sakhile High,Lindani, from Driving schoo down to ngaka Nduna Fakude |
| | Need for a bus shelters | Jerusalema,Phelandaba,Newskom,Moyeni |
| | Need for an overhead bridge | Mganduzweni Taxi rank |
| | Need for storm water drainage | Roma driving school, kaSono |
| 3.Housing | Need for RDP houses | Entire ward |
| 4. Health | Need for a clinic | Emoyeni & Jerusalema |

| WARD 8 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for a mobile clinic | Emoyeni, Phelandaba |
| | Need to upgrade the existing clinic | Jerusalema |
| 5. Community Facilities | Need for a community hall and sports centre | Lindani |
| | Need for a sport Centre | Entire ward |
| | Need for a crèche | Entire ward |
| 6.Electricity | Need for household connections | Phelandaba; Taxi rank, Lindani, Moyeni Mhlumeni & Mountain view |
| | Need for street lights and High mast lights | Entire ward |
| 7.Sanitation | Need for VIP toilets | Entire ward |
| 8. Safety & security | Need for 24hrs visibility of police | Entire ward |
| 9. LED | Need for job opportunities | Entire ward |
| | Need for a Mall or shoping Complex | Lindani |
| 10. Education | Need for the extension of classes | Legogote primary school |
| | Need for Renovation of classes | Khulani primary school and Lindani Primary school |
| | Need for Revamping/ renovation and extension of extra classes | Legogote primary school |

| WARD 8 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for laboratories & computer centres | Sakhile |
| | Need for a library | Jerusalema |
| 11. Cemetery | Need for cemetery road to be paved | Kulani, Jerusalem, Mganduzweni and Lindani |

| WARD 9 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | There is water crisis (insufficient, interruption and constant supply). Jojo tanks are always empty- Local dam need to be used to supply water | Entire ward |
| | Need for Jojo tanks | Entire ward |
| | Nee for boreholes | Richmond, Mafladini, Zola |
| 2.Roads & Storm Water | Need for main roads to be tarred | Entire ward |
| | Need for the bus road to be tarred | Mgcobaneni |
| | Need for Bermuda road to be completed | Mganduzweni |
| | Need for the gravelling & paving of streets | Entire ward |
| | Need for speed humps | Mgcobaneni & Mganduzweni |
| | Need for 7 foot bridges | Mgcobaneni x 2 (next to Nkuna & road to Shawelo Richmond); Mganduzweni x3 (Mabulala; Enkokhokhweni) & Ndlunkulu School, Chochocho stadium x2 |
| | Need for the re-gravelling of all cemetery road | Mgcobaneni & Mganduzweni |
| | Need for V-drain to all main road | Mgcobaneni; Mganduzweni; eDibhini; Mabulala to Mganduzweni; Mafledini; Richmond; Mgcobaneni primary school; Roman Catholic; Jerusalem Assemblies of God Manzini |

| WARD 9 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | | |
| | Need for paved road | At Matlatini Waya Waya, , Chochocho stadium, Thubelihle |
| | Need for vehicle bridge | Chochocho stadium, Naleni |
| 3.Electricity | Need for household electrification | Thubelihle, Naledi, Hillside, Dibhini |
| | Need for street lights | Mgcobaneni & Mganduzweni |
| | Need for high mast lights | Mgcobaneni & Mganduzweni, Chochocho stadium |
| 4. Housing | Need for RDP houses | Entire ward |
| 5. Sanitation | Need for VIP toilets | Entire ward |
| | Need for dumping cabins | Entire ward |
| | Need for the sucking of existing toilets | Entire Ward |
| | Need for BIN Carbons removals once a week | Entire Ward |
| 6.Education | Need for secondary school | Mgcobaneni & Mganduzweni |
| | Need for combined school | Mgcobaneni ; Part of Chochocho & Lungisani High School |

| WARD 9 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for ECD centre | Mgcobaneni |
| | Need for a library and information centre | Entire ward |
| 7. Community facilities | Need for a community multipurpose hall | Mgcobaneni |
| | Need for recreation facilities | Mganduzweni |
| | Need for a computer centre | Mganduzweni |
| | Need for the renovation of sports ground | Mgcobaneni & Mganduzweni |
| | Need for parks | Mgcobaneni & Mganduzweni |
| 8. Health | Need for a clinic | Mgcobaneni |
| | Need for the existing clinic to operate 24 hrs | Mganduzweni |
| | Need for environmental & HIV/Aids campaigns | Mgcobaneni & Mganduzweni |
| 9. LED | Need for job opportunities & food security | Entire ward |
| | Need for community training on LED to Develop business for unemployed citizens and to capacitate them with required skills that will change their lives | Entire ward |
| 10. Safety and Security | Need for a visibility 24 Hours | Entire ward |

| WARD 9 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 11. Waste Collection | No dumping sign to be installed to prevent dumping of rubbish to no dumping areas | Entire ward |

| WARD 10 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | There is infrastructure, but yield no water. | Bhayizane; Clau-clau; Mhlume; Mafambisa; Mkikitweni & Ngulubeni |
| | Need for proper management of valves | Clau-clau (part); Entire ward |
| | Need for stand pipes to be maintained | No.3 & No. 4 |
| | Need for additional boreholes. | Entire ward |
| | Need for additional Jojo tanks | Spelanyane; Mafambisa; Clau Clau; Luphisi |
| | Water reticulation | Mafambhisa; Sizani, Sipelanyane Zombodo |
| | Boreholes are not working (need electricity) | Mafambisa, Spelanyane, Mhwayi |
| | Need for a Reservoir | Mafambisa & Clau Clau |

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| 2. Electricity | Need for household connections | Mhlume; Bhayizane; Mafambisa; Clau-Clau; Spelanyane; Mafampisa, Mkhukhwini |
| | Need for street lights | Mafambisa, Luphisi & Spelanyane |
| | Need for existing street lights to be maintained | Entire ward |
| | Need for high mast lights | Entire ward (crime hot sports) |
| | The low voltage must be extended for the purpose of in-house connection | Entire ward |
| 3. Roads & storm water | Need for the major roads to be maintained & paved | Entire ward |
| | Need for storm water drainage system | Bhayizane; Mkikitwen; Mafambisa, Ngulubeni, Mgobampisi, Mhwayi |
| | Need for tarring of main streets | Entire ward |
| | Need for road signs | Clau-clau |
| | Need for pedestrian crossings | No. 4 |
| | Need for scholar transport to assist kids | Entire ward |
| | Need for bus shelter & bus stop signs | Entire ward |
| | Need for speed humps | Entire ward |
| | Need for road | Cemetry Clau – clau |
| | Need for road | Clau – clau clinic Mkikitweni Road |
| | Need for road | Macamela Ngulubeni road, Zombodza, Sizani |

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| | Need for road | Sipelanyane road |
| | Need for footbridge | Clau-clau, Bhayizane; Mafambisa |
| 4. Sanitation | Need for VIP toilets | Mafambisa; Zombodza ; Sizani<br>Clau-clau & Spelanyane |
| | Maintenance of existing VIP toilets. Some are not complete | Clau-clau |
| 5. Community facilities | Need for a library | Entire ward |
| | Need for play grounds to be maintained | Entire ward |
| | Need for community hall to be maintained (Youth Centre) | Spelanyane and Clau-Clau Community Hall |
| | Need for the upgrading of community hall | Spelanyane |
| | Need for multipurpose centre | Entire ward |
| | Need for cemeteries to be maintained and fenced | Entire ward |
| | Need for the naming of streets | Entire ward |
| | Need for community Hall | Mafambisa |
| 6. Housing & land | Need for RDP houses | Mafambisa; Clau Clau; Spelanyane |
| | Need for land for residential purposes | Entire ward |
| 7. Health | Need for the clinic to operate 24 hours service | No.4 |
| | Need for a new clinic | Mafambisa |

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| | Need for additional staff | Clau-Clau |
| | Need for maintenance and staffing of the new clinic | Spelanyane |
| 8. LED | Need for job creation | Entire ward |
| 9. Safety & Security | Need for satellite police station | Mafambisa |
| | Need for 24 hours visibility of police | Entire ward |
| 10. Cemetery | Need for fencing of the cemetery | Ngulubeni |
| | Need for Cemetery | Mafambisa, Spelanyane |

| **WARD 11** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for water package supply plant | TV 2 & Magwabaratsane |
| | Need for the reservoir to be filled with water that will last up to 3 or 4 hours so that all community members can get water. | TV 2, 3, 4 & Success, Clau-Clau, Magwabaratsane, Slovo Park, Nkomeni & Ermelo. |
| | Need for reviving of water infrastructure into a reservoir to supply water to the community | TV 1 – TV 4 |
| | Need for the reconstruction of Ngodini dam | TV1 (Central) |
| | Need for Reservoirs | TV1 (Central), TV2,3,4, Clau Clau, Slovo Park, Ermelo, Nkomeni, Success, Magwabaratsane |

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| | Need for steel tank and reticulation | TV3 Mashonamini |
| 2. Roads & storm water | Need for bus routes | Elijah Mango Phase 3 to Clau-Clau 1; Nkomeni to Mangozeni; From Jemina T-junction to Magwabaratsane, From Nkomeni to Ermelo; Slovo Park |
| | Need for paving of streets | T.V 1 to 4; Slovo; Nkomeni & Ermelo & all entrance streets, Clau-Clau 1 to 3, Magwabaratsane, Madalaskom, Mangozeni & Success |
| | Need for storm water drainage | Entire ward |
| | Need for vehicle bridges | Nkomeni to Ermelo, Slovo Park; TV3 Mashonamini; Copetjeni & Magwabaratsane |
| | Need for a traffic lights | Success T-Junction |
| | Need for foot bridgeS and paving | Ermelo; Copetjeni Primary school; Magwabaratsane; Slovo Park |
| 3. Electricity | Need for household connections<br>(including the new settlement) | T.V 3; Mashonamini; Mangozeni; T.V 2; Clau Clau; Ermelo, Magwabaratsane & part of Slovo Park |
| | Need for high-mast lights | Entire Ward |
| 4. Housing | Mbuyane Township establishment | Maphakama |
| | Need for RDP houses | Entire ward |
| 5. Sanitation | Need for VIP toilets | Success & Mangozeni, Ermelo, Clau-Clau, Slovo Park & Magwabaratsane, TV 1 – TV 4 |

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| | Need for sewerage system | Entire ward |
| 6. Education | Need for a FET (Technical college) | Slovo Park |
| | Need for a library | Slovo Park |
| 7. Land | Land for Agricultural purposes | Entire ward |
| | Need for rural development projects for LED (Fishery) | Ngodini Dam |
| 8. Health | Need for a clinic | TV 2 |
| 9. Safety & security | Need for satellite police station | Clau-Clau & TV |
| 10. LED | Need for job opportunities (Technical skills training Centre) | Entire ward |
| 11. Community facilities | Need for a park | TV 1 & Clau- Clau 3 |
| | Need for the upgrading of all existing sports facilities | Entire ward |
| | Need for a multi-purpose centre with all other sporting codes except soccer | Entire ward |
| | Need for a cemetery | TV4 |
| 12. Bus shelter | Need for concrete bus shelter | Bus Stops (TV 1, 3, Nkomeni, Ermelo, Mangozeni, Success. |
| 13. Waste management | Need for waste removal | Entire ward |

| **WARD 12** |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
|---|---|---|
| 1. Water | Need for water supply (sufficient &constant ) | Elandshoek; Emgababa; Mashobodo; Kabhamtjie; Kamashobane; Mjalimane; Cairn side & Mankele |
| | Need household connection. A reservoir has been renovated; but water supply pipes have not been installed | Elandshoek; Mgababa |
| | Need for Water and regular filling of water tankers | Alkmaar; Schagen; Cairn Trust; Magushete; Mashobotho & Mankele Trust and Bavale |
| 2. Health | Need for 24 hours clinic. The community has a site where it can be built | Elandshoek |
| | Need for mobile clinics. The existing ones are not reliable- 2 months can go by without operating | Entire ward |
| 3. Sanitation | Need for sewer system | Elandshoek |
| | Need for VIP toilets | Alkmaar; Kabhamtjie; Schoemanskloof; Elandshoek |
| 4. Roads & storm water | Need for a over head bridge (over-head comprising of both pedestrian & vehicle bridges is recommended) | Elandshoek; Cairn side |
| | Need for roads to be maintained | Alkmaar; Mjalimane (Mizzi); Cairn Trust & Hermansburg |
| 5. Education | Need for the upgrading of a school. Currently has grade 1-9 & need to include 10 -12 (youth centre) | Ntabamhlophe |
| | Need for a crèche | Luvolwethu |
| 6. Electricity | Need for Free Basic Electricity | Ngodwane and Bhamjie as well as the Entire ward |

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| | Need for electricity infrastructure | Elandshoek; Kamashobane; Mjalimane |
| | Need for electricity supply | Bavale |
| | Need for Apollo lights | Elandshoek; Mankele Trust; Cairn side |
| 7. Housing & Land | Need for RDP houses (underway) | Elandshoek; Kamashobane; Mjalimane; Kabhamtjie |
| | Need RDP Houses | Mankele Trust |
| | Need for formalization/ tenure upgrade/ title deeds | Sibonelo |
| 8. Waste management | Need for refuse removal services. | Elandshoek; Mankele Trust |
| 9. Sports facilities & cemeteries | Need for a sports/ play ground | Elandshoek; Alkmaar & Cairn Trust |
| | Need for a cemetery site. The existing site is next to the river which they get water from. | Elandshoek |
| 10. Safety & Security | Need for a satellite police station | Alkmaar garage |
| | Need for a police station & police patrol | Elandshoek & Kabhamtjie |
| | Need for the establishment of CPF | Schoemanskloof & Elandshoek |
| 11. LED | Need for business development | Entire ward |

**WARD 13**

| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
|---|---|---|
| 1. Housing & Land | Need for RDP houses & Disaster houses | Matsulu; Mandela park; Veza; Nazereth |
| | Need for stands | Entire ward |
| 2. Water | Water is not enough; shortages & interruption | Entire ward |
| | Need for 24hrs supply | Entire ward |
| 3. Electricity | Need for street lights | OR Tambo & Walter Sisulu road |
| | Need for maintenance of existing street & high mass lights | Entire ward |
| | Power cuts need to be upgraded | Entire ward |
| | Need for Eskom office in the ward (Not to travel to Kanyamazane because it is far) | Entire ward |
| 4. Road & storm water | Need for roads to be tarred/paved & maintained | Veza; Hue; Protocol; Oliver Tambo; Verimilion & Capital Drive |
| | Need for surfaced access road | Matsulu to Malelane/Kruger National Park |
| | Need for a bridge (access road) | Access road to Malelane |
| | Need for speed humps | Entire ward |
| | Need for traffic lights at the intersection | Near Spar shopping complex |
| | Upgrading of road | Road to CODESA |
| 5. Sanitation | Need for sanitation/sewerage | Matsulu; Mandela park; Veza; Nazereth |

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| 6. Health | Upgrading of existing clinics | Entire ward |
| 7. Emergency Services | Need for the Ambulance to be available for 24 hours in the clinic | Matsulu local clinic |
| 8. LED | Need for skills development centre and community based businesses | Entire ward for the benefit of women and children |
| | Support for small businesses (capacitation, funding, etc.) | Entire ward |
| 9. Community Facilities | Need for the renovation of sports ground | Matsulu stadium |
| | Need for ablution system, change room & palisade fence | Matsuli open ground next to the complex |
| | Need for parks/upgrading of existing parks | Entire ward |
| | Need for cemeteries | Entire ward |
| 10.Land availability | Dr Mabuza's land to be converted to an economic development centre | Within the ward |

| **WARD 14** | | |
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| PRIORITY | PROBLEM STATETEMENT | AREA AFFECTED |
| 1. Roads and storm water drainage systems | Need for tarring and paving of roads and streets | Msholozi; Phumlane; Hopeville; Phumlane - Sterkspruit; Matsafeni - Woodhouse; Sterkspruit |
| | Need for upgrade and maintenance of gravel roads | Matsafeni - Woodhouse; Sterkspruit; Phumlane - Msholozi |
| | Need for urgent attention of road intersection | Phumlane - Msholozi intersection at Katoen |

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| | Need for widening of streets (with sidewalks) | Granite Street and the entire Extension 13 |
| 2. Local Economic Development (LED) | Need for shopping malls/complexes | Phumlane-Msholozi; Agri-village Kankanyisa; |
| | Need for Wi-Fi hotspots | Phumlane – Msholozi; Matsafeni - Woodhouse; West Acres Extension 13 and Sterkspruit |
| | Need for RDP houses | Sterkspruit; Matsafeni-Woodhouse and Phumlane - Msholozi |
| | Need for seed funding or start-up funds and mentorship for co-ops | Ward 14 |
| | Need for mentorship for Business forum; Business dialogues and Business Programs | Ward 14 |
| | Need for formalisation | Woodhouse; Hopeville; Phumlane - Sterkspruit; Mbambo and Kankanyisa. |
| | Need for training programs | Quarry Operation (Ward 14) |
| | Assistance with the formation of green scorpions in the ward to curb illegal dumping | Ward 14 |
| 3. Water and sanitation | Need for bulk water Supply and reticulation | Newstands; Woodhouse; Mbambo and Kankanyisa; Masana Community |
| | Need for communal Jojo tanks to be used during events and funeral services | Ward 14 |
| | Need for waste water treatment works and ablution facilities | Msholozi; Hopeville; Phumlane; New stands; Lugedleni; Woodhouse; Sterkspruit (Kankanyisa and Mbambo) |
| 4. Health | Need for satellite clinics (Community Health Centre) | Phumlane - Msholozi and Matsafeni-Woodhouse. |
| | Need for Mobile clinic | Sterkspruit (Kankanyisa - Mbambo) |

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| 5. Community facilities | Need for Multipurpose Halls | Phumlane - Msholozi; Matsafeni Woodhouse; West Acres |
| | Fencing of cemeteries | Matsafeni; Woodhouse; Phumlane; New stands and Kankanyisa |
| | Need for Sports facilities | Phumlane - Msholozi; Matsafeni -Woodhouse and Sterkspruit - Mbambo |
| | Need for public libraries including wi-fi hot spots | Phumlane - Msholozi; Matsafeni -Woodhouse; Kankanyisa - Mbambo and West Acres |
| | Old age and multipurpose centres | Phumlane - Msholozi and Matsafeni –Woodhouse; West Acres |
| | Need land availability for churches | Phumlane - Msholozi and Matsafeni -Woodhouse |
| 6.Safety and security | Need for satellite Police stations<br><br>(Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs) | Phumlane - Msholozi; Matsafeni -Woodhouse |
| | Need for police visibility<br><br>(Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs) | West Acres; Sterkspruit |
| | Need for Disaster Management centre and tools | Ward 14 |
| 7.Waste and environmental management | Need for training and funding of Co-Ops for Waste and Re-Cycling | Phumlane - Msholozi; Matsafeni -Woodhouse and Sterkpruit |
| | Assistance with the formation of green scorpions to curb illegal dumping | Ward 14 |
| | Need dumping site | Mataffin Community |
| 8.Education | Need for a primary and high school | Phumlane Msholozi. |

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| | Need for a Special needs school to benefit people with disability | Phumlane Msholozi and Matsafeni -Woodhouse |
| | Need for Special Boys school | Matsafeni - Woodhouse |
| | Need for skills development centre | Phumlane - Msholozi and Matsafeni Woodhouse. |
| | Need for learnerships, internships and bursaries | Ward 14 |
| | Need for a crèche (Early Childhood Development Centre) | Kankanyisa |
| 9.Electricity | Need for public lighting | Phumlane - Matsafeni; Woodhouse -Matsafeni and Sterkspruit |
| 10.Multipurpose Community Centres (MPCC) | Need for Multipurpose Community Centres (Thusong Centre) including Ward Committee Offices | Phumlane - Msholozi and Matsafeni Woodhouse |

| **WARD 15** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Land | Housing Development/Township Extension | R40 Maggiesdal |
| | Need for protection of Council land (Land invasion) | Stonehenge and R40 (Maggiesdal) |
| | Need for title deeds | R40 Maggiesdal |
| 2. Electricity | Need for the upgrading of electricity network (Constant interruptions) DELTA | Entire ward |

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| | Need for maintenance of street lights | Entire Ward |
| | Public Lighting maintenance | Entire Ward |
| | Retrofitting public lighting with LED Technology | R40 Madiba Drive (from Dr. Enos Mabuza Drive to Old Pretoria Drive),<br>Dr. Enos Mabuza Drive (from R40 to Kaapsehoop road),<br>Kaapsehoop Road (from Samora Machel Drive to from Dr. Enos Mabuza Drive) |
| 3. Community facilities | Maintenance of parks | Grass to be cut and maintained on a regular basis (entire Ward) |
| | Maintenance of streets grass – visibility and crime | Grass to be cut and maintained on a regular basis (entire Ward) |
| 4.LED | Need for shopping complex | Stonehenge |
| 5. Safety & Security | Need for more active and visible by-law enforcement | Entire Ward |
| | Need for SAPS Mobile Caravan/Satellite police station. Crime very high | Stonehenge & Maggiesdal |
| 6. Roads & storm water | Need for storm water drainage | Entire Ward |
| | Need for a circle. | Circle at Sering/Enos Mabusa street |
| | Need for the resealing of roads/need for roads to be tarred/maintained | Stonehenge |
| | Need for bus routes and declaration of bus routes | R40 Maggiesdal; Hermansburg; Hilltop; Cromdale &Rademeyer |
| | Need for bus shelters | R40 Maggiesdal; Hermansburg; Hilltop; Cromdale &Rademeyer |

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| | Need for public transport network | R40 Maggiesdal; Hermansburg; Hilltop; Cromdale &Rademeyer |
| | Traffic Slowing measures for Enos Mabuza from Uitsig to Kaapsehoop | Sonheuwel/West End |
| | Traffic Slowing measures for various streets in Stonehenge – van Rooyen; Percy Fitzpatrick; Bosloerie | Stonehenge |
| | Need for speedbumps | Stonehenge |
| | Need for completion of tar roads and fixing of pot holes | Stonehenge |
| | Need for sidewalks to be paved | Stonehenge |
| | Ageing water infrastructure (Asbestos pipes to be upgraded to PVC pipes) | West Acres |
| 7. Waste Management | There is a problem of illegal dumping. Need for skips at strategic points for people to dispose, & placement of pedestrian bins at bus stops & other areas. Need to empty dustbins & skips regularly | Entire ward especially Stonehenge lower area |
| | Fixed Dustbins at parks; maintain and clean | Entire ward |
| | Need for additional refuse bins | Entire ward |
| 8. Education | Need Schools – Primary and Secondary | Stonehenge; West Acres and R40 (Maggiesdal) |
| | Need for Creches/child care centres | West End and Stonehenge |

| WARD 16 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Health | Need for the clinic infrastructure to be fixed and maintained and regular maintenance to be conducted. | • Nelspruit Community Healthcare Centre (Bell Street)<br>• Rob Ferreira Hospital |
| 2. Community facilities | Maintenance of parks | • Grass to be cut and maintained on a regular basis (entire Ward) |
| | Post boxes to be removed | • The post boxes situated at the parking lot behind Human Settlements (on Britz Street side), |
| | Van Riebeek Park Tennis Courts | • Repainting of the tennis courts,<br>• Replacing the fencing to the appropriate fencing needed for the game of tennis. |
| 3. Roads & storm water | Need for the resealing of roads/need for roads to be tarred | • Liebenberg Street (From Ehmke Street to Mostert Street),<br>• Drysdale Street,<br>• The parking lot in front of the Van Riebeek Swimming pool entrance,<br>• The parking lot behind Human Settlements (on Britz Street side),<br>• Protea Crescent (The section that runs parallel to the R40),<br>• Koraalboom Street (from Leadwood Street to Kaapsehoop Road),<br>• Mare Street,<br>• Britz Street (from No. 15 to 18),<br>• Andries Pretorius Street,<br>• Marula Street (from No. 8 to 11),<br>• Smart Street |
| | Need for speedbump | • Speedbump to be erected between No. 09 and No. 11 Chestnut Crescent, West Acres. |

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| | Need for sidewalks to be paved | • C/O Koraalboom Street and Marula Street |
| | Need for a right arrow at the robot. | • Need for a right arrow at the robot at Piet Retief Street turning right onto the R40. |
| 4. Safety & Security | Need for more active and visible by-law enforcement | • Entire Ward |
| 5. Waste Management | Need for skips | • Need for skips on the adjacent property of Lowveld High School (Figtree Street) |
| | Fixed Dustbins at parks | • Entire ward |
| 6. Education | Klipspringer Primary School | • Need for additional classrooms to be built and completed. |
| 7. Electricity Supply & Management | Public Lighting maintenance | • Entire Ward |
| | Retrofitting public lighting with LED Technology | • R40 Madiba Drive (from Dr. Enos Mabuza Drive to Old Pretoria Drive),<br>• Dr. Enos Mabuza Drive (from R40 to Kaapsehoop road),<br>• Ferreira Street/Henshall Street (from Liebenberg Street to Branders Street),<br>• Kaapsehoop Road (from Samora Machel Drive to from Dr. Enos Mabuza Drive),<br>• Vanwijk Street (from Skool Street to Mostert Street)<br>• Mostert Street / Piet Retief Street (from Ehmke Street to R40 Madiba Drive),<br>• Samora Machel Drive (from Henshall Street to Kaapsehoop Road),<br>• Russel Street,<br>• Paul Kruger Street (from Ferreira Street to Samora Machel Drive) |

| WARD 17 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Land | Housing Development/Township Extension | Nelsville |
| | Need for title deeds | Nelsville |
| 3. Electricity | Need for the upgrading of electricity network (Constant interruptions) DELTA | Entire ward (Steiltes/Valencia/Nelsville/Uitkyk/The Rest) |
| | Need for maintenance of street lights | Entire Ward |
| 4. Health | Need for the clinic infrastructure to be maintained and proper service level agreement to be concluded | Nelsville |
| 5. Community facilities | Need for floodlights at sports stadiums | Nelsville |
| | Fencing of Sport field | Nelsville |
| | Need for the community hall to be fenced | Nelsville |
| | Beautification of Nelsville entrances- " Upgrade of community facilities" (As per council resolution) | Nelsville |
| | Upgrade of parks (equipment/dustbins/access control "fencing") | Nelsville/Steiltes/Bergland area |
| | Need for family friendly park facility at Soccer Ball | Steiltes |
| 6. Roads & storm water | Need for the resealing of roads/need for roads to be tarred | Elizabeth streets (Nelsville) ; Steiltes & Ext 5 |

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| | Traffic Slowing measures for Enos Mabuza from Aurora towards Columbus street | Steiltes |
| | Traffic Slowing measures for Van Wijk street from Bergland school towards Jatra flats | Steiltes |
| | Removal of paving in Waterbok street at Bergland Laerskool & tar it to make parking in front of the school | Waterbok street (Bergland Laerskool) |
| | Need for speedbumps | Nelsville (Wallace/Schatz) |
| | Need for sidewalks to be paved | Rudolf & Cohen streets |
| | Need for pedestrian bridge | Nelsville & Ghost town |
| | Road sign at Enos Mabuza/Samora Mashele Indicating entrance to Nelsville (URGENT) | Nelsville |
| | Uitkyk road to be maintained (URGENT) | Steiltes |
| | Need for bus shelters (URGENT) | Nelsville; Enos Mabuza drive; Ferreira street & Ehmke street; Aurora drive Steiltes |
| | Need for storm water drainage | Entire Ward |
| 7. Safety & Security | Safety Features at Soccer Ball (Security/Fencing/Access Control) | Steiltes |
| | Need for more active and visible by-law enforcement | Entire Ward |
| | Need for SAPS Mobile Caravan/Satellite police station | Nelsville & Valencia |

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| 8. Waste management | There is a problem of illegal dumping. Need for skips at strategic points for people to dispose, & placement of pedestrian bins at bus stops & other areas. Need to empty dustbins & skips regularly | Entire ward |
| | MORE FIXED dustbins at Soccer Ball | Steiltes |
| | Fixed Dustbins at parks | Entire ward |
| 9. Education | Need for pre-school sites/skills development centre | Valencia; Nelsville |
| | Need for Drop-Zone | Valencia Combined School |
| 10. Water | Ageing water infrastructure (Asbestos pipes to be upgraded to PVC pipes) | Nelsville |

| **WARD 18** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Need for water. Water supply is cut between 09H00 & 17H00 | Entokozweni; Tekwane South & Joe Slovo |
| | Need for a flat rate | Tekwane South |
| | Stand pipes & water meters are connected at the gate & no connection has been made to the house; residents don't have the required funds to connect into their houses | Tekwane North |

| WARD 18 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for free water to the poor people; particularly those who have received RDP houses | Tekwane North |
| 2.Elecricity | Need for house connection | Tekwane North |
| | Need for lifting of electricity lines. They are currently very low | Tekwane North |
| | Need for Apollo lights | Tekwane North; Entokozweni; Tekwane South & Joe Slovo |
| | Need for street lights | Entire ward |
| | Need for traffic light arrow & traffic lights | At Entrance of Entokozweni |
| 3.Roads & storm water | Need for roads to be maintained/ graded/paved | Entire ward |
| | Need for storm water drainage system | Collen Road & Tekwane South |
| | Need for overhead bridge | Entokozweni to Tekwane South |
| | Need for speed humps | Kamagugu; Tekwane South main road |
| | Need for storm water drainage | Entire ward |
| | Need for additional access roads | Kamagugu |
| 4. Housing & land | Need for RDP houses | Entire ward |
| | Need for the renovation of existing RDP houses | Entire ward |

| WARD 18 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for re-surveying & pax identification | Tekwane South & Tekwane North |
| | Need for title deeds | Tekwane South & Entokozweni; Tekwane North |
| | Need for stands for churches | Tekwanec South & Tekwane North |
| 5.Waste Management | Waste collection is a challenge | Entokozweni & Tekwane North (new RDPs) |
| | There is also a problems of Illegal dumping (causing hazardous to health) | Entire ward |
| 6.Sanitation | Need for a sewer system | Tekwane North & Entokozweni |
| | Mainline is always blocked | Tekwane North – new RDP |
| 7. Community facilities | Need for playing fields | Tekwane South & Tekwane North; Kamagugu |
| | Need for floodlights at sports stadium | Kamagugu |
| | Need for social services offices | Tekwane North new RDP |
| | Need for community hall | Kamagugu |
| 8.Safety & Security | Need for SAPS mobile station | Tekwane South & Tekwane North |
| 9.Education | Need for a secondary school | Tekwane North |
| | Need for land to build a school | Kamagugu |

| WARD 18 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for scholar patrol | Entokozweni via Tekwane South |
| | Need for a library | Tekwane South; Tekwane North & Kamagugu |
| | Need for free scholar bus transport | Tekwane North |
| | Need for a crèche | Tekwane North |
| 10. LED | Need for CBP projects ( insufficient funds)<br>Need for Women Empowerment programmes | All sections<br>Societies & Home base care |
| 11. Health | Need for a clinic | Kamagugu & Tekwane North |
| 12. Other | Need for the Palisade fencing of Mgwenya River | Tekwane South |

| WARD 19 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Water is not always available & sometimes it's not clean | Entire ward |
| | Need for water House hold connections | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal |

| WARD 19 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for Construction of Reservoir | ZB section, Entokozweni section 1, 2, 3; MRTT informal, Nkandla, Mountain View |
| | Need for Jojo tanks during unavailability of water (30) | (5) High laying areas |
| | Replacement of Pipe system ( Asbestos) | Entire ward |
| 2.Electricity | Need for household connection | ZB, Mgwenya informal, Mathangini informal, MRTT informal, Gezane informal |
| | Need for street lights/Apollo lights (high mass) | Opposite Stand123, Buhlebuyeta Primary School, Mathangini informal, ZB informal, Ma-long Homes, MRTT informal |
| | Need for the existing street lights and high mass (Apollo) to be maintained. | Entire ward |
| | Need for replacement of removed street lights | Chriss Hani Drive |
| 3.Roads & storm water | Need for l streets to be paved. | Umkhuhlu, Mthonjeni, Luxoxo, Muggie, Bhubesini, Bushigwane, Libhubezi, Busika, Loheyane,Umgwaja,Toad,Hairbee,Kiewiet,Emini, Reedbuck, Amakhazane, Hippo |
| | Fixing of roads and potholes | Entire ward |
| | Need for a foot bridge | Thandulwazi sectiion i ,ZB sectiion, Ekuzolen section |
| | Need for car bridge | Ekuzoleni section, ZB section |

| WARD 19 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for storm water drainage system | Ma-19 sectiion, Ma-7 sectiion, Ma-20 sectiion, Ma-21 sectiion, ZB section |
| | Need for access roads | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal |
| | Need for speed humps | Busuku, Moya,Ubhejane, Umkhokha, Lihlobo, Ligogote |
| 4.Sanitation | Need for sewer system in the newly developed areas | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal |
| | Relocation of Kanyamazane sewerage treatment plant is health hazardous. | Kanyamazane |
| 5.Health | Need for treatment collection container centres near community (HIV,TB, & other chronically disease) | Kanyamazane |
| 6.Housing, Land & formalization | Formalization | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal |
| | Need to buy Thekwene from MEGA for delopment for human settlement stands | Kanyamazane |
| | Need to buy adjacent farm to Kanyamazane for development to a Kanyamazane Business Hub (Kasi Economy) Portion 25 of DEHOOP 203JU | Kanyamazane |
| 7.Cemeteries | Cemeteries need to be fenced with palisade and cleaned quarterly. | Z.B & Ma-21 section |

| WARD 19 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 8. LED | Need for Resuscitating Portion 9 Madeliesje 138JU for employment creating Programs (Piggery House, Checken Broiler, Aquaculture, Crusher stone query, Woman in agriculture, Waste Recycling Plant, Toilet Paper Manufacturing) | Kanyamazane |
| | Need for funding of Pave Brick Projects | |
| | Need Youth Skills Development centre | Kanyamazane |
| 9.Waste Management | Need for refuse removal by truck in the newly developed areas | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal |
| | Need for large containers bins | ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal Ma-19 |
| | Need for truck to collect cud trees | Entire ward |
| | Need for a community Hall | Entire ward |
| 10.Community Facilities | Need Youth Skills Development centre | Kanyamazane |
| | Need for public play parks | ZA |
| | Need for public swimming pool parks | ZA |
| | Need for maintenance of existing parks | Entire ward |

| WARD 20 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| Roads and Storm water | Roads to be paved and storm water drainage (15 kilometres) | Muco street ,Siter Street, Hlabela Street, Umculo street, Penny whitsle street, panflute strret, Banjo street, twist street, Trombone street, harp street, Bass street, Alto street, Sihlenge street, Lullbay street, Barrington Crescent street, Shonalanga Sihlenge street, Sunrise street, Lingedla street, Ilanga street, Simbaal Street, Cello crescent, Ulufu street, Ingwe street,Ingwe street, Soprano street & polka street |
| | Need for speed humps | Entire ward |
| | Need for street to be widened to reduce encroachment | Entokozweni |
| 2.Sanitation | Need for sewerage system | Entokozweni and all informal settlement |
| 3.Waste Management | Need for refuse removal skips to be placed at a strategic position | Belladonna Entokozweni Extension 1,2 &3 |
| 4. Water | Insufficient water supply | Entokozweni, Sikhulile & Belladonna |
| 5. LED | Need for job opportunities | Entire Ward |
| | Need for financial assistance for Co-ops in the ward | Entire Ward |
| | Need for training of Small business and for small business to be capacitate | Entire ward |
| 6. Electricity | Need household connection | Part of Entokozweni ,Belladona & Sikhulile |
| | Need for 3 high mass lights | Sikhulile; Belladonna Section; Entokozweni Ext 2 &3 |

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| | Need for Apollo lights to be maintained | Ema 31,Ema 38 & Ema 05 |
| 7. Housing | Need for RDP houses | Entire ward |
| | Formalisation of informal settlements | Entire ward |
| | Individual subside of RDP | Entire ward |
| 8. Community Facilities | Need for parks to be maintained and be monitored | Entire ward |
| | Need for multi-purpose centre | Entire ward |
| 9. Education | Need for addition classrooms | Sivulamasango Primary school |
| 10. health | Need for a clinic | Entokozweni |

| **WARD 21** | | |
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| **PRIORITY** | **PROBLEM STATEMENT** | **AFFECTED AREAS** |
| 1. Water | Lack of household connections & insufficient water supply (Bulk infrastructure is available) | Mzamane |
| | Lack of bulk infrastructure, legal household connections & meters | Portia |
| | Lack of bulk infrastructure<br><br>(an extra stand pipe as an interim measure is needed) | Enyokeni, Mzamane |
| 2. Roads & storm water drainage Pavement | Need for interlock paving of streets and storm water drainage system | Sport 5, Thwala , Msweli, Zulu, Ema12, honey Dew and Miyane Streets, Mhlume to Mzamane, Mlotseni to Shangaan Hill, Impala street via Tsitsa to Tsomo; Jeanette's place to Msweli and Zulu, Honey Dew and Miyane streets opposite complex' Emoyeni street at EXT6 , Manumbela street (Portia); Lietsjie street connecting to Lingoza and Sitselo streets, Libhubezi street (Back opposite to Dr Mabunda Surgery) |

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| | Need for construction of foot bridges to link communities | From Kanyamazane complex to Ema 15 |
| 3. Electricity Street Lights | Need for bulk electricity supply | Enyokeni & Portia |
| | Need for street lights on main roads (crime prevention measures) | Kanyamazane complex to Dutch Reformed Church via Differ's place; Elshaddai church via Former bus depot to main street. |
| 4.Sanitation | Need for waterborne ablution facilities | Entire ward (areas where there is no water borne sewerage system) |
| | Extension of sewer reticulation to households | Pholani, Kgotso |
| 5. Human Settlement | Need for the upgrading of the former Hostel | Kanyamazane- Section 5 |
| | Need for RDP houses | Entire ward |
| 6. Community facilities | Need for the renovation of the existing community hall | Kanyamazane |
| | Need for upgrading of sports ground | Back opposite of Central High school |
| 7. Education | Need for Foundation Phase School | Emhlume |
| 8. Health | Need for a clinic site | EXT. 4 (Behind Municipal offices) |
| 9. Human Settlements | Need for formalization of informal settlements | Pholani, Kgotso |

| **WARD 22** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Roads & storm water | Need for major streets to be maintained & paved | Main road (From Bus Stop No. 1 to Masinga & Entokozweni phase2)<br>Upgrade from Msogwaba primary to Duma<br>Old bus route to kaMkhwanazi<br>KalaLitswele down to Mlangeni |

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| | Need for foot bridges/ bridges | Several foot bridges from Sihlangu stream to Maseko household |
| | Need for storm water drainage system | Entire ward |
| | Naming of streets | Entire ward |
| 2.Water | Water Network, reticulation & household connection | Zamokuhle & Nkomeni church, Yedwa-MaTop, Nkambule, Masinga-RDP, Skhulile-Shishila |
| | Need for 8 Jojo tanks for funeral | Entire ward (Mashego Community hall) |
| | Need for water tankers | MaTop & Zamokuhle |
| | Need for repair of water leaks | Entire ward |
| | Need for 24hours water supply (insufficient water/ interruptions) | Entire ward |
| 3.Education | Need for high school | Opposite to Masinga RDP |
| | Need for fence | Duma Primary School & Msogwaba Primary School |
| | Need for 6 extra classes | Msogwaba primary, Duma Primary School, Yedwa Primary School |
| 4.Housing & Land | Need for serviced stands | Opposite to Masinga RDPs |
| | Need for 600 RDP houses | Entire ward |
| | Need for formalization/ tenure upgrade/ little deeds | Entire ward |
| 5.Electricity | Need for high mass lights | Msogwaba cemetery, Zamokuhle, Nkomeni church, Nkambule, Masinga, Shishila 1 |

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| | | St Jones & Shishila 2 |
| | Need for streetlights (crime is very high) | Entire ward |
| | Need for household connection | Shishila |
| 6.Waste management | Need for collection of waste | Nkambule to Shishila, Msogwaba primary to Duma primary, bus stop to Mshinga RDP |
| | Need for containers in the dumping site (to be removed once a week) | Entire ward |
| 7.Community Facilities | Indigenous game park | KaMashego,opposite to Masinga RDPs |
| | Need for recreational park | Near Duma site |
| | Need for sports grounds | Entire ward |
| | Need for renovation of palisade fence | Old Kanyamazane cemetery |
| 8.LED | Need for cooperatives | Entire ward |
| | Need for neighbourhood development & industrial development | Entire ward |
| 9.Safety & Security | Need for security | Old Kanyamazane cemetery |
| | Need for police visibility/patrols (there is high level of crime) | Entire ward |
| | Need for satellite police station | Mashigo Community Hall, |
| 10. Health | Need for 24 hours service at the clinic | Eziweni |

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| | Need for additional staff and standby ambulances | Msogwaba Clinic, Ziweni Clinic, and Entire ward |
| | Need for a mobile clinic | Mashego hall |
| 11. Sanitation | Need for VIP toilets | Entire ward |
| | Need for the sucking of existing toilets | Entire ward |
| 12. Social Services | Need for food parcel or feeding scheme | Entire ward |

| **WARD 23** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Road & storm water | Need for bus route | Thembisa Sports ground Zakheleni tarven.<br>Khekhe to Apollo.<br>Pholane school to Zakheleni tarven. |
| | Need for connector road | Sgcinekile pre school down to main road; Mzamane to Enduneni |
| | Need for storm water drainage system | Entire ward |
| | Need for 1 car bridge | Gobhoza |
| | Need for 3 foot bridges | Jericho, Mkheyi; Mzamane & Gobhoza |
| 2. Water | Insufficient water supply (interruption, insufficient and unhygienic water) | Gobhoza and Mbhutini section |
| | Need for house connections | Thembisa; New settlement ( Bhubhushini) & Gobhoza |

| WARD 23 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for Jojo tanks (for funeral) | Entire ward |
| | Need for 24 hour supply | Reservoir at Eziweni & the Entire ward |
| | Need for water network | Gobhoza |
| 3. Electricity | Need for household connections | New settlement (Bhubhushini) & Gobhoza |
| | Need for high mast lights & street lights | Tembisa, kaClean job, Gobhoza and Mkheyi (strategic positions) |
| 4. Housing | Need for RDP houses | 60 RDP's |
| | Need for the renovation of RDP houses | All those built in all the sections of the ward |
| 5. Education | Need for a new secondary school | Gobhoza |
| | Renovation of school | Sibuyile Primary School &Sibambisene |
| | Need for Library and a school hall | Sibambisene Primary School |
| | Additional of six class rooms | Sibambisene Primary School |
| | Need for toilets at the school | Tiboneleni Primary School |
| | Need for additional admin blocks and fencing of the school | Sibuyile Primary School,Sibambisene Primary School,Tiboneleni Primary school ,Pholane Primary School |
| 6. Sanitation | Need for VIP toilets (600) | Tembisa ,Gobhoza,Mzamane and Mkheyi |

| WARD 23 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for BIN Carbons removals once a week | |
| | Need for the suctioning of existing toilets | |
| | Need for dumping cabins | |
| 7. Community Facilities | Need for parks and recreational facilities | Daantjie/Thembisa & Gobhoza |
| | Need for upgrading of sports ground and court | Thembisa |
| | Need for job linkage cetre | Tribal office |
| | Need for Post box & telecommunication | Sibuyile, Pholani & Gobhoza |
| | Need for renovation of existing halls | Tembisa |
| | Need for Community hall, Library and sport centre | Pholani school; Thembisa or Tribal Authourity |
| 8. Safety & security | Need for 24 hours police patrol | Entire ward |
| 9. Waste management | Need for waste collection to avoid health hazards | Entire ward |
| | 'No dumping' signs to be installed to prevent dumping of rubbish | Daantjie |
| 10. Land | Need for formalization/ tuner and upgrading/ title deeds | Daantjie |

| WARD 23 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 11. Health & social services | Need for a new clinic (fully equipped) | Centre of the ward |
| | Need for 24 hours service of clinic<br><br>Need for additional staff in the clinic | For the existing ones & the new one |
| 12. LED | Need for CBP projects & women empowerment programmes | All existing societies & home based care within the ward |
| | Need for community training on LED to develop business for unemployed citizens and to capacitate them with required skills that will change their lives | Entire ward |

| WARD 24 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Insufficient water supply | Entire ward |
| | Need for a Reservoir | Luphisi; Daantjie |
| | Need for house connections. Multi water connections are there but they are not working | Entire ward |
| | Need for water purification and a 24 hours supply | Entire ward |
| | Need for still tanks and its maintenance | Mpakeni |

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| 2. Road & storm water drainage | Need for storm water drainage system | Entire ward |
| | Need for speed humps | Entire ward |
| | Need for foot bridges | Entire ward |
| | Bus shelters | Entire ward |
| | Need for road to be paved | From main road (Clinic road), Sibuyile & Mpakeni |
| | Need for upgrading of bridge | Sdungeni |
| 3. Community facilities | Need for library | Entire ward |
| | Need for a park | Entire ward |
| | There is a problem of illegal connection | Daantjie |
| | Need for sport facilities (multipurpose center, a community hall) | Mpakeni |
| 4. Housing | Need for RDP houses | Daantjie & Mpakeni |
| | Need for formalization/tenure upgrade/title deeds | Entire ward |
| | Need for the renovation of existing RDP houses | Entire ward |
| 5 Sanitation | Need for VIP toilets | Entire ward |
| 6. Electricity | Need for household connections | Entire ward |
| | Need for street lights | Entire ward |

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| | There is a problem of illegal connection | Daantjie |
| | There is a problem of problem of power cut | Entire ward |
| | Need for an Upgrade of Transformer at Mdedeleni | Mpakeni |
| 7.Safety & security | Need for 24 hours police patrol | Entire ward |
| 8. Waste management | Need for waste collection to avoid health hazards | Entire ward |
| | There is a problem of illegal dumping areas | Daantjie |
| 9. Community facilities | Need for a library | Entire ward |
| | Need for a park | Entire ward |
| | Need for sports facilities (multipurpose centre, incl. a community hall) | Mpakeni and Entire ward |
| 10. Health | Need for the clinic to be extended; maintained & upgraded | Sibuyile & Mpakeni |
| | Need for 24 hours service | Sibuyile & Mpakeni |
| | Need for additional staff | Sibuyile & Mpakeni |
| | Need for Standby Ambulance | Entire ward (strategic areas) |
| 11. LED | Need for CBP projects & women empowerment programs | Entire ward |
| | Need for a shopping complex | Mpakeni |

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| 12. Education | Need for a primary school and crèche | Ncakeni |
| | Need for a library | Mpakeni |
| | Need for additional class rooms & palisade fence | Siyakhula |
| 13. Other | Need for a mobile Home Affairs, SASSA and SAPS Department | Entire ward |
| | Need for a cellphone mast ( for cellphone network coverage) | Entire ward |

| **WARD 25** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Need for water supply at all times (additional reservoir) | Entire ward. |
| | Infrastructure maintenance | Mpunzane and Enkunzi |
| | Need for infrastructure | Comprehensive primary school, Hazypark, part of Sibukosetfu and Bongani |
| 2.Roads & storm water | Need for streets to be maintained | Entire ward |
| | Need for major bus routes to be tarred<br>Need for vehicle bridge (Empunzani) | Madala Skom – Majika; Main road from Tribal office to Makhubela; Malangeni |
| | Need for foot bridge | Between Mthimba & Comprehensive paving, Nyokeni |

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| | Need for speed humps | Hazypark, Twin college, Shabalala clinic and KaMazweni, Shabalala ZCC, Majika ZCC, (2) Emtimba, Sibukosethu |
| | Need for vehicle bridge | Between Mthimba and Comprehensive and Engcugce, RDP to cemetre, Shabalala, Khombaso, Mountain View, Mlangeni to Bongane, Msilaskupe, Eshabalala |
| | Need for storm water drainage system | Entire ward |
| | Need for paving of roads | Bongani hospital. Shabalala clinic to RDP section, Enkunzi and eSibayeni |
| | | Kamashinini via Mpunzana Primary School to Kamazweni |
| | | From ZCC church to Shabalala road |
| 3.Electricity | Need for electrification of houses | Comprehensive new stands( next to new cemeteries),Hazypark, part of Sibuko setfu |
| | Need for electrification | Minyane, Shabalala |
| | Need for high mass and street lights | Entire ward |
| 4. Community facilities | Need for maintenance of existing sports field | Entire ward |
| | Need for a community hall | Sand river |
| | Need for sports field | Sand river |
| | Need multipurpose centre | Sandriver and Hzypark |
| 5.Sanitation | Need for VIP toilets | Entire ward |

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| | Need for a dumping sites | Entire ward |
| 6.Housing & formalization | Need for RDP houses | Entire ward |
| | Need for housing allocation for communities as outlined in the waiting list | Entire ward |
| | Need for maintenance of RDP houses as are cracking. | Entire ward (Constructed houses) |
| | Need for formalisation ( title deeds) | Entire ward |
| 7.Health | Need for a clinic | Mthimba |
| 8.Safety & security | Need for police visibility (crime is very high) | Entire ward |
| 9. Waste management | There is a need for waste removal | Entire ward |
| 10.LED | Need for job opportunities | Entire ward |
| | Projects implemented within the ward should create jobs for the local residents | Entire ward |
| 11.Cemeteries | Need for cemeteries | Regional cemetery Kamajika. Need for the existing cemetery to be fenced |
| 12. Office | Need for effective services at Home-Affairs (Need for additional staff) | Entire ward |
| 13. Education | Need for primary school | Comprehensives new stands and Hazypark |
| | Need for High school | Shabalala |

| WARD 26 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Water is insufficient & some areas does not have infrastructure | Hillaria Section |
| | Need for Jojo tanks | Kahlophe; Maminza & Section 1; 2 & 3 |
| | Need for free water to the poor people; particularly those who have received RDP houses | Kahlophe; Maminza; Section 1,2,&3 |
| | Need for water reticulation | Hillaria |
| Electricity | Need for the installation of 60 street lights and high mast lights | Msogwaba |
| | Need for the existing high mast lights to be maintained | Ka-Sbhomela & others areas in the ward |
| 3. Roads & storm water | Need for the maintenance of roads. During rainy season, access to schools is very difficult | Maminza street (2km of street to be paved) |
| | Need for footbridge | Entire ward |
| | Need for vehicle bridges (Maminza bridge) | Between Hillaria & Duma Schools |
| | Need for tarring/paving of all roads | Nkambule street (2km) |
| | Need for bus shelters | Entire ward |
| | Need for storm water drainage systems. There are houses directly affected by storm water/ culvert pipes to be installed. | Entire ward |

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| 4. Sanitation | Sewer bone toilet systems | Ward 26 A |
| 5. Housing, land & formalisation | Need for 500 RDP houses | Entire ward |
| | Incomplete houses need to be completed | Entire ward |
| | Need for land for further extension of the residential area | Hillaria |
| | Need for formalization of informal settlements | Msogwaba Resort & Hillaria new village |
| | Need for services in the newly established village | Hillaria village |
| 6. Community facilities | Need for the renovation of a community hall and sports facility. | Msogwaba |
| | Need for a new police station | Msogwaba |
| 7. Education | Need for a crèche | Msogwaba |
| 8.LED | Need for job opportunities | Entire ward |
| | Local labour employed in the implementation of projects must be given certificates. | Entire ward |
| | Need for the establishment of cooperatives | Msogwaba |
| 9.Waste removal | Need for waste removal | Entire ward |
| 10. Health | Need for health facilities. Assign ambulance to Pienaar | Entire ward |
| | Clinic hours need to be extended to 24hrs | Msogwaba Clinic |
| 11. Safety & security | Need for a satellite police station | Msogwaba |

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| 12. Cemeteries | Need for cemeteries to be fenced with palisade | Msogwaba |

| WARD 27 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | There is infrastructure but no water is coming out | Khutsong, Matjaweni, Matsulu Entrance, White Velly and Marikana. |
| | Need for additional Jojo tanks | Mountain view, Marikana<br>Mathangini,youth center and Khutsong |
| | There is a problem of illegal connections | Mountainview & Mathangini |
| | Need for household connection | Matjaweni, Khutsong, Marikane, Moutain view. |
| | Need for the installation of stand pipes | Matsulu Entrance;<br>Mountain view and Mathangini |
| | Need for a Reservoir | Matsulu West & Matsulu entrance |
| | Insufficient water supply | Nkwalini clinic |
| | Leaking water pipes | Within the ward |
| 2. Electricity | Need for household connections | Informal settlement |
| | Power cut; need to upgrade power | Matsulu West |

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| | Illegal connections | Matsulu entrance; Mountain View & Mathagini |
| | Need for high mast lights (urgent) | Entire ward |
| | Need for streetlights | Entire ward |
| | Need for street lights to be maintained | Entire ward |
| 3.Formalization | Need for formalization | New stands, Mountain View'<br>Matsulu entrance, Khutsong, Marikana and Matjaweni |
| 4. Housing | Need for RDP houses | Entire ward |
| | Need for the completion of incomplete RDP houses | Section 10; Robben Island & Gijimani |
| | RDP houses are cracking (Damaged ) | Ekukhanyeni |
| | Need for hostel for Old Age & Orphans | Matsulu West |
| 5.Roads &<br>Storm water | Storm water drainage system | Entire ward |
| | Need for tarring of roads | Matsulu entrance – Nkululeko; Matsulu West - Frank to New cemetery; Lomshiyo – The local Circuit |
| | Need for access road | Road to Mountain View |
| | Need for bus route with paving | Matsulu entrance to Bongani Lodge |
| | Roads that cannot be accessed during rainy seasons | Nkululeko circuit road |
| | Need for foot & pedestrian bridges | Across railway line |

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| | Need for road signs | Entire ward |
| | Need for maintenance & upgrading of roads | Entire ward |
| | Need for bus stop & shelters | Entire ward |
| | Need for a bus shelter | Entire ward |
| 6. Sanitation | Need for VIP toilets | Makarina, White velly, Khotsong and youth centre |
| | Need for sewer system | Entire ward |
| | There are no toilets- communities utilize bushes or railway line | Thulani, Mathangini; Mountain view & Matsulu entrance |
| 7. Health | Need for clinic hours to be extended to 24 hrs | Nkwalini clinic |
| | Need for clinic toilets that are user friendly to people with disabilities | |
| | Need for the extension of clinic (additional staff & sufficient furniture) | |
| | Need for mobile clinic | Matsulu Entrance |
| 8. Social welfare | Need for office of Social Worker | Nkwalini clinic |
| 9. LED | Need for empowerment & job creation through projects implemented in the ward | Entire ward |
| | Need for business development skills/Support for SMMEs (capacity, funding, etc.) | Entire ward |

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| | Need for sufficient funds for CBP | Entire ward |
| | Need for a new Mall | Matsulu West |
| | Need for market stalls | Matsulu West; &<br>Matsulu Entrance |
| 10. Community facilities | Need for post office | Matsulu West |
| | Need for SASSA offices | Matsulu West |
| | Need for Home Affairs offices | Matsulu West |
| | Need for Eskom offices | Matsulu West |
| | Need for Parks & Recreational facilities/upgrading of existing parks | Entire ward |
| | Need for Sports facilities-upgrading of sports field | Moyeni Sport Ground |
| | Need for multi–purpose sports complex | Matsulu West |
| | Need for the fencing of Traditional council cemeteries | Lomshiyo |
| | Need for water & ablution facilities at<br>Cemeteries | Lomshiyo |
| | Need for the maintenance & installation of outside light | Imbokodo hall |
| | Need for a library | Matsulu West |

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| 11. Waste management | Need for the removal of refuse removal services | Mountain View, Mathangini, Matsulu Entrance, Khutsong and Marikane |
| 12.Education | Need for scholar transport | Matsulu entrance to Matsulu A;B & C |
| | Need for a secondary school | Matsulu West; Youth cetre |
| | Need for a primary school | Entire ward |
| | Need for a combined school | Sibongile primary school |
| 13. Safety & security | Need for 24 hours SAPS availability | Entire ward |
| | Need for Satellite/ Mobile Police Station | Entire ward |
| | Need for the recruitment of local volunteers | Entire ward |
| | Upgrading of existing Police Station / Need for additional SAPS staff | Matsulu Police station |
| 14. Land demarcation | Tenure upgrading/issuing of title deeds | Entire ward |
| | Land availability for farming | Entire ward |

| **WARD 28** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |

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| 1. Roads and Storm Water | Need for streets to be paved / tarred | Hambavangeli street, Days & Paradise (Emfuleni), KaMdikhoni, Sibusisiwe Street, Takheleni, Nkululeko, Zola, Sibuyile, Kruger gate. |
| | Need for speed humps and pedestrian crossing | From Funindlela, Paradise and police station road. |
| | Need for pedestrian paving | From Spar to Funindlela |
| | Need for bus shelter and stop signs | Zola, Funindlela and Sibusisiwe. |
| | Need for drainage system | Paradise, Nkululeko and Funindlela. |
| | Need for access roads to public facilities | Nkululeko, Takheleni, Socila Service and Takheleni. |
| 2. Electricity | Need for street lights & Apollo lights/ Poles | Sibuyisile, Mashonamini, Takheleni, Zola, Nkululeko and Vodacom Park. |
| | Need for existing Apollo lights to be maintained | Newscom; Zola; Takheleni, Habi-Tech; Bizz Corner & Sibusisiwe |
| | There is always a problem of power failure | Zola & Newscom |
| 3. Water & Sanitation | Need for water supply | Sibuyile; Mashonamini; Khokhoba, Sibusisiwe and Vodacom Park. |
| | Need for a Reservoir | Vodacom Park |
| | Nee for water infrastructure | Mashonamini; Sibuyile & Vodacom Park |
| | Need for water borne sewer | Zola Park; Mashonamini; Newscom; Funindlela; Vodacom Park; Takheleni & Sibuyile |

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| | Need for a sewerage system | Newscom; Funindlela; Vodacom Park; Mashonamini; Zola Park; Takheleni & Sibuyile |
| 4.Housing and Land | Need for RDP houses and vacant stand audit | Subuyile and Mashonamini |
| | Need for formalisation (tittle deed) | Mashonamini and Subusisiwe |
| 5.Education | Need for a new primary school | Mashonamini |
| | Need for a FET college and a library | Matsulu Ward 28 |
| | Access to bursaries for matric students | Masitakhe and Sibusisiwe |
| | Need for community involvement in education matters | Funindlela and Takheleni |
| | Access to ABET programme | Funindlela |
| | Need for crèches to prepare children for formal education | Takheleni |
| 6.LED | Need for job creation programmes for women & youth (Establishment of Co-ops) | Establishment of Co-ops |
| | Need for sustainable livelihood programme for vulnerable groups | Greater Matsulu C |
| | Need for a new shopping complex | Days-Matsulu C |
| | Need for job opportunities | Entire ward / Program to assist women |
| | Programmes to assist woman | Entire ward |
| | Need for a petrol filling station | Next to Days Store |
| | Support for small businesses (SMMEs) (Capacity, funding, etc.) | Entire ward |

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| 7.Health | Need for access to medication at the clinic for chronic patients | Entire ward |
| | Need for educational awareness and campaigns on HIV & Aids | Entire ward |
| | Need for a clinic | Matsulu C |
| 8. Social services | Need for satellite office of Home Affairs to address issues of birth certificates; identity documents; foreign nationals; SAPS& Mbombela Office. | At the new Fire Station Building |
| | Need for satellite offices (SASSA) | |
| 9.Safety & Security | Need for visibility of SAPS, additional staff & upgrading of the existing station | Entire ward |
| | Need for a police station and extra vehicle | Entire ward |
| 10. Waste management | Inconsistence removal of waste & shortage of dust bins | Entire ward |
| | Need waste removal | Entire ward |
| | Need for signs for dumping sites | Entire ward |
| | Need for local co-operatives to be prioritised in waste management projects | Entire ward |
| 11. Sports field | Need for sports field & upgrading of existing stadium | Masitakhe sports field; Sibusisiwe Secondary school & Winners Park |
| 12. Community facilities | Need for new parks/ Upgrading of existing parks | Mashonamini & Matsulu C |
| | Need for a community hall | Next to the Police Station |

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| | Need for public library | Masitakhe |

| WARD 29 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Need upgrading of Aldie reservoir & Gedlembane reservoir (has improvement. Stay few days with no water in.) | Aldie; Faith; Gedlembane; Somcuba; Sawotini; Ekukhanyeni & Ekuphileni |
| | Need for 2 boreholes | Gedlembane , Aldie and Ekuphileni areas |
| | Need water connections for 350 households | Gedlembane, Ekuphileni areas and Emathumbini |
| 2. Roads & stormwater | Roads are badly damaged. Need for the reconstruction of Gedlembane Mluti bus route | Gedlembane; Somcuba ,Mluti ,29 & 02 |
| | Need for streets to be paved | Tsela to Thithi; Mandla phones to Mazambane; Xamina& Xawena to bridge kaKhoza. Sindzawonye Eloi to Kuwait; Julius via 123; Ekukhanyeni to Gudlumgwenya; Gedlembane to reservoir; Ngoma to Mhlanga & Ekukhanyeni to Mnisi via Old Apostol street, bus stop to kaNyalunga via Gedlembane high school, Thwala to Sifundza, Somcuba to Thithi, Etjanini to Somcuba, kaMaliki to Kuwait. |
| | Need for foot bridges | Thela stream; Jane stream; Mbuyane stream; Skhanda; Etinkukhwini (Mathebula) kaFreddy, kaStuff, Eziweni, Faith, Emhlumeni, Beauty side & Sawotini (x1 kaFreddy and x1 kaSibiya) |
| | Need for vehicle bridges | Tsela to Thithi; Mphakatsi 21 stream (Nyoni); Vero Nkosi Ekukhanyeni & Eloi Kuwait road, kaFreddy; Emhlumeni and kaStuff |

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| | Need for the maintenance & upgrade of roads | Gedlembane to Mluti & Dludlu to Mkhumlakheza |
| | Need for road designs | Gedlembane (the Alp) |
| | Need for the sidewalks to be paved | Dludlu to Mkhumlakheza road and Mbebe to Daantjie Nkomeni |
| 3. LED | Need for job creation opportunities | Entire ward |
| 4. Health | Need for clinics/ health care facilities | Gedlembane; Somcuba; Zwelishana & Sawotini |
| | Need for upgrade of clinic | Eziweni clinic |
| | Need for clinic to operate 24 hours | Eziweni and Msogwaba clinics |
| 5. Electricity | Need for infrastructure & households connection | Ekuphileni 30; Ekukhanyeni 20; Sawotini 06; Mkhumlakheza 05& Eziweni 05 |
| | Need for 13 high mass lights | Ekuphileni1; Sawotini2; Xamina 2; Gedlembane 1; somcuba 1 thithi 1; Shishila 1; Eziweni 1; Tsela 1; Emphakatsi 2 |
| | Need for 100 street lights (most needed) | Dludlu to mkhumlakheza road x20; somcuba to Thithi road x20; Xamina to Zwelisha road x20; shell garage and Gedlembane to mluti road x40 |
| 6. Waste management | Need for dumping site management | kaGudlane; gedlembane; Emphakatsi; kaJulius; kaTsela; bus stop eOne; Eziweni; kaCaba; Somcuba; Thithi; Shishila primary school; old cemetery; Somcuba road next to vehicle bridge |
| | Need forrefuse removal | Entire ward |
| 7.Community Facilities | Need for parks & recreational facilities | Entire ward |

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| | Need for sports facilities | Entire ward |
| | Need for palisade fencing of cemetery | Msogwaba old cemetery |
| 8. Housing | Need for 110 RDP houses for collapsible structures | Entire ward |
| 9. Education | Need for the primary school ground to be graded and a palisade fence around the school | Shishila primary school |
| | Need for beautification of school | Shishila primary school |
| 10 Sanitation | Need for 2 500 VIP toilets | Entire ward |
| 11 Safety & Security | Need for police patrol | Entire ward |

| **WARD 30** | | | |
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| PRIORITY | PRIORITY WEIGHT | PROBLEM STATEMENT | AFFECTED AREAS |
| **1. Water** | **1** | Need upgrading and refurbishing of existing water infrastructure<br><br>Implementation of the Coolmore water project dam | White River |
| | **1** | Refurbish raw water storage and secure and sustain allocated increased resource allocated | White River |
| | **1** | Need better management of water treatment and reticulation<br><br>Implementation of “Drought Intervention Report for White River” Endecon, January 2021 | White River |

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| **2. Sanitation** | **1** | Need upgrading of existing sewer system and improved operation of waste water treatment works with specific attention to Colts Hill sewer line and pump station.<br><br>Re-implementation of phase 2 of the waste water treatment plant | White River |
| | **2** | Need for dedicated TLB and Jetta machine for White River | White River |
| | **2** | Require the provision of a hazardous waste handling and disposal facility | White River |
| | **2** | Need for public toilets in the CBD | White River |
| **3. Roads and Storm water** | **2** | Require a full maintenance and repair programme for White River roads and pavements including specific attention to Tom Lawrence St and Chief Khumalo Mgiyeni Dr. | White River general including Chief Khumalo Mgiyeni Drive, Tom Lawrence , Van Riebeeck, Syd Cornwell, Rooibos and Maluti |
| | **1** | Restrict heavy duty vehicle traffic in residential areas | White River |
| | **3** | Require road link from Tungsten St to R537 | White River Industrial Area |
| | **2** | Require Street sweeper vehicle for White River | White River |
| **4. Transport** | **3** | Spoornet railway must be reinstated as an alternative mode of transport | White River |
| | **1** | Require additional traffic control vehicles and officers to provide 24/7 service delivery | White River |
| **5. Electricity/Power Supply** | **1** | Additional capacity must be provided including replacement of the standby transformer in Hennie van Till St. | White River |

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| **6. Waste & Refuse management / Sanitation** | **1** | Upgrade transfer station including facilitating recycling and capacity for acceptance of refuse from outer areas | White River |
| | **2** | Waste truck to be repaired and maintained to standard to meet White River refuse collection requirements | White River |
| | **2** | Establishment of waste removal system for business and commercial waste | White River |
| **7. Community Facilities** | **1** | Require a new clinic facility. Infrastructure, equipment and staff | White River |
| | **3** | Require extended parks and recreational facilities, especially in high density areas | White River |
| | **3** | Need for Sports facilities to be renovated, upgraded and maintained | White River |
| | **3** | Upgrade and maintenance of municipal chambers building and library | White River |
| | **2** | Supply and maintain adequate equipment and staff for parks Dept to meet community requirement | White River |
| | **1** | Fire and rescue service to comply with minimum public protection SANS 100/90 National requirement legislation | White River |
| **8. Education** | **1** | Build an additional high school with facilities | White River |
| | **1** | Build an additional primary school with facilities | White River |
| **9. Social Services** | **1** | Facilities for dealing with homeless and mentally disturbed persons | White River |
| | **3** | Hospital required for White River Community | White River |

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| **10. LED** | **1** | Require more law enforcement officers, with vehicles, dedicated to Whiter Town with specific attention to enforcement of by-laws and control of taxi ranks | White River |
| | **2** | Taxi precinct requires upgrade | White River |
| | **3** | Planning and spatial provision International Hotel accommodation Cnr Impala and Sabie R537 | White River |
| | **3** | Require Job creation plan for economic development and employment | White River |

| **WARD 31** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Roads & storm water | Need for the tarring & paving of street | Gutshwa clinic roads; Bhayizane to Poponyane; Moja to Sbhulo; Sbhulo to main road James shop; Silubane to Bhuga |
| | Need for foot bridges | Gutshwa to Sibhule School; Gutshwa to Dippini Bhuga; Bhuga to Half way; Bhayizani to Gutshwa Primary School & Bhayizane old sewerage to Halfway; Emanuel church to Sibhulo |
| | Need for road maintenance | Entire ward |
| | Need for speed humps | Next to clinic in Bhuga; Poponyane; On the dam towards the field; Halfway to Bhejukufa & Next to ka-Mabuza towards the school in Gutshwa, kaGorden |
| | Need for road signs | Bhuga to Ngulubeni & Khumalo Tribal Authority road |

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| | Need for overhead bridge | Sbhulo; Edhibini; Mhlanga; Lomangcingci; Kamagagula & Maphakama |
| | Need car bridge | Between Sifunindlela & Gutshwa; between Zikode and Maseko cemetery |
| | Need for the access road to cemeteries | Road to the cemetery |
| | Need for storm water drainage | Thulula; Nkohlakalo |
| 2. Water | Insufficient water supply | Entire ward |
| | Need for the upgrading & maintenance of the existing infrastructure | Entire ward |
| | Need for new house connection | Bhuga; Halfway & Gutshwa. |
| | Need for boreholes | Mkasi Gutshwa; Julukani; Poponyane area; next to the sports field,Lucia Park; Bhayizane, Julukane; Bhuga Nkomeni ,Nkohlakalo & Halfway next to Mbombela bricks |
| | Need for Jojo tanks | Mkheyi; next to Ngobe in Bhayizane; Silubane & Bhuga, Poponyane, city spoilers ground; Julukane next to chief office |
| 3. Electricity | Need for house connections | The area next to the old sewerage; area next to Mbombela bricks; the area next Lucia park next to cemetery. |
| | Need for street lights/Apollo | From Magagula to Poponyane & from the road to Sbhulo school and from road to kaLomangcingci; Julukane; Halfway bridge; Bhuga next to Monareng |
| 4. Sanitation | Need for VIP toilets | Entire ward |

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| 5. Housing | Need for RDP houses | Entire ward |
| 6. Waste Management | Need for dumping sites and garbage trailer | Halfway,Mbombela bricks and next to Sbhulo hall ; Sbhulo; Maphakama; Makhahlela |
| 7. Community facilities | Need for a community hall | Gutshwa |
| | Need for youth centre | Bhuga |
| | Need for playing park | Gutshwa |
| 8. Education | Need for additional classes & admin block | Gutshwa (Zikode secondary) & Gutshwa primary |
| | Need for comprehensive school (crèche & primary) | Poponyane |
| 9. Safety & security | Need for 24 hours visibility of police | Entire ward |
| 10. LED | Job opportunities | Entire ward |
| 11. Health | Need for additional staff<br>Need for 24 hours service<br>Need for maternity room<br>Need for kitchen | The existing clinic |
| 12. Cemetery | Need for the fencing of cemetery | Bhuga; Bhayizane & Gutshwa |

| WARD 32 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for water supply | Sincobile; Mhlume; Thembelihle; Phola Park; Mashonamini; Dwaleni & Teka Takho; Backdoor |
| | Need for bulk water pipeline | Karino to Dwaleni |
| | Need for water tanks/Jojo tanks and three (3) boreholes | Entire ward |
| 2. Electricity | Need for households connection | Thembelihle; Part of Phola Park; Mhlumeni, Dwaleni section, Teka Takho, New Village, Sincobile, |
| | Need for street lights (Strategic positions) | Mbumbhubhu, Mashonamini, Teka Takho; Mhlumeni; Stonecity; Eskom Park; Phola park; Thembelihle |
| 3. Roads & storm water | Need for major roads to be paved & tarred | Snefini, Mbumbhubhu, Mashonamini, Stoencity, Teka Takho |
| | Need for a bus route | Dwaleni; Teka Takho |
| | Need for foot bridges | Teka-takho; Ngodini; Dwaleni & Phola park |
| | Need for speed humps | Dwaleni; Teka takho & Phola park |
| | Need for robots | Teka Takho Four way stop |
| 4. Waste Management | Need for waste removal | Entire ward |
| 5. Sanitation | Need for sewerage management system. VIP toilets must be provided as a short term solution | Phola Park; Teka Takho; Eskom Park; Part of Thembelihle & Dwaleni |
| 6. Community facilities | Need for the upgrading of sports field | Dwaleni; Teka Takho; Phola Park & Sincobile |

| WARD 32 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for a community hall & library | Entire ward |
| | Need for a new cemetery & fencing of the existing cemetery | Entire ward |
| 7. LED | Need for technical skills training centre | Entire ward |
| 8. Housing & Land | Need for RDP houses | Entire ward |
| | Need for land for agriculture purposes | Dwaleni & Teka Takho |
| | Need for formalization | Masakhane; Teka Takho; Eskom Park; Thembelihle & Mhlumeni |
| 9.Heatlh | Need for additional staff at the clinic | Dwaleni |
| 10. Safety & security | Need for a satellite police station | Dwaleni & Phola Park |
| 11. Education | Need for a primary school & crèche; Extra or additional classrooms | Teka Takho |
| | Need for transport to assist kids | Entire ward |

| WARD 33 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |

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|---|---|---|
| 1. Water | Water is scarce (only available in the morning from 5h00 am to 7h00 am) | Entire ward |
| | Pressure of water is very low & higher areas are unable to get water. Need for boreholes | Maporo; Bhejukufa (Mphotholozi) & Mililand Barcelona & Sandzile area |
| 2. Electricity | Need for Apollo lights | Nkohlakalo; Bhejukufa; Mthonjeni; Barcelona; Sandzile & Phumla Majaji |
| | Need for street lights | Mililand; Nkohlakalo; Barcelona; Maporo; Damini to Themba Hospital; Ngodini High; Mthonjeni; Sandzile & Phumla Majaji |
| | Need for the existing Apollo lights to be maintained | Entire ward |
| | Need for household electrification | Sandzile; Nkohlakalo & Majaji village |
| 3. Roads & Storm water | Need for major streets to be tarred/paved | Mealieland; Maporo; Barcelo; Cemetery road |
| | Need for foot bridges | Talukwatini leading to Kabokweni Complex ; Sandzile area (Dutch); Nkohlakalo & Barcelona |
| | Need for a vehicle bridge | Nkohlakalo to Bhejukufa & Shikisha bridge |
| | Need for speed humps | Nkohlakalo, Maporo & Sandzile area |
| | Need for traffic lights & traffic signs | Kabokweni Complex |
| | Need for storm water drainage | Entire ward |
| 4. Waste management | Need for a dumping site & collection of waste | Bhejukufa |
| 5. Education | Need for community library to be extended | Kabokweni library |

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| 6. LED | Need for job opportunities | Entire ward |
| 7. Community facilities | Need for the upgrading of sports ground | Maporo & Nkohlakalo grounds |
| | Need for the renovation of community hall | Kabokweni community Hall |
| | Need for fencing to prevent illegal dumbing | Maporo ground |
| | Need for the renovation; extension of municipal offices & construction of guard house | Municipal Offices; Cemetery & Community hall at Kabokweni |
| | Need for the fencing of cemetery | Kabokweni |
| 8. Housing | Need for RDP houses | Entire ward |
| | Need for sites | Entire ward |
| 9. Health | Need for the extension & renovation of Kabokweni clinic | Kabokweni |
| 10. Formalization | Need for formalization | Bhejukufa & Kabokweni (new settlement) |

| **WARD 34** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Roads & storm water | Need for main roads to be tarred | Makoko to Mashonisa bus route (Bermuda); Phameni bus route (Bermuda); Numbi bus route (Bermuda); Chweni Spieonkoop road; Malekutu to Chweni bus route (Bermuda) |
| | Need for main streets/roads to be paved | Chweni (Gwegwenene); Phameni (road between Jacob secondary school & Kusile primary school) |

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| | Needs for speed humps | Mabuza improvers, Makoko(1 on the entrance to makoko primary)<br><br>(1) Speed hump in Nelson Mandela and (1) next to ST Johns, Chief Albert unit.<br><br>( 3 Chweni) - 1 at Sebeba; 1 kaProc restaurant; 1 Emganwini |
| | Need for main roads to be re-gravelled | Makoko; Phameni; Malekutu Scombantwana to Chweni and Mabuza Improvers. |
| | Need for ring road | Chweni & Phameni |
| | Need for vehicle bridges | Phameni to Makoko bridge, Chweni in Sebeba |
| | Need for foot bridges | Makoko – Elsie Silinda to Mashonisa x 1<br><br>Jacob Mdluli Secondary School x1 & Paulos bridge leading to Masilela Cemeteries (Phameni). |
| | Need for existing foot bridge to be upgraded | Chweni (Scom- Bantwana x2; Gwegwenene x1 |
| | Need for V drains | Makoko - from Freddy Nkomo down to Sbovana)<br><br>From main road street to Lizzy Sengwayo down to the fields.<br><br>From main road pass Sbongile Monareng house to Sipho Mathe's huse to the fields<br><br>Nkala; Layekile |
| | Need for storm water pipes | Makoko- x1 Masilela main Road<br><br>X1 From Mdluli road to the bridges before turning to Phameni<br><br>Chweni- Sebeba foot bridge |

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| 2. Water | Need for boreholes | Makoko: (1) JJ Malandule<br>(1)Nelson Mandela<br>(1) Tutu Unit<br>Chweni: Scombantwana (1)<br>Sebeba(1)<br>Malekutu Mabuza improvers: (1) Borehole next to cemetery.<br>(1) KaMaluleke emasimini<br>(1) E ST Johns<br>(1) eGushede Street near kwaZolimo<br>Phameni: (1) borehole kaDanger Ngomane<br>(1)ka Mnisi Mavela<br>(1) borehole next to Nelisiwe |
| | Need to increase/upgrade capacity to reservoirs & boreholes to be installed | Chweni; Phameni; Malekutu Mabuza Improvers. Makoko |
| | Need for Jojo tanks | Makoko: (1) jojo tank in chief Albert Luthuli; Jojo tank in JJ Malandule<br>Chweni: (1) jojo tank in Sebeba<br>Malekutu (Mabuza improvers): (1) jojo in kwaBhono; (1)Jojo tank Phameni |
| | Need for steel tank | (1)Steel tank ngase Mtomeni |

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| 3. Electricity | Need for household connections | Chweni (Scom-Bantwana & Chicken Farm); Phameni; Makoko Nelson Mandela & Musa Mbuyane |
| | Need for high mass lights | Malekutu- Mabuza Improvers x1; Tentele Good Enough x1; Mtomeni new steel tank x1; eCrossini near crèche x1; near driving school at Buy back centre x1; Makoko near Sedibe and Makoko school x1; at Nelson Mandela x1; near Musa Mbuyane x 1; near Elsie Silinda<br><br>Chweni – Sebeba x1; Scombantwana x1; next to Chweni primary x1;<br><br>Phameni – kaPiet Khoza shop x1; next to Phameni community hall x1 |
| | Need for the existing street lights to be maintained | Entire ward |
| | Need for the upgrading of electricity capacity to increase power | Phameni; Chweni; Makoko & Malekutu (Mabuza Improvers) |
| 4. Community services | Need for community halls (to be first priority in adjustment budget) | Chweni |
| | Need for sports facilities | Malekutu, Makoko, |
| | Need for renovation of community hall | Makoko |
| | Need for ablution facilities & fencing of cemeteries | Entire ward |
| | Need for parks | Phameni & Makoko Nelson Mandela |
| | Need for park maintenance | Makoko (Existing park); Chweni |
| 5. Health | Need for new clinics | Phameni; Chweni; Malekutu Mabuza Home Improvers. |
| | Need for the upgrading of the existing clinic to operate for 24 hrs | Makoko |

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| 6. Education | Need for primary school | Malekutu- Skom Bantwana |
| | Need for Administration Block | Chweni (Chweni Primary School) & Makoko Primary School |
| | Need for addition of classes | Chweni Primary school |
| | Need for safety in schools | Entire ward |
| | Need for FET college for matriculants | Phameni |
| 7.Social services | Need for sport facilities | Malekutu (Mabuza Home Improvers) |
| | Need for old age pay centre | Makoko; Chweni |
| 8. Housing & Land | Need for RDP houses | Entire ward |
| | Need for formalization ( tenure upgrading) | Entire ward |
| 9. Sanitation | Need for VIP Toilets | Entire ward |
| 10. LED | Need for skills development to community members; entrepreneurship & tourism. | Entire ward |
| | Need for brick laying factory & embroidering & printing factory | Makoko |
| | Need for a shopping mall | Makoko –Mdluli Tribal Authority |
| 11. Safety & security | Need for 24 hours visibility of SAPS | Entire ward |
| | Need for Satellite Police Station | Chweni & Makoko (next to the Traditional Authority area) |
| 12. Waste management | Need for waste removal | Entire ward |

| WARD 35 | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Insufficient water supply | Entire ward |
| | Need for Jojo tanks (for interim relieve) | Thembisa, Ermelo, Siligane; Nkohlakalo; Tycoon; Half Way; Lindela; Buyelani; Maswirijini; Matangaleni; KaMabopha; Sifunidlela Built it. |
| | Need for boreholes | Siligane; Tycoon; Lindela; Maswirijini; Matangaleni; KaMabopha; Built it; Thembisa; Half way. |
| | Need for a Reservoir | Nkohlakalo & Bhuga |
| 2. Electricity | Need for household connections | Halfway; Bhuga; Mtangaleni; Bhaburi; Part of Siligane; Sifunindlela; Skonkwane; Maswirijini; Matangaleni; Tycoon |
| | Need for streets lights or high mast lights | All the crime hot spots i.e. KaMagagula to the clinic in Matangaleni; Mpompoli to Maseko ring road; Siligane to Tycoon; Sifunindlela to Siligane; Elijah Mango to Ermelo |
| 3. Roads & storm water | Need for the roads to be paved/tarred | Thembisa- Maria road; Nkohlakalo-Mpompoli road; Halfway-Mabuza to cemetery road; Sifunindlela – Built It road; Siligane school road; Mvangatini road |

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| | Need for foot bridges | Siligane to Tycoon; Matangaleni to Siligane;Sifunindlela to Gutshwa; Sifunidlela to Losana |
| | Need for overhead bridge | Main road to Mpompoli primary school and Sifunindlela primary school |
| | Need for road signs | Ngulubeni to Bhuga road & tribal authority road. |
| | Need for bus shelter | Entire ward (all bus routes) |
| | Need for access road to cemeteries. | Siligani & Matangaleni (to be paved) |
| | Need for storm water drainage | Siligane; Sifunindlela; Matangaleni; Ermelo; Tembisa; Part of Nkohlakalo & Half Way |
| | Need for speed humps | Matangaleni (x2); Build it (x1); Siligane (x1) & Magagula (x1) |
| 4. Housing | Need for RDP houses | Entire ward |
| | Private land acquisition for community | Entire ward |
| 5. Community facilities | Need for a community hall | Sifunindlela community hall |
| | Need for a library; with access to internet | Mantangaleni next to park |
| | Need for sport field to be upgraded | Entire ward |
| | Need for a multipurpose centre | Entire ward |
| | Need for the maintenance and fencing of cemetery | Matangaleni, Nkohlokalo, Tembisa, Siliga & Sifunindlela; Emkangatini; Buyelani |

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| | Need for water & ablution facilities at cemeteries | Siligani & Matangaleni |
| | Need for a park to minimize the youth from going to tavern | Next to Build it soccer ground |
| 6. Sanitation | Need for VIP toilet | All sections |
| 7. Health | Need for another clinic (the population has grown tremendously) | Old sewerage (Sifunindlela) |
| | Zozo's must be placed at the clinic to reduce congestion | Bhuga CHC |
| 8. LED | Need for market stalls | Kamagagula |
| 8. Education | Need for a primary school | Siliga & Matangaleni |
| | Need for a crèche | Entire ward |
| 9. Safety & security | Need for 24 hours visibility of police | Entire ward |

| **WARD 36** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Road & storm water | Need for the tarring/ paving of roads | Mthombo high school to Newscom steel tank; Newscom Ka Tsila; IPCC to nkosana Supermarket, Emoyeni kaSilinda; Sunshine to Magagane; Nkanini; Zomba cemetery; Zomba tar to Masjid |

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| | Need for foot bridge | Emoyeni , Zomba, Newscom Ka Mbombi, Newscom Mjupas |
| | Need for vehicle bridge | Emoyeni and ZOmba, Newscom to Emoyeni |
| | Need for storm water drainage | Sunshine street next to sunshine cafe from KK Bus Stop; Street from KK Bus Stop; Nkanini & Mthombo high school street |
| | Need for clearing of roads | Entire ward |
| 2. Water | Need for 2 Reservoirs | Zomba & Newscom |
| | Need for connection of pipes | Newscom |
| | Need for refurbishment scheme | Entire ward |
| | Need for boreholes | Zomba and Moyeni |
| | Need for jojo tanks | Zomba and Moyeni |
| 3. Electricity | Need for electricity infrastructure | Newscom Ezembeni |
| | Need for Apollo lights | Newscom; Nkanini; Mthombo High school; Zomba next to Mthunzi primary school; Thembalethu; Sunshine street & all crime spots & Emoyeni |
| | There is a problem of illegal connection | Entire ward |
| 4. Sanitation | Need for VIP toilets | Zomba & Emoyeni |
| 5.Housing | Need for RDP houses | Entire ward |
| 6. Health | Need for a clinic | Zomba |

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| 7.Community facilities | Need for a library | Entire ward |
| | Need for a community hall | Newscom |
| | Need for a crèche & pre-school | Newscom |
| | Need for sports ground | Entire ward |
| 8.Safety & Security | Need for satellite police station | Newscom |
| 9. Cemeteries | Need for fencing & cleaning of cemeteries | Emoyeni; Newscom & Zomba |
| 10. LED | Need for projects to create jobs | Zomba and Moyeni |
| 11. Waste Management | Need for land fill site & collection of waste | Entire Ward |

| **WARD 37** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for and sufficient constant water supply | Entire ward |
| | Need for Jojo tanks | Malekutu; Part of Khumbula (Zwide & Riverside) |
| | Need for upgrade of a borehole | Malekutu (5 boreholes) & Riverside-Khumbula (1) |
| 2. Roads & storm water | Need for roads to be tarred | Mjejane to Malekutu; |
| | Need for the roads to be paved | Malekutu; Zwide; Riverside; Mashonisa. |
| | Need for foot bridges | Malekutu, Khumbula; Mjejane to Buyelani |

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| | Need for bus shelter | Mjejane |
| | Need for street light and maintenance of existing street lights | Malekutu aqnd Zwide River side. |
| | Need for the upgrading of electricity to increase power | Khumbula & Malekutu |
| Electricity | Need for households electrification | Phondweni, Mjejane, Khumbula, Malekutu |
| | Need for street lights & mantainance of existing street lights | Malekutu, Zwide Riverside |
| | Need for the upgrading of electricity to increase power | Malekutu; Khumbula |
| 4. Housing | Need of RDP houses | Entire ward |
| 5. Sanitation | Need for 750 VIP toilets | Malekutu (600); Khumbula(150); Mjejane |
| 6. Health | Need for a new clinic | Malekutu |
| 7. Education | Need for extensions of class-rooms | Mandundu Primary School & Vutselani Primary School |
| | Need for access to AET programme | Mjejane |
| | Need for crèches to prepare children for formal education | Mjejane |
| | Need for safety in schools | Malekutu & Malekutu Primary School |
| 8. Community services | Need for the renovation of stadium | Ntsikazi stadium (Khumbula) |
| | Need for a community hall | Malekutu |
| | Need for cricket sport field | Malekutu |

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| | Need for maintenance of a park | Malekutu park |
| 9. LED | Need for skills development programmes on entrepreneurship & tourism | Makoko |
| | Need for brick laying factory & embroidering & printing factory | Malekutu |
| | Need for job opportunities | Entire ward |
| 10. Safety & security | Need for Satellite Police Station and 24 hour monitoring | Malekutu |
| 11. Social services | Need for old age pay point | Khumbula |

| **WARD 38** | | |
|---|---|---|
| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1. Water | Need for water supply (upgrade phase 3) & boreholes | Mbonisweni; Backdoor; Makotapenini; Buyelani & Phathwa |
| 2. Electricity | Need for households connection | Bhongindlala; Backdoor; Phathwa & Mbonisweni |
| | Need for upgrading of electricity | Hillsview |
| | Need for street lights | Phathwa; Backdoor & Mbonisweni |
| 3. Roads & storm water | Roads are in bad conditions, need to be tarred/ paved | Hillsview; Mbonisweni Clinic road & Pathwa (Road to grave yards) |
| | Need for speed humps | Hillsview; Phathwa & Mbonisweni |
| | Need for traffic circle | Backdoor intersection |

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| | Need for bus shelters | Entire ward |
| | Need for side walks | Mbonisweni |
| 4. Community hall | Need for a community hall | Mbonisweni |
| 5. Sports facilities | Need for the upgrading of existing sport fields | Hillsview; Phathwa; Mbonisweni & Backdoor |
| 6. Land & Housing | Need for land for residential development | Hillsview & Mbonisweni |
| | Need for RDP houses | Hillsview; Mbonisweni; Backdoor & Phathwa |
| 7. LED | Need for employment. Many people are not working | Entire ward |
| 8.Education | Need for a secondary school | Hillsview |
| | Need for scholar transport to assist kids | Entire ward |
| | Need for a library | Hillsview |
| 9. Health | Need for a clinic | Hillsview & Backdoor |
| 10. Sanitation | Need for VIP toilets | Phathwa |
| | Need for the upgrading of sewer infrastructure | Hillsview & Backdoor |
| 11. Safety & security | Need for SAPS to be visible | Entire ward |

| **WARD 39** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |

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| 1. Water | Need to expand reticulation system, do away with water tankers & replace with boreholes | Mashonamini; Santini; Krugerview |
| | Need for Jojo tanks | Nyonganex5 & Numbi; Mashonaminix4; |
| | There is infrastructure, but no water. Water comes out once in a life time. | Nyongane; & Numbi |
| 2. Roads & storm water | Need for the road to be tarred | Ifalethu via Gerald tarven eMathankeni to national bar lounge; entrance road from tar to eBhontshisini; KaMshwane to Inkunzi secondary school & Nyongane via Gravel yard to KaNkosi's store (1;2km) |
| | Need for Bermuda roads to be completed | Numbi |
| | Need for the Ring road | Numbi |
| | Need for foot bridges | Mashonamini to Numbi George Mhaule school; |
| | Need for vehicle bridge | Edibhini eNyongane; from Mthimba emhlangeni to cemetery eNumbi. |
| | Need for 4 speed humps | 2Nyongane & 2Numbi |
| | Need for traffic signs & pedestrian crossing | Numbi & Nyongane |
| | Need for public transport | Kruger National Park |
| | Need for bus shelter & bus stop signs | Kruger National Park |
| | Need for V-drains | Entire ward |

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| 3 Electricity | Need for household connections | Numbi (Esantini and Mashonamini); Nyongane (Madushula Block); Mbongolweni Block ; Rockville zone2 |
| | Need for apolo and street lights | Numbi ; Nyongane |
| 4.Community services | Need for a community hall/ multi-purpose centre | Numbi & Nyongane |
| | Need for community park | Numbi |
| | Need for cemeteries | Nyongane |
| 5. Housing | Need for 430 RDP houses | Numbi and Nyongane |
| 6. Sanitation | Need for VIP toilets & Sewerage system | Entire ward |
| 7. Health | Need for a clinic | Nyongane & Numbi |
| | Need for a satellite clinic | Berg-en-Dal; Pretoriuskop & Skukuza |
| | Maximise HIV & Aids Centre for educational purposes | Entire ward |
| 8. Education | Need for a primary school | Nyongane & Numbi |
| | Need for a secondary school | Mashonamini |
| | Need for an Admin block & additional classrooms | George Mhaule |
| | Need for a library | Numbi & Nyongane |
| | Need for access to bursaries (for matric students) | Entire ward |
| | Need for access to ABET programme | Entire ward |

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| | Need for Day Care Centres | Nyongane / Numbi |
| | Need for FET or TVET college | Entire ward |
| 9. Sports facilities | Need for the maintenance of existing sports ground | Entire ward |
| | Need for sports facilities<br>New sports | Kruger National Park<br>Mashonamini Numbi |
| 10. LED | Need for job opportunities | Entire ward |
| | Need for skill development on enterpreurship & tourism | Entire ward |
| | Need for shelters for vendors | Nyongane & Skukuza |
| | Need for market stalls | Kruger National Park; Nyongane |
| | Need for sustainable livelihood programme for vulnerable groups (Marula Project) | Entire ward |
| | Need for Pig project | Numbi and Nyongane |
| | Need for chicken farm project | Numbi |
| | Need for assisting Home Base Care | Numbi and Nyongane |
| | Need for site development | Numbi and Nyongane |
| 11. Safety & security | Need for the 24 hrs visibility of SAPS | Entire ward |
| | Need for fire station | Numbi |

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| 12. Offices | Need for Department of Public Works Offices | Nyongane |
| | Need for Department of Agriculture Offices | Numbi |
| | Need for municipal offices | Numbi |
| | Home Affairs offices | Numbi |
| 13. Waste Management | Need for waste removal | Entire ward |

| **WARD 40** | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 1.Water | Need for house connections | Entire ward |
| | Need for boreholes | Maphakama |
| | Need for jojo tanks | Maphakama & Gedlembane |
| 2. Roads & Storm water | Need for vehicle bridges | Nkanini; Mphakatsi |
| | Need for pedestrian bridge | Gedlembane |
| | Need for roads to paved/tarred | Entire ward |
| | Need for water sorm pipes | Entire ward |
| | Need for access roads | Entire ward |

| WARD 40 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| 3.Education | Need for a primary school | Maphakama |
| | Need for a pre-school | Maphakama |
| 4.Electricity | Need for Apollo lights( high mast lights) | Entire ward |
| | Need for street lights | Entire ward |
| 5. Housing | Need for RDP houses | Entire ward |
| 6. Waste management | Need for waste collection to avoid illegal dumping | Entire ward |
| 7. LED | Need to empower small enterprises | Entire ward |
| | Need for women empowerment programmes | Entire ward |
| 8. Safety and security | Need for a mobile police station | Emoyeni |
| | Need for SAPS 24 hours visibility | Entire ward |
| 9. Community Facilities | Need for a community hall | Lihawu |
| | Need for a sports facilities | eMoyeni |
| 10. Sanitation | Need for sewer pipes | Entire ward |
| 11. Transport | Need for a public transport facility | Lihawu |
| 12 Health | Need for a clinic to operate 24 hours | Msogwaba |

| WARD 40 | | |
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| PRIORITY | PROBLEM STATEMENT | AFFECTED AREAS |
| | Need for a mobile clinic | Lihawu; Gedlembane; Vukasambe |

| WARD 41 | | |
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| PRIORITY | PROBLEM STATEMENT | AREA AFFECTED |
| 1.Water | Insufficient water reticulation as a result of ever increasing number of household | Enkomeni,KaMadakwa Ndlovu |
| | There is the problem of water interruption | Ext8,Ext3,Ext 14,Ext15,Ext 16,Ext 10B,Emjindini Trust, KaMadakwa Ndlovu |
| | Need for boreholes | Ext13,Ext15,Ext16,Ext14, Ext10B,<br>KaMadakwa Ndlovu |
| | Need for stand pipe& water meter connection | KaMadakwa Ndlovu,Emjindini Trust,Ext 15,16 |
| | Need for new dams to cater for increasing demand | Emjindini Trust,KaMadakwa Ndlovu,Ext8<br>Ext13,Ext14,Ext15,Ext16 |
| | Need for free water | Entire ward |
| | Nonfunctional fire hydrant to assist during fire disaster | Ext13,10B |
| | Increasing demand of water which exceeds the current water capacity | Entire ward |

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| | Illegal water connection | Entire ward |
| | Water insufficient and some areas does not have infrastructure | KaMadakwa Ndlovu |
| | Need for boreholes | Entire ward |
| | Need for Jojo tanks | Entire ward |
| | Fencing of reservoir | Emjindini Trust. |
| | Replacement of water meters from steel to plastic. | Entire ward |
| 2. Electricity | Insufficient supply of high mast light in rural areas and location | Enkomeni, Egushede, Moddies, Mangozeni,Monrose, Extension , 10B,<br>Ext 13, 14, 15,16,8 and KwaMadakwa Ndlovu. |
| | Lack of household connection in rural areas | Kempstone, Enkhomeni, KaMadakwa Ndlovu,Monrose, KaDundu (new settlement) |
| 3. Education | Need for a secondary school | Ext 13 |
| | Need for a combine school | KaMadakwaNdlovu |
| | Need for school libraries and halls | Sikhutsele Primary School, Khanyisile Primary School, Moodies Primary School, Funwako Secondary Secondary. |
| 4. Roads& storm water | Poor condition of road infrastructure which Serve as a barrier to effective transportation/streets (internal) in bad condition especially during rainy season | Main Road from Barberton to Emjindini<br>Trust,KaMadakwa Ndlovu,Extensions<br>8,13,14,15,16, Road linking Ext 10B with |

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| | | Prison Farm to KaMadakwa Ndlovu |
| | Need for a footbridge | KaMadakwa Ndlovu,Kempstone, |
| | Need for a vehicle bridge | Between Ext.11 and Ext.16, |
| | Need for upgrade of vehicle bridge | Between Ext.10 and Greyville |
| | Need for bus shelter | Emjindini Trust,KaMadakwa Ndlovu,Ext 13,Ext 14,Ext8,Ext 10B |
| | Need for speed humps | Whole ward |
| | Need for footbridge between KaMadakwa Ndlovu and Khanyisile Primary | KaMadakwa Ndlovu, Kempstone |
| | Need road traffic sign | Emjindini Trust,KaMadakwa Ndlovu |
| | Lack of tarring and paving of road | Ext 8, Ext13, Ext 14, Ext 15, Ext 16,<br>Emjindini Trust,KaMadakwa Ndlovu, Ext 10B,<br>Ring road at KaMadakwa Ndlovu- Emjindini trust |
| 5. Human Settlements | Insuficient supply of adequate housing in rural areas | Entire ward |
| | No title deeds issued | Emjindini Trust & KaMadakwa Ndlovu |
| | Need stands for middle income eaners | Entire ward |
| | Need for formalization in of informal settlements | Emjindini Trust& KaMadakwa Ndlovu |
| | Need for the completion of incomplete | Emjindini Trust ,KaMadakwa Ndlovu |

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| | RDP houses | Ext 13, Ext 14, Ext15, Ext 16 |
| | Need for church stands | Entire ward |
| | Need for RDP houses | Emjindini Trust, KaMadakwa Ndlovu,<br>Ext 15, Ext 16 |
| 6. Sanitation | Lack of bulk sewer and reticulation system within the ward | Emjindini Trust ,KaMadakwa Ndlovu,Ext 15, Ext 16 |
| | Constant leak/burst of sewerage pipe<br>and overwhelmed drainage system due to decline in capacity to cater the new extension | Ext. 8, 10B, |
| | Need for upgrade of the sewer pump station | Ext.10B |
| | Need for Flushing toilet | Emjindini Trust,KaMadakwa Ndlovu,Ext 15, Ext 16 |
| 7. Health & social service | Lack of primary health care facilities<br>In new Extension and rural areas | Extension14,KaMadakwa Ndlovu, Emjindini Trust |
| | Need for the clinic to be extended maintained&upgraded | Emjindini Trust (Kempstone) |
| | Need site for collection of medicine for chronic medication diseases | Kamadakwa Ndlovu, Emjindini Trust, Ext.16 |
| | Shortage of Ambulances | Entire ward |
| 8. Community facilities | Lack for public library to cater for the information needs of the ward residents | Ext 14,KaMadakwa Ndlovu,Emjindini Trust, Ext 13 |

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| | Lack of community hall within the ward | KaMadakwa Ndlovu,Emjindini Trust,Ext 13 |
| | Lack for youth centre | KaMadakwa Ndlovu and Emjindini Trust. |
| | Need for SASSA& Home Affairs office | Ext13,KaMadakwa Ndlovu,Emjindini Trust |
| | Need for multipurpose centre | Ext 16,Emjindini Trust, KaMadakwa Ndlovu |
| | Need centre for Physically challenge people | Ext 13, Emjindini Trust, KaMadakwa |
| | Need for fire station | Entire ward |
| | Need for bus shelters | Bus stations within the ward |
| | Request for a skill development centre | Entire ward |
| 9. Local Economic Development (LED) | Lack of site to attract domestic and international tourist | Emjindini Trust(Emangozeni)<br>KaMadakwa Ndlovu |
| | Higher unemployment rate in rural areas | Whole ward |
| 10.Social service | Lack of early childhood development Facilities | KaMadakwa Ndlovu |
| | Lack of drop in centre within the ward | Ext14,KaMadakwa Ndlovu, Emjindini Trust |
| | Need for skills development centre<br>and community based business | Emjndini Trust ,KaMadakwa Ndlovu, Ext 14 |

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| 11. Sports& recreation | Lack of recreational facilities for the youth in rural areas/Lack of play parks | Emjindini Trust,KaMadakwa Ndlovu<br>Ext 13,Ext 16,Ext 15 |
| | Mainteainance and fencing of sports fields | Emjindini Trust, Kamadakwa Ndlovu, Ext.13,14,15 &16 |
| 12. Safety & Security | High rate of Crime<br>Need for satellite police station | Ext 13, Emjindini Trust, Ka Madakwa Ndlovu |
| | Problem of illegal Miners & immigrants | Ext 15, Ext 16, KaMadakwa Ndlovu, Emjindini Trust |
| 13.Cementry | Lack of cementry in certain in rural areas | Emjindini Trust(Enkomeni)& KaMadakwa Ndlovu |
| | Need for ablution facilities at the cemeteries | Kamadakwa Ndlovu, Emjindini Trust |
| | Need for maintenance and fencing of cemeteries | Greyville, Kamadakwa Ndlovu, Emjindini Trust |
| 14. Service pay point | Lack of electricity vending machine in<br>New extensions | Ext13 (Aerodrome building) , Emjindini Trust & KaMadakwa Ndlovu |
| 15. Waste Management | Absence of waste deposit facilities in rural areas | Emjindinini Trust, KaMdakwa Ndlovu |
| | Need for bulk bin to avoid illegal dumping | Entire ward |
| 16. Rural Development | Need for deep tanker for livestock farming | Emjindini Trust, Kamadakwa Ndlovu |

| **WARD 42** |
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| PRIORITY | PROBLEM STATEMENT | AREA AFFECTED |
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| 1.Water | Increasing demand of water which exceeds the current water supply capacity | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| | Major Leaks on the reservoir above Pilgrim & president street | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | (Replacement of A/C Pipes | New Village, Ext. 5 & 6, Lomas, Stadium |
| | Need for placement of the telemetric system | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| | Lack of fire hydrant to assist during fire disasters/ Non-functional fire hydrant to assist during fire disasters | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |

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| | Higher instances of water loss and non-payment thereof | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Need for new dams to cater for increasing demand for water | Behind Agnes Mine, Moodies |
| | Lack of basic services water infrastructure | Old Single Quarter |
| 2.Electricity | Deteriorating lighting as a result of outdated and non-functioning street lamp posts | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Outdated and hazardous electricity infrastructure | Burgerville, Cathyville, CBD, Industrial Area, Lomas, New Village, Spearville, Family Units, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park, Mkhize Park & Erf. 829 & 831 |
| | Basic electrical services infrastructure | Old Single Quarter |
| | Lack of high mast and street lights | Cathyville, Burgerville, Family Units, Ext. 5 & 6, New Claire, White City, Lomas, New Village, Spearville, Highway View, Rimers Park, Keller Park, Phola Park, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| | Electricity substations too exposed which is hazardous to residents | Burgerville, Cathyville, Industrial Area, Lomas, New Village, Spearville, Family Units, Ext. 5 & 6, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park & Erf. 829 & 831 |

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| | Electricity loss due to illegal connections | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Old infrastructure and rotten poles | Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Floodlights needed | Emjindini Soccer Stadium, Multipurpose Centre (Spearville), Emjindini Tennis Court, Barberton Tennis Court, Burgerville Swimming Pool, Kathyville Tennis Court |
| | High mast lights needed | 2 Burgerville, 3 Cathyville, 1 Highway view, 1 New Claire, 1 New Village, 1 Lomas Area, 1 Erven 829, 1 Family Units, 1 Ekucathuzeni Primary School (Outside the Yard), 1 White City, 1 Mkhize Park, 1 Ext. 6, Keller Park, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| | Streetlights needed | Erven 829 & 831, Family Units, Rimers Park, Keller Park, Phola Park, Mkhize Park. |
| 3.Sanitation | Dilapidated ablution facilities | Emjindini Soccer Stadium, Tennis court, Indoor sports Centre, Phola Park, Keller Park, Rimers Park, Kathyville Park, Emjindini Community Hall, Kathyville Community Hall |
| | Ablution facilities do not accommodate disabled people using wheelchairs | Barberton – CBD, Burgerville - Swimming Pool, Cathyville - Swimming Pool |
| | Sewerage pipes too old, as a result, constant bursts are experienced | New Village, Spearville, Santa View, White City, New Claire, Burgerville, Erven 829 & 831, CBD, Cathyville, Family Units & Lomas |
| | Basic sanitation services infrastrucute | Old Single Quarter |

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| | Need for bulk sewer infrastructure and reticulation | Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| 4.Waste management/ refuse removal | Insufficient supply of bulk bins which leads to illegal dumping | Burgerville, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Streetlight bins | Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| 5.Roads and Storm water | Dilapidated roads/ street within the ward which negates effective commuting | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 |
| | Need for maintenance and upgrading of storm water drainage systems | CBD, Spearville, New Village, White City, New Claire, Family Units, Highway View, Ext. 5 & 6, Erf. 829 & 831, Lomas Area, Burgerville, Cathyville, |
| | Need for construction of new internal roads/streets and installation of storm water drainage systems | Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini |
| 6.Pedestrian Walkways | No pedestrian walkways which leads to people walking on the road intended for traffic<br><br>Dilapidated walkway | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831. Schools: Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School& Barberton Secondary School |
| 7.Human Settlements | High demand for rental stock which is in short supply | Upgrading of the Family Units (Spearville) |

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| | Dilapidated housing structures which are not suitable for human inhabitation and lack of title deeds | Burgerville, New Village, White City, New Claire, Spearville |
| | Dilapidated housing structures not suitable for human habitation | Spearville, New Village, White City, New Claire, Family Units, Burgerville |
| | Higher backlogs in the provision of housing for middle income earners and low income earners | Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Maintenance of municipal flats and buildings | Bob's centre, Lomas Area, CBD, Family Units, Spearville, Erven 831, Thandanani Centre, Ekujabuleni Disable Centre. |
| | Construction of RDP houses. (Dilipidated Apartheid houses) | Spearville, White City, New Claire |
| 8.Land ownership/ title deeds | Need for title deeds to be issued to beneficiary households | Burgerville, Spearville & New Village, White City, New Claire & Cathyville |
| | Insufficient supply of residential stands to meet current demands | Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831. |
| | Recommended areas for human settlement | Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU, Portion 27 of the Farm Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barbeton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 3915 Barberton, Erf.769 Emjindini Ext. 6, Erf. 2404, Portion Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand) |

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| 9.Sports and Recreation | Dilapidated public swimming pools which affects recreational activity | Barberton CBD, Burgerville, Cathyville, Construction of swimming pool Mkhize Park. |
| | Lack of maintenance of play parks | Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park & Mkhize Park, Coronation Park, Empire-Crown Street Park |
| | Poor/lack of proper infrastructure in the soccer field (i.e. Grass, Grand stand, fence, lights) | Spearville (Indoor Sports Centre, Emjindini Stadium & Tennis court), Cathyville tennis court, CBD Multipurpose centre & Burgerville. |
| | Lack of integrated sports facilities in identified schools | Ngwane Combined School, Ekucathuzeni Primary School, Mountain View Combined School, Barberton Secondary School (Cathyville), Emjindini High School, Barberton Primary School. |
| | Dilapidated facility as a result of lack of maintenance | Coronation Park, Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park, Mkhize Park, Emjindini Stadium, Indoor Sports, Tennis Court, Empire-Crown Street Park |
| | Poor maintenance of park and lack of proper recreational facilities | Coronation Park, Keller Park, Burgerville Park, Phola Park, Rimers Park, Cathyville & Mkhize Park & Family Units, Burger Park |
| | Construction of Play parks | at Erven 1775 and 3915 |
| | Poor storm water drainage system and insufficient lights | Spearville (Emjindini Stadium), Burgerville |
| | Construction of Sports City (indoor basketball, volleyball, netball, etc.) surrounded by Tennis court field, Cricket field, rugby field, basketball etc. | Land next to Barberton Golf course (Portion 14 of 369 JU Barberton Townlands) |
| | Need for recreational centre (performing arts, dancing, acting, etc.) | Proposed at Barberton Townlands 14/369 JU |
| 10.Community facilities | Shrinking and lack of enclosure on cemeteries | Cathyville, Town Residential & Emjindini cemeteries Old Burgerville Cemetery |

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| | Identification and provision/purchasing of land to cater for Regional Cemetery | Entire ward |
| | Dilapidated community hall structure which needs upgrading | Spearville (Emjindini Community Hall), Cathyville Community Hall, Barberton Town Hall |
| | Upgrading of old Bara building | Next to Emjindini stadium. |
| | Allocation of budget to assist local disability centres | Disabilty centres within the ward |
| | Fencing of local disable centre | Disabity centres within thee ward |
| | Lack of office space for Ward Committee | Proposed on the old Emjindini Public Library building. |
| | Upgrading and maintenance of public library | Barberton Public Library |
| 11.Access routes | Lack of proper route from Burgerville to Town cemetery – Need for a footbridge | From Burgerville to Town cemetery |
| | Lack of access route to mitigate travelling long distances to nearby health facility | From Spearville to Santa Hospital |
| 12.Transportation | Lack of speed control which endangers the lives of learners crossing the street from their respective schools | Between Cathyville and Burgerville (General Street); New Village to Emjindini Secondary School; New Village to Ngwane Combined School; Spearville to Ekucathuzeni Primary School; Cathyville to Barberton Secondary School. Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School& Barberton Secondary School. |
| | Lack of speed humps to ensure safety of children from speeding motorists | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831. |

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| | Insufficient stop signs and marking of roads | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831, including government institutions |
| | High instances of removal of street name plates | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831. |
| | Lack of bus shelters to accommodate people who make use of public transport | CBD, Cathyville, New Village, Spearville, Burgerville, Ext. 5 & 6 |
| | Lack of street direction signs to various government institutions (clinics, hospitals, public libraries, etc.) | New Village, Spearville, Santa View, Ext. 5 & 6, White City & New Claire, Erven 829 & 831. |
| | Need for feasibility studies | Possibility of solving the congestion at Pick n Pay exit.<br><br>Possibility of converting De Villiers street, Halder street, Adcock Street and Crown street to one-way streets.<br><br>Possibility of relocating Barberton Taxi Rank to Eureka City or Shoprite parking lot. |
| | Need for relocation of bus terminal at Barberton Asiatic (Kathyville) | Proposed location Barberton Townlands 14/3 369 JU |
| 13.Local Economic Development (LED) | High unemployment rate amongst the youth | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831. |
| | Need for a Mining Academy | Barberton, Emjindini |
| | Need for Agriculture and Forestry Academy | Barberton, Emjindini |

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| | Support development of cooperatives and SMMEs | New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831. |
| | Construction/Development of Technical College | Portion 36 of the farm Barberton Townlands 369 JU |
| | Need for feasibility studies | Possibility of establishing an LED office at Bias building (Barberton)<br><br>Possibility of purchasing the unoccupied buildings at the Industrial area to support prospective and existing businesses. |
| | Need for business stands and land availability | Entire ward |
| | Need for purchasing of old redundant Post Office Building to establish offices supporting youth development initiatives and tourism | Barberton, Post Office Building |
| | Resuscitation of the Cable Line | Barberton Mountainlands |
| | Establishment of community banks | Barberton town lands 14/369JU |
| 14.Health and Social Services | Need for allocation of additional working space for Barberton Town Clinic (allocation of the whole ground floor to the Clinic) | Barberton, Municipal Office Building |
| | Construction of Gate Clinic outside Barberton General Hospital | Barberton Asiatic |
| | Need for the extension of the TB Hospital | Emjindini |
| | Lack of facility to cater for women suffering from domestic violence | Proposed on Barberton Townlands 14/3 of 369 JU |

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| | Insufficient supply of early childhood development center in the ward. | Spearville (Ext. 3), Burgerville. |
| | Upgrading of the Nurses' Home, Doctors' Quarters and the swimming pool at Barberton General Hospital | Barberton General Hospital |
| | Need for play facilities at the ECD centre in Barberton General Hospital | Barberton General Hospital |
| 15.Education | Lack of tertiary education facilities | Proposed on Barberton Townlands 14/3 of 369 JU |
| | Dilapidated school infrastructure and lack of enabling facilities | Spearville (Emjindini Secondary School), New Village (Ngwane Combined School), Ekucathuzeni Primary School, Burgerville (Mountain View Combined School), Cathyville (Barberton Primary School), Barberton Secondary School, Barberton TVET College |
| | Early Childhood Development Centre (ECD) | Spearville & Burgerville |
| | Need for play facilities | ECD inside Barberton General Hospital |
| 16.Town Planning | No township establishment/ formalization in certain areas | Erven 829 & 831, Kathyville (behind the General Hospital), Current Soccer Field, all Department of Public Works sites and Spoornet sites, Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing Ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barberton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 1539 Barberton, Erf. 769 Emjindini Ext. 6, Erf 2404, Portion Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand), 2405 Spoornet Site |

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| 17.Safety & Security | Need for more traffic control and additional staff | New Village, New Claire, Highway View, White City, Spearville, Town Residents & CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 &5, Erven 829 & 831. |
| | Upgrading of the local police station and satellite police station | CBD & Emjindini Spearville. |
| | Construction of a fire station and Disaster Management Centre | Proposed on Barberton Townlands 14/369 JU |

| WARD 43 | | |
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| PRIORITY | PROBLEM STATETEMENT | AREA AFFECTED |
| 1.Electricity | Lack of bulk electricity and reticulation | Silver Creek, Madubula, Gaza, Mlambongwane, Noordkaap, Honeybird |
| | Lack of high mast lights in rural areas which makes these areas too dark at night | Dikbas, Sheba Siding (x4), Dixie (x2), Mashayane (x3), Esperado (x1), Madubula (x2), Silver Creek (x2), Shelangubo (x4), Castelkop (x1), Mlambongwane (x4), Noordkaap (x2) |
| | Upgrade of the electricity supply system | Dixie |
| 2.Roads and storm water | Dilapidated main street which negates effective commuting | Verulam, Sheba Siding, Dixie, Mandela, Shelangubo, Mlambongwane, Noordkaap, Gaza |
| | Need for vehicle bridge (x3) | Sheba Siding (x3), Mlambongwane (x1), KaGazi (x1) |
| | Need for acess roads | Sheba Siding (x3), Madubula, Mlambongwane |
| | Need for footbridges in rural areas | Madubula, Sheba Siding, Shelangubo, Mandela, |
| | Need for footbridge leadngto Sheba Siding Primary School | Sheba Siding |
| | Completion of the project on paving of internal streets | Verulam |
| 3.Land Acquisition | Privately owned land/State owned which makes it difficult to install basic municipal services | Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, 305 JU, 306 JU, 953 JU, 301 JU, 359 JU, Portion 14 Verulam Farm 659 JU. |

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| | Insufficient allocation of non-residential stands (i.e. schools, churches, clinic,) | Sheba Siding, Verulam |
| 4.Community facilities | Need for integrated sport facilities | Sheba Siding, Low's Creek, Dixie, Verulam, Dikbas |
| | Conversion of old school at Madubula to Community Hall and Multi-purpose centre | Madubula, Verula, Sheba, Low's Creek |
| 5.Multi-purpose Community Centre (MPCC) | Lack of facility to provide integrated government services (i.e. health services, social services, etc.) | Low's Creek, Dixie, Esperado, Madubula, Dikbas, Mashayane, Shelangubo, Mlambongwane |
| 6.Health & Social Services | Lack of satellite primary health care facilities in rural areas | Sheba Siding, Verulam, Esperado |
| | Need for mobile Clinics | Noordkaap, Dixie, KaGazi, Madubula, Mashayane, Esperado, Shelangubo, Castelkop |
| | Insufficient knowledge and higher prevalence of HIV/AIDS within the ward | Entire ward |
| | Conversion of the Hallman shop to clinic | Esperado |
| | Need for Satelite clinic | Sheba siding and Verulam |
| | Need for a clinic that will operate 24 hours | Entire ward |
| | Upgrading of Low'screek clinic | Low'screeek |
| 7.Safety & Security | Need for satellite police station | Sheba Siding, Verulam |

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| | Need for mobile police station/ 24 hour police visibility | Dixie, Noordkaap, Mandela, KaGazi, Shelangubo, Madubula, Esperado, Mashayane, Shelangubo, Dikbas |
| 8.Human settlements | Insufficient supply of adequate housing in rural areas | Noordkaap, Mlambongwane, Low's Creek |
| | Insufficient allocation of residential stands in formalised areas | Verulam, Sheba Siding/Entire Ward |
| | Formalisation and allocation of residential stands in rural areas | Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, Dixie |
| 9.Local Economic Development (LED) | High level of unemployment as a result of lack of skills in rural areas | Entire ward |
| 10.Education | Need for a combined school | Sheba Siding (Combined School) |
| | Need for a primary school | Dikbas (Primary School) |
| | Upgrading of school | Fairview Primary School |
| | Need for high school | Entire ward |
| | Need for a public library | Entire ward |
| 11.Sports & Recreational Facilities | Need for maintenance of soccer field | Entire ward |
| | Need for a multi-sport facility | Low's Creek, Shelangubo, Sheba Siding, Verulam, Dixie |
| | Need for renovation of dressing rooms | Sheba Siding Sports Ground |

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| 12.Land ownership | Higher backlog in allocation of residential stands for human settlements | Sheba Siding, Dixie, Noordkaap, Gaza, Mashayane, Mlambongwane, KaBrown |
| 13.Community facilities (Cemetery) | Poor condition and lack of maintenance of cemeteries in rural areas | Castlekop, Gaza, Mlambongwane, Esperado, Noordkaap |
| | Need for allocation of cemetery site | Verulam |
| | Need for fire station | Sheba Siding |
| | Need for community hall | Entire ward |
| 14.Waste management and refuse removal | Lack of access to fully fledged waste removal services in rural areas | Entire ward |
| | Lack of dumping sites in rural areas/ Absence of waste deposit facilities in rural areas | Sheba Siding and surrounding areas, Verulam, Mlambongwane & Low's Creek and surrounding areas |
| 15.Sanitation | Higher backlogs of ablution facilities in rural areas (Need for water borne ablution facilities) | Sheba Siding, Castelkop, Dixie, Gaza, Mlamongwane |
| | Need for bulk sewer and reticulation in rural areas | Sheba Siding, Dixie, Madubula |
| | Need for sewer connection in 830 households | Verulam |
| 16.Service pay-point facilities | Lack of electricity vending machines in rural areas | Dixie, Sheba Siding, New Consort, Verulam, Shelangubo, Espeardo, Castlekop |
| 17.Land invasion | High incidences of illegal occupation of land | Entire ward (excluding Dikbas and Castelkop) |
| 18.Water | Need for bulk water and reticulation | Shelangubo, Gaza, KaBrown |

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| | Completion of water package plants projects and bulk supply | Mlambongwane, Noordkaap, Shelangubo, Low's Creek, Esperado, Madubula, Mashayane, Silver Creek |
| | Need for water connection in 830 households | Verulam |
| 19.Town planning | Need for extension of township establishment in rural areas | Sheba Siding, Verulam, Dixie, Esperado, Castlekop |
| 20.Rural development | Need for support on small scale farming | Shelangubo, Esperado, Madubula, Mashayane, Sheba Siding, Gaza, KaBrown, Noordkaap, Mlambongwane, Dixie Verulam, Castlekop |

| WARD 44 | | |
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| PRIORITY | PROBLEM STATETEMENT | AREA AFFECTED |
| 1.Roads and storm water | Poor condition of roads/streets and lack of water flow which negates effective commuting | Dindela, Ext. 7, 9&10, Phumula, (road towards cemetery), Ext.7 |
| | Blocked and small size of storm water pipes which negates effective water flow | Phumula, Ext.7,10, |
| | Reconstruction of P10 road | Ext.9 |
| | Paving of internal streets | Entire ward |
| | Restoration of moved paving bricks during attendance of burst pipes | Entire ward |
| 2.Electricity | Insufficient supply of high mast lights in certain extensions | Ext.7,9&10, Phumula, Next to Kamhola Primary Schools; P10 road |
| 3.Human settlements | Poor roof structures which cause health and safety hazards | Dindela |
| | Rehabilitation of and construction of additional RDP houses | Ext. 7, 10 |
| 3.Water & Sanitation | Upgrading of the Waste Water Treatment Works | Barberton/Ext.9 |
| | Replacement of AC pipes | Dindela & Phumula |
| 4.Local Economic Development (LED) | Lack of an entrepreneurial one-stop centre to cater for the needs of aspirant entrepreneurs | Whole ward |

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| | Higher unemployment rate within the ward | Whole ward |
| 5.Safety & Security | High rate of crime within the ward | Whole ward |
| | Construction of police station | Ext 9 |
| 6.Sports & recreation | Dilapidated and under-resourced play parks within the ward and play grounds | Longhomes, Phumula, Ext.7,9,10 |
| 7.Transportation | Lack of street names to ensure ease of direction to various addresses /destinations | Whole ward |
| | Lack of bus shelters to accommodate people who make use of buses as a mode of transport | Dindela, Phumula, Longhomes, Ext.10 |
| | Poor observation of traffic signs which affects other law- abiding road users | Dindela (Zanini Four-way intersection) |
| 8.Service pay-point facilities | Lack of municipal service pay-point facility within the ward and community hall. | Whole ward |
| 9.Access routes | Lack of link routes (Footbridge) between learners ' homes and their schools | Between Ext.10 and Ext10B (towards Sikhutsele Primary School); between Greyville and Dindela (towards Kamhola Primary School); Between Ext. 9 and Ext.12 (Amon Nkosi Primary) |
| 10.Multi-purpose Community Centre (MPCC) | Lack of facility to provide integrated government services (health and social services) | Whole ward |
| 11.Health & Social services | Insufficient knowledge and higher prevalence of HIV/AIDS within the ward | Whole ward |

| WARD 45 | | |
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| PRIORITY | PROBLEM STATEMENT | AREA AFFECTED |
| 1. Water | Lack of / insufficient water supply in rural areas | Mahiyane, Hanging Stone, Uitval, Stella Mine |
| 2. Sanitation | Lack of water borne ablution facilities in rural areas (No sewer bulk and reticulation) | Hanging Stone, Uitval, Stella Mine |
| | High instances of sewerage blockages and pillage<br><br>We need to scrap the old sewer system and a new sewer system must be built in the whole of Ext 11. | Ext.11 |
| 3. Electricity | Need for household connection and free installation of electricity meters | Ext.17, 18 & 19, Hanging Stone, Uitval, Stella Mine |
| | Need for additional high mast lights | Ext.11, 12, 17, 18, 19, Hanging Stone (x1), Uitval, Stella Mine |
| 4. Roads & storm water | Lack of proper link routes between neighbouring extensions | Road linking kaKopper and Ext. 11; vehicle/foot bridge linking Ext.11 and Ext. 16 |
| | Need for interlock paving of streets | Ext.11&12 |
| | Elevation of the vehicle bridge and construction of a vehicle and footbridge | Road linking Ext.18 with Ext.19 |
| | Need for construction of tar road from KaBob, Dikaap, to Stella Mine | KaBob, Dikaap & Stella Mine |
| | Need of paving internal streets | Ext.11 & 12B |
| 5. Land acquisition | Privately owned land which makes it difficult to install basic municipal services | Lurex Farm |

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| | - We need to buy the land and build for those who qualify for RDP houses | |
| | High demand for residential stands within the ward | Entire ward |
| 6. Social services | Lack of drop-in centre within the ward | Ext.11 |
| 7. Sport & recreation | Need for play parks in certain extensions | Ext.11,12,17,18 & 19 |
| 8. Community facilities | Lack of community hall within the ward | Entire ward |
| | Lack of working space for the Ward Committee | Entire ward |
| | Lack of public library to cater for the information needs of the ward residents | Ext.12 |
| 9. Health & social services | Lack of primary health care facilities in various extensions – Need for construction of a satellite clinic to cater for new extensions | Ext.11,12,17, 18 &19 |
| | Need for mobile clinic once a week | Dekaap |
| | Need for upgrading and extension of clinic | Uitval Clinic |
| 10. Human settlements | Poor roof structures which cause health and safety hazards | Ext.11 |
| | Need for provision of RDP houses (low cost housing) | Mahiyane |
| | Rehabilitation of existing housing structures (RDP) | Ext.11 |
| | Need for RDP houses and ablution facilities | Uitval, Stella Mine and Mahiyane |

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| | Need for allocation, installation of electricity and occupation of newly built houses | Ext.17 &18 |
| 11. Land ownership | Insufficient allocation of non-residential stands (i.e. business stands) | Entire ward |
| 12. Social services | Lack of facility to cater for women suffering from domestic violence | Entire ward |
| 13. Education | Need for additional classrooms and admin block | Amon Nkosi Primary School |
| | Need for a combined school/high school to cater for new extensions | Et.11,12,17&18 |
| 14. Safety | Need for a satellite police station | Ext.17 |