

# MHLONTLO LOCAL MUNICIPALITY



## IDP FINAL REVIEW 2019/2020

96 LG Mabindla Street

P.O. Box 31

Qumbu

5180

Phone: 047-553 7000

Fax:047 553 0189

[www.mhlontlolm.gov.za](http://www.mhlontlolm.gov.za)

<b>FOREWORD BY HONOURABLE MAYOR.....</b>	<b>8</b>
<b>REMARKS BY THE MUNICIPAL MANAGER .....</b>	<b>9</b>
<b>LIST OF ACRONYMS.....</b>	<b>10</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>12</b>
<b>CHAPTER ONE: DEVELOPMENT PROCESS.....</b>	<b>15</b>
1. Background and Legal Framework.....	15
2. Institutional Arrangements.....	15
3. IDP Development Process Plan .....	18
4. Policy and Legislative Frameworks .....	24
<b>CHAPER 2: SITUATIONAL ANALYSIS.....</b>	<b>36</b>
5. Description of the Locality .....	36
6. Demography .....	38
7. Economy .....	45
8. Development .....	74
9. Household Infrastructure.....	90
10. Tourism.....	100
11. International Trade .....	106
12. Environment .....	108
13. Health .....	114
14. Education.....	115
15. Housing.....	116
16. Land Claims .....	117
17. Public Places And Community Facilities.....	118
18. Sport and Sporting Facilities .....	118
19. Roads Infrastructure .....	118

<b>20. Access to Transport Services.....</b>	<b>119</b>
<b>21. Access To Social Welfare .....</b>	<b>120</b>
<b>22. Institutional Development And Transformation .....</b>	<b>120</b>
<b>23. Good Governance and Community Participation Structures .....</b>	<b>132</b>
<b>24. Financial Planning and Management .....</b>	<b>133</b>
<b>25. Local Economic Development and Rural Development.....</b>	<b>234</b>
<b>CHAPTER THREE: DEVELOPMENT STRATEGIES.....</b>	<b>239</b>
<b>26. Vision .....</b>	<b>239</b>
<b>27. Mission.....</b>	<b>239</b>
<b>CHAPTER FOUR: SPATIAL RATIONALE AND ANALYSIS.....</b>	<b>240</b>
<b>28. Spatial Development Framework.....</b>	<b>240</b>
<b>CHAPTER FIVE: DEVELOPMENT OBJECTIVES .....</b>	<b>241</b>
<b>29. Municipal Priority Objectives .....</b>	<b>241</b>
<b>CHAPTER SIX: REVIEW OF MUNICIPAL SECTOR PLANS .....</b>	<b>242</b>
<b>30. Status of Sector Plans .....</b>	<b>242</b>
<b>31. Municipal Scorecard.....</b>	<b>250</b>
<b>CHAPTER SEVEN: PROJECTS.....</b>	<b>285</b>
<b>32. Projects funded by district and other sector departments.....</b>	<b>252</b>
<b>CHAPTER EIGHT: FINANCE PLAN.....</b>	<b>299</b>
<b>33. Governmet Grants ans Subsidies.....</b>	<b>299</b>
<b>34. Revenue by Source.....</b>	<b>301</b>
<b>35. Operational Budget.....</b>	<b>302</b>
<b>CHAPTER NINE: LIST OF COMMUNITY NEEDS .....</b>	<b>303</b>
<b>ORGANOGRAM: .....</b>	<b>328</b>

## Table of Figures

CHART 1.	Total population - Mhlontlo and the rest of O.R.Tambo, 2015 [Percentage] .....	40
CHART 2.	Population pyramid - Mhlontlo Local Municipality, 2015 vs. 2020 [Percentage].....	41
CHART 3.	Population pyramid - Mhlontlo Local Municipality vs. South Africa, 2015 [Percentage]	43
CHART 4.	Population pyramid - Mhlontlo Local Municipality, 2005 vs. 2015 [Percentage].....	44
CHART 5.	Number of households by population group - Mhlontlo Local Municipality, 2015 [Percentage]	46
CHART 6.	Number of households by population group - Mhlontlo Local Municipality and the rest of O.R.Tambo, 2015 [percentage] ..	49
CHART 7.	AIDS profile and forecast - Mhlontlo Local Municipality, 2005-2020 [numbers] .....	50
CHART 8.	Gross Domestic Product (GDP) - Mhlontlo Local Municipality and the rest of O.R.Tambo, 2015 [Percentage].....	51
CHART 9.	Gross Domestic Product (GDP) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2020 [Average annual growth rate, constant 2010 prices] .....	52
CHART 10.	Gross Value Added (GVA) by broad economic sector - Mhlontlo Local Municipality, 2015 [percentage composition].....	52
CHART 11.	Gross Value Added (GVA) by broad economic sector - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2015 [percentage composition] .....	53
CHART 12.	Gross Value Added (GVA) by aggregate economic sector - Mhlontlo Local Municipality, 2015 [percentage] .....	55
CHART 13.	Gross Value Added (GVA) by primary sector - Mhlontlo, 2005-2015 [Annual percentage change]	56
CHART 14.	Gross Value Added (GVA) by secondary sector - Mhlontlo, 2005-2015 [Annual percentage change] .....	58
CHART 15.	Gross Value Added (GVA) by tertiary sector - Mhlontlo, 2005-2015 [Annual percentage change]	60
CHART 16.	Gross value added (GVA) by aggregate economic sector - Mhlontlo Local Municipality, 2015-2020 [Annual growth rate, constant 2010 prices] .....	60
CHART 17.	Tress index - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Number]	62
CHART 18.	Location quotient by broad economic sectors - Mhlontlo Local Municipality and South Africa, 2015 [Number] .....	63
CHART 19.	EAP as % of total population - Mhlontlo and the rest of O.R.Tambo, 2005, 2010, 2015 [percentage]	67
CHART 20.	The labour force participation rate - Mhlontlo Local Municipality, 2005-2015 [percentage]	71
CHART 21.	The labour force participation rate - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2005, 2010 and 2015 [percentage] .....	71
CHART 22.	Total employment per broad economic sector - Mhlontlo Local Municipality, 2015 [percentage]	73
CHART 23.	Formal and informal employment by broad economic sector - Mhlontlo Local Municipality, 2015 [numbers] .....	74
CHART 24.	Unemployment and unemployment rate (official definition) - Mhlontlo Local Municipality, 2005-2015 [number percentage].....	75
CHART 25.	Unemployment rate - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2005, 2010 and 2015 [percentage].....	76
CHART 26.	Households by income bracket - Mhlontlo Local Municipality, 2005-2015 [Percentage]	77
CHART 27.	Per capita income - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Rand, current prices].....	78
CHART 28.	Per capita income by population group - Mhlontlo and the rest of O.R.Tambo District Municipality, 2015 [Rand, current prices].....	82
CHART 29.	Index of buying power Mhlontlo Local Municipality, 2005-2015 [Index value].....	84
CHART 30.	Human Development Index (HDI) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005, 2010, 2015 [Number] .....	85

CHART 31.	Human development Index (HDI) - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2015 [Number].....	86
CHART 32.	Gini coefficient - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Number]	86
CHART 33.	Gini coefficient - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2015 [Number] .....	87
CHART 34.	Number and percentage of people living in poverty - Mhlontlo Local Municipality, 2005-2015 [Number percentage] .....	88
CHART 35.	Highest level of education: age 15+ - Mhlontlo Local Municipality, 2005-2015 [Percentage]	90
CHART 36.	Functional literacy: age 20+, completed grade 7 or higher - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Percentage].....	91
CHART 37.	Literacy rate - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo, 2015 [percentage].....	92
CHART 38.	Population density - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [number of people per km] .....	93
CHART 39.	Population Density - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo,2015 [percentage] .....	94
CHART 40.	IHS Crime Index - calender years (weighted avg / 100,000 people) - Mhlontlo Local Municipality, 2005/2006-2015/2016 [Index value] .....	95
CHART 41.	IHS Crime Index - calender years (weighted avg / 100,000 people) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015/2016 [Index value] .....	96
CHART 42.	Households by dwelling unit type - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Percentage].....	96
CHART 43.	Formal dwelling backlog - number of Households not living in a formal dwelling - Mhlontlo Local Municipality, 2005-2015 [Number of Households] .....	97
CHART 44.	Households by type of sanitation - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Percentage].....	98
CHART 45.	Sanitation backlog - Mhlontlo Local Municipality, 2005-2015 [Number of households without hygienic toilets].....	99
CHART 46.	Households by type of water access - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Percentage].....	101
CHART 47.	Water backlog - Mhlontlo Local Municipality, 2005-2015 [Number of households below RDP-level]	102
CHART 48.	Households by type of electrical connection - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Percentage] .....	104
CHART 49.	Electricity connection - Mhlontlo Local Municipality, 2005-2015 [Number of households with no electrical connection] .....	105
CHART 50.	Households by refuse disposal - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Percentage].....	106
CHART 51.	Refuse removal - Mhlontlo Local Municipality, 2005-2015 [Number of households with no formal refuse removal] .....	107
CHART 52.	Trips by Purpose of trip - Mhlontlo Local Municipality, 2015 [Percentage].....	108
CHART 53.	Tourists by origin - Mhlontlo Local Municipality, 2015 [Percentage].....	102
CHART 54.	Growth in tourism (using bednights) by origin - Mhlontlo Local Municipality, 2005-2015 [Number]	104
CHART 55.	Tourism spend per resident capita - Mhlontlo Local Municipality and the rest of O.R.Tambo, 2005,2010 and 2015 [R Thousands].....	105
CHART 56.	Total spending as % share of GDP - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Percentage] .....	106
CHART 57.	Import and Exports in Mhlontlo Local Municipality, 2005-2015 [R 1000].....	107
CHART 58.	Merchandise exports and imports - Mhlontlo and the rest of O.R.Tambo, 2015 [Percentage]	108

**LIST OF TABLES**

TABLE 1.	Total population - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Numbers percentage].....	38
TABLE 2.	Population projections - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015-2020 [Numbers percentage] .....	39
TABLE 3.	Population by gender - Mhlontlo and the rest of O.R.Tambo District Municipality, 2015 [Number].	39
TABLE 4.	Population by population group, Gender and Age - Mhlontlo Local Municipality, 2015 [Number].	42
TABLE 5.	Number of households - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Number percentage] .....	44
TABLE 6.	Number of HIV+ people - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Number and percentage] .....	45
TABLE 7.	Gross Domestic Product (GDP) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [R billions, Current prices].....	46
TABLE 8.	Gross Domestic Product (GDP) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Annual percentage change, Constant 2010 prices] .....	47
TABLE 9.	Gross Domestic Product (GDP) - Regions within O.R.Tambo District Municipality, 2005 to 2015, share and growth .....	48
TABLE 10.	Gross Domestic Product (GDP) - Regions within O.R.Tambo District Municipality, 2005 to 2020, share and growth .....	48
TABLE 11.	Gross Value Added (GVA) by broad economic sector - Mhlontlo Local Municipality, 2015 [R billions, current prices].....	49
TABLE 12.	Gross Value Added (GVA) by broad economic sector - Mhlontlo Local Municipality, 2005, 2010 and 2015 [R millions, 2010 constant prices] .....	50
TABLE 13.	Gross value added (GVA) by broad economic sector - Mhlontlo Local Municipality, 2015-2020 [R millions, constant 2010 prices] .....	54
TABLE 14.	Working age population in Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005 and 2015 [Number] .....	54
TABLE 15.	Economically active population (EAP) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [number, percentage] .....	57
TABLE 16.	The labour force participation rate - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [percentage].....	58
TABLE 17.	Total employment - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [numbers]	59
TABLE 18.	Total employment per broad economic sector - Mhlontlo and the rest of O.R.Tambo, 2015 [Numbers].....	63
TABLE 19.	Formal and informal employment by broad economic sector - Mhlontlo Local Municipality, 2015 [numbers] .....	63
TABLE 20.	Unemployment (official definition) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Number percentage].....	64
TABLE 21.	Unemployment rate (official definition) - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [Percentage] .....	65
TABLE 22.	Households by income category - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Number Percentage].....	66
TABLE 23.	Annual total personal income - Mhlontlo, O.R.Tambo, Eastern Cape and National Total[Current Prices, R billions] .....	68
TABLE 24.	Annual total personal income by population group - Mhlontlo and the rest of O.R.Tambo [Current Prices, R billions].....	69
TABLE 25.	Annual total personal income - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo[Current Prices, R billions].....	70
TABLE 26.	Index of buying power - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Number]	72
TABLE 27.	Percentage of people living in poverty by population group - Mhlontlo, 2005-2015 [Percentage]	78

TABLE 28.	Percentage of people living in poverty - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo,2015 [percentage] .....	79
TABLE 29.	Poverty gap rate by population group - Mhlontlo Local Municipality, 2005-2015 [Percentage]	80
TABLE 30.	Poverty gap rate - Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo,2015 [Percentage].....	81
TABLE 31.	Highest level of education: age 15+ - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [Numbers].....	83
TABLE 32.	Highest level of education: age 15+, Mhlontlo, Ngquza Hill, Port St Johns, Nyandeni and King Sabata Dalindyebo 2015 [Percentage].....	83
TABLE 33.	Functional literacy: age 20+, completed grade 7 or higher - Mhlontlo Local Municipality, 2005-2015 [Number percentage] .....	89
TABLE 34.	Population density - Mhlontlo and the rest of O.R.Tambo, 2005-2015 [number of people per km]	92
TABLE 35.	Overall crime index - Mhlontlo Local Municipality and the rest of O.R.Tambo, 2005/2006-2015/2016 [Index value].....	93
TABLE 36.	Households by dwelling unit type - Mhlontlo and the rest of O.R.Tambo, 2015 [Number]	95
TABLE 37.	Households by type of sanitation - Mhlontlo Local Municipality and the rest of O.R.Tambo, 2015 [Number].....	97
TABLE 38.	Households by type of water access - Mhlontlo and the rest of O.R.Tambo, 2015 [Number]	99
TABLE 39.	Households by type of electrical connection - Mhlontlo and the rest of O.R.Tambo, 2015 [Number]	100
TABLE 40.	Households by refuse disposal - Mhlontlo and the rest of O.R.Tambo, 2015 [Number]	102
TABLE 41.	Number of trips by purpose of trips - Mhlontlo Local Municipality, 2005-2015 [Number Percentage]	103
TABLE 42.	Total number of trips by origin tourists - Mhlontlo Local Municipality, 2005-2015 [Number]	104
TABLE 43.	Bednights by origin of tourist - Mhlontlo Local Municipality, 2005-2015 [Number] .....	106
TABLE 44.	Total tourism spending - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2005-2015 [R billions, Current Prices] .....	121
TABLE 45.	Merchandise exports and imports - Mhlontlo, O.R.Tambo, Eastern Cape and National Total, 2015 [R 1000, current prices].....	126
TABLE 46.	PROJECTS FUNDED BY THE DEPARTMENT OF EDUCATION.....	126
TABLE 47.	OLDER PERSONS PROGRAMMES.....	128
TABLE 48.	SERVICES TO PERSONS WITH DISABILITY: RESIDENTIAL CARE 2.....	130
TABLE 49.	HIV & AIDS PROGRAMMES .....	131
TABLE 50.	PROGRAMMES FOR SOCIAL RELIEF OF DISTRESS .....	131
TABLE 51.	PROGRAMMES FOR CARE AND SUPPORT SERVICES TO FAMILIES .....	131
TABLE 52.	ECD AND PARTIAL CARE PROGRAMMES .....	134
TABLE 53.	VICTIM EMPOWERMENT PROGRAMME.....	134
TABLE 54.	SUBSTANCE ABUSE PROGRAMME.....	137
<b>TABLE 55.</b>	<b>Health Programmes .....</b>	<b>137</b>

**FOREWORD BY HONOURABLE MAYOR**



The **Integrated Development Plan (IDP)** marks another step in Mhlontlo Municipality’s on-going quest for increased quality service delivery. As opposed to just being a mechanistic made-for-the-shelf product, we want to continue to use this five-year plan (IDP 2017/2022) as the principal strategic planning instrument which guides and informs all decisions with regard to budgeting, planning, management and development, in the Mhlontlo Local Municipality. It is in that context that we will continue growing and giving life

to our IDP as a means to create a community of fairness and opportunity for all our communities.

This reviewed Integrated Development Plan process (2019/2020) is built on past work, our experience in governing Mhlontlo Municipality, and the inputs of our citizens through ward based needs analysis and continuous interaction. This further allows the Mhlontlo Municipal Council to address challenges and political priorities(Ruling Party Manifesto). While the review of the five-year plan is legislated in the MSA chapter 5, section 34, it is also critical for the Mhlontlo Municipal Council’s planning that these plan (ward needs analysis) are annually updated and that we continue to communicate with our stakeholders through Intergovernmental Relations and Public Participation programmes.

The Mhlontlo Municipal Council does not discard the information contained in the 2012-2017 five-year IDP that was approved in 2012, but it is used as a baseline information for the development of this IDP. In essence, the five-year development plan is used as a tool to help realise the medium- to long-term objectives of the Mhlontlo Municipal Council.

The Mhlontlo Municipal Council will continue to use the IDP as a roadmap to help meet community needs, while ensuring continued growth, equality and empowerment of the poor. I trust that this IDP will serve to stimulate and synergise our partnership with our colleagues in Government, the people of Mhlontlo and all those who live, work and do business in our towns not by prescribing and regulating but by outlining a common vision of changing Mhlontlo to the better.

**“Sisonke Sophumelela**

.....

**Cllr N. Dywili**

**Mayor**



## REMARKS BY THE MUNICIPAL MANAGER

Section 34 of the Municipal Systems Act 32 of 2000, chapter 5 requires municipal councils to adopt a single, inclusive and strategic plan for the development of the municipality. Integrated development planning is a dynamic, continuous process that must respond to changing circumstances, demands and municipal functions. The IDP review ensures that the municipality is flexible and responsive to needs of the community, without losing sight of the vision and long-term objectives of the Mhlontlo Municipality. The review of this five year IDP will also ensure that the municipality's resources are directed at the delivery of basic needs and programmes that meet strategic development priorities.

The needs reflected in this IDP are based on public participation inputs from all stakeholders in the municipality and district. This review is undertaken to ensure and ascertain progress registered in the previous circle of the IDP. When circumstances permit it becomes necessary to municipality to take it as a baseline of our plan accordingly.

### **Alignment of IDP/Budget/Performance Management**

During the previous cycle of the IDP, both the performance (under the performance management system) and budget of the Mhlontlo Municipality were simultaneously aligned to the IDP. Although this co-ordinated assessment was done, challenges still remain discernible.

**The strategic approach** by the Mhlontlo Local Municipality underpins the alignment which includes that:

- **The resources must maximise strategic objectives of Mhlontlo Local Municipality;**
- **The SDF must be the corner stone of the IDP;**
- **The IDP Strategy and Budget is output and outcome focused;**
- **The IDP Strategy must be aligned with NDP, PDP, DDP and B2B; and**
- **When everything is concluded we must be able to measure our performance.**

The Municipality has maintained its rating of high (Credible IDP) in 2017/2018 assessment for the sixth time. The Municipality has also progressed on its Audit Opinion during 2017/2018 financial year and retain unqualified audit opinion. Much has been done to retain this opinion, a lot needs to be done in order to achieve Clean Audit.

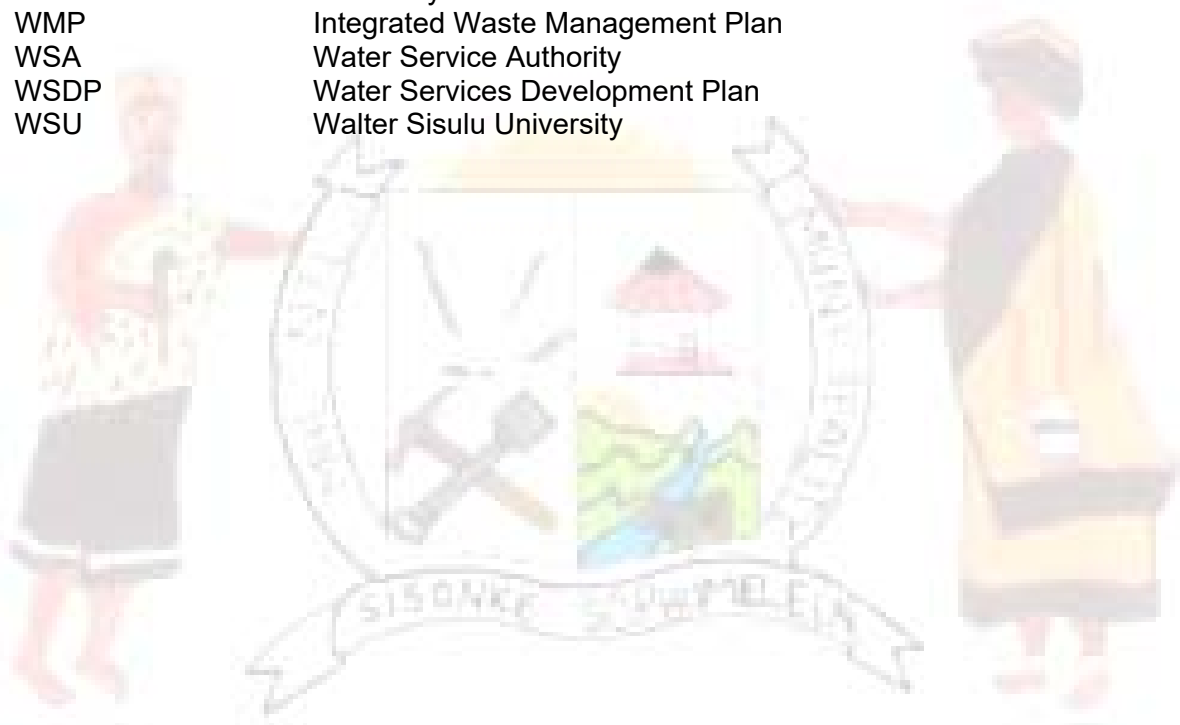
Let us all make a meaningful contribution towards the realization of integrated development plan and Clean Audit.

.....  
**S.G. Sotshongaye**  
**Municipal Manager**

## LIST OF ACRONYMS

ARC	Agriculture Research Council
CDW	Community Development Worker
CFO	Chief Financial Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
CPF's	Community Policing Forum
CPPP	Community Public Private Partnership
CSIR	Centre for Scientific Research Industrial Research
DAFF	Department of Agriculture, Forestry and Fisheries
DRDAR	Department of Rural Development and Agrarian Reform
DRLR	Department of Rural Development and Land Reform
DBSA	Development Bank of Southern Africa
DEAT	Department of Environment and Tourism
DEDEA	Department of Economic Development and Environmental Affairs
DoE	Department of Education
DoM	Department of Minerals
DPW	Department of Public Works
DSD	Department of Social Development
DSRAC	Department of Sports, Recreation and Culture
ECDC	Eastern Cape Development Corporation
ECSECC	Eastern Cape Socio-economic Consultative Council
EMPs	Environmental Management Plans
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
GDP	Gross Domestic Product
GDPR	Gross Domestic Product per Region
GIS	Geographic Information System
HDI	Human Development Index
HH	Households
HOD's	Heads of Departments
HTL	House of Traditional Leaders
ICT	Information and Communication Technologies
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IIIP	Integrated Infrastructure Investment Plan
ITP	Integrated Transport Plan
KSD	King Sabata Dalindyebo
LAC	Local Action Committee
LCC	Local Coordinating Committee
LED	Local Economic Development
LGSETA	Local Government Sector Education and Training Authority
LM	Local Municipality
LTO	Local Transport Operator
LUMS	Land Use Management Systems
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MOA	Memorandum of Understanding
MPCC	Multiple Purpose Community Centre
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework

NGO's,	Non-Governmental Organization
NHBRC	National Homebuilders Registration Council
NSDP	National Spatial Development Plan
OHS	Occupational Health And Safety
ORTDM	OR Tambo District Municipality
OTP	Office of the Premier
PPP	Public Private Partnership
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SLA	Service Level Agreement
TRALSO	Transkei Agricultural Land Service Organisation
UFH	University of Fort Hare
WMP	Integrated Waste Management Plan
WSA	Water Service Authority
WSDP	Water Services Development Plan
WSU	Walter Sisulu University



## EXECUTIVE SUMMARY

An Integrated Development Plan, adopted by the Municipal Council, is the key strategic planning tool for the Municipal development. It is described by 35(1) of the *Local Government Municipal Systems Act 32 of 2000*.

- is a 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;
- binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between the municipality's and its integrated development plan and national or provincial legislation, in which case such legislation prevails.

This is the first review of its kind since the inauguration of the current Council that ushered in after 2016 Local Government Elections. It has been prepared in compliance and in line with the IDP framework and Process Plan that was approved by Council on the 31<sup>st</sup> of August 2017. The IDP framework and Process Plan defines the institutional mechanisms as well as a series of activities to be followed in the course of the development.

Mechanisms for public participation have been conducted wherein wards were given an opportunity to reprioritise their needs. Ward committees together with other stakeholders such as Traditional Authorities, business sector and NGO's also participate in the IDP Representative Forums which were convened and chaired by the Portfolio Head and the made a presentation. National and Provincial Sector Departments, state owned organs, strategic partners of the Municipality such as the Provincial Office, as well as the OR Tambo District Municipality formed part of the IDP Strategic Planing Session.

A detailed analysis of the state of development within the municipal area was carried out which confirmed the following:

- **The Mhlontlo population has decreased and remains predominantly female and youthful. This reality requires the municipality to further strengthen development interventions that are targeted towards special programs such as children, youth, women, Elderly and people with disabilities.**
- **The number of households and density thereof has also decreased. A significant but related observation has been the dramatic decrease in the number of town houses which seemingly have been replaced by informal settlements. In planning the delivery of household services, town development and housing delivery, the municipality will take these dynamics into consideration.**
- **Approximately about 9.63% of the population is HIV positive and on ARV and 0.18% is not on ARVs. This means there is a light decrease compared to 11% of 2011. This also means that the scourge continues to pose a threat of reversing even the gains made by the municipality towards addressing its development deficits. Revamping the health system is thus of paramount importance to the municipality's fight against the spread of HIV and Aids as well as for a healthy population.**
- **Education and literacy levels remain considerably low. This challenge has the potential to completely undermine efforts to break the chain of intergenerational poverty.**
- **Although some improvements have been observed in the recent past, poverty and unemployment remain the most pressing challenge for the municipality.**

- **While more and more households are slowly gaining access to water, sanitation and housing, backlog remains huge. The electricity backlogs have decreased since there was an intervention by Department of Energy.**
- **Although the Municipality is gaining more access to energy, it is not under RED and also is not WSA.**

An analysis of the internal institutional arrangements, financial planning and management, and governance highlighted the following:

- **Municipal administration continues to consolidate itself. Critical steps have been taken towards the establishment and revision of all institutional policies including the organisational performance management system. The Municipal Council has signed the code of conduct during their first council meeting and the officials are signing the code of conduct by the time they sign the employment contract.**
- **A critical staff vacancies have been filled and our ability to retain staff has not improved.**
- **Challenges remain especially with respect of information and communication systems. There are noticeable attempts toward administration improvement;**
- **The municipal capacities to raise own revenue continues to pose a challenge to its financial viability. Grants and subsidies therefore continue to be our major source of income.**
- **In the previous year we have taken major steps towards addressing many of the issues raised by the Auditor General resulting in the municipality retaining unqualified audit opinion with matters of emphase. Public participation systems and structures continue to form a strong pillar of our governance. Despite many challenges, ward committees and Traditional leaders remain functional while efforts to strengthen participation of the business sector continue to preoccupy us.**

In addition, the municipality has managed to develop its own infrastructure atlas with the assistane of CSIR, and a municipal-wide Spatial Development Framework review has been completed and approved by the council. Spatial Planning and Land Use Management Act (SPLUMA) by-laws as developed by the Department of Rural Development and Land Reform were adopted by the council. Mhlontlo Local Municipality opted for District Tribunal due to budgetary constraints. Many of our sector plans have been reviewed during 2017/2018 financial year while the remainder will be reviewed during the current Council term.

Informed by the above analysis, a thorough development of our strategies has been carried out. From this, a municipal-wide scorecard with targets for the next four years has been developed which, in turn will lay the basis for the annual operational plans (SDBIP) and the performance agreements for the Section 56 managers.

Our key objectives over the medium term remain as follows:

- **Eradicating basic service delivery backlogs**
- **Building a responsive and accountable municipal governance**

- **Accelerating the reduction of poverty and unemployment**
- **Growing the economy to insure prosperity for all**

The objectives are to be supported by politically strong, transparent, responsive, administratively strong municipal governance. In this regard, this development will pay particular attention to the strengthening of public participation, Intergovernmental Relations and Operation Masiphathisane as these are the cornerstones of our developmental agenda.



## CHAPTER ONE: DEVELOPMENT PROCESS

### 1. Background and Legal Framework

The Constitution of the Republic of South Africa, 1996 provides the legal basis to the existence and functioning of the local sphere of government. In section 152 (1) the Constitution directs local government to:

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

Section 153 provides further that municipalities must:

Structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and promote the social and economic development of the community and Participate in the national programmes.

To give concrete expression to the constitutional provisions Section 25(1) of the Local Government Municipal Systems Act (Act 32 of 2000) provides that, each municipal council must, within prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. In Section 34, of the Local Government Municipal Systems Act 32 of 2000 provides that a municipal council must review its Integrated Development Plan (IDP); annually in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand.

In compliance with the above legislative prescripts, the Mhlontlo Local Municipality hereby presents its second IDP Review for the 2019/2020 term of office.

### 2. Institutional Arrangements

Within its powers and functions, and to enable it to exercise oversight over the IDP review, the council approved the establishment of the IDP Steering Committee and IDP Representative Forum. In addition, and to allow the various stakeholders an opportunity to access the review process, the following structures were also approved.

Municipal Council	<p>The Municipal Council serves as a highest decision making body for the purpose of the IDP review. Its main role includes:</p> <ul style="list-style-type: none"> <li>• Consideration and adoption of the process plan</li> <li>• Consideration, adoption and approval of the Draft IDP</li> <li>• Consideration, adoption and approval of the Final IDP.</li> </ul>
Executive Committee	<p>As the senior governing body of the Municipality, they have to:</p> <ul style="list-style-type: none"> <li>• Decide on the IDP Process Plan</li> </ul>

	<ul style="list-style-type: none"> <li>Responsible for the overall management, co-ordination and monitoring of the processes and drafting of the IDP or delegate this function to the Municipal Manager.</li> </ul>
Councilors	<p>Councilors are the major link between the Municipal Government and the residents. Their role is to:</p> <ul style="list-style-type: none"> <li>Link the planning process with their respective constituencies</li> <li>Responsible for the organization of public consultation and participation meetings.</li> </ul>
IDP Representative Form	<p>The IDP Representative Forum provides an organizational platform for external stakeholders to debating issues and contributing to finding of workable solutions to existing and competing community needs. This forum is chaired by the Portfolio Head on Research, Planning and Intergovernmental Relations and is responsible for:</p> <ul style="list-style-type: none"> <li>Providing a platform for effective representation of the views and opinions of the different interest grouping within Mhlontlo IDP Process;</li> <li>Participation of all municipal stakeholders in the processes of the Municipal Planning and decision making that affect their lives. Thus implementing the requirements of chapter four of the Municipal Systems Act (Act 32 of 2000);</li> <li>Giving input in the performance management process of the municipality</li> </ul> <p><b>The IDP Representative forum consists of the following groupings and individuals:</b></p> <ul style="list-style-type: none"> <li>Executive Committee Members</li> <li>Councilors</li> <li>Municipal Administration</li> <li>Ward committees</li> <li>Community Development Workers</li> <li>Traditional Leaders</li> </ul> <p>Government Departments and parastatals, i.e;</p> <ul style="list-style-type: none"> <li>Department of Rural Development and Agrarian Reform;</li> <li>Tsolo Agriculture and Rural Development Institute;</li> <li>Department of Roads Public Works;</li> <li>Department of Education;</li> <li>Department of Health;</li> <li>Department of Social Development;</li> <li>South African Police Services;</li> <li>Department of Justice and Constitutional Development;</li> <li>Department of Corporative Governance and Traditional Affairs;</li> <li>Department of Rural Development and Land Reform;</li> <li>Department of Water Affairs;</li> <li>Department of Correctional Services;</li> <li>Department of Home Affairs;</li> <li>Department of Economic Development, Environmental Affairs and Tourism;</li> <li>Department of Sport and Recreation;</li> <li>Department of Labour;</li> <li>Eskom;</li> <li>Non-governmental Organization;</li> </ul>



	<ul style="list-style-type: none"> <li>• Youth Organization;</li> <li>• Farmers Association;</li> <li>• Community Police Forum;</li> <li>• Organized Labour;</li> <li>• Faith Based Organization;</li> <li>• Special Programmes and</li> <li>• Business Fraternity;</li> </ul>
<p>Steering Committee</p>	<p>The IDP Steering Committee serves as an organizational platform for the purpose of information exchange, debating and finding common ground on suitable technical solutions to key planning challenges.</p> <p>It is comprised of the following individuals and entities:</p> <ul style="list-style-type: none"> <li>• Local Economic Development, Planning and Rural Development</li> <li>• Budget and Treasury Office</li> <li>• Community Services</li> <li>• Infrastructure Services Development</li> <li>• Corporate Services</li> </ul> <p>Invitation to participate in the IDP Steering Committee may also be extended to the OR Tambo District and CoGTA as well as key informants within the regional and District offices of Provincial operating within the Mhlontlo Local Municipality areas.</p> <p>The main responsibilities of the IDP Steering Committee are to:</p> <ul style="list-style-type: none"> <li>• Serve as platform for engaging internal municipal departments and debating of technical solutions to identify development challenges;</li> <li>• Provide secretariat to the representative forum and issuing invitations and reminders for the scheduled meetings to ensure maximum participation;</li> <li>• Give inputs on content issues and where necessary commission in-depth studies on particular issues then make informed recommendations on way forward;</li> <li>• Define terms of reference of the IDP representative forum;</li> <li>• Assist with technical inputs on the project task teams;</li> <li>• Respond to comments from sector departments and facilitate communications;</li> <li>• Comments on the draft and final reports;</li> <li>• Municipal head of departments are also tasked to lead interdepartmental teams in investigating particular thematic issues relating to their line functions for purposes of this IDP process.</li> </ul>
<p>Community Participation</p>	<p>Broad stakeholder partnership is critical objective of the IDP. Community's interface within the IDP review process at various levels including by:</p> <ul style="list-style-type: none"> <li>• Participating in the IDP representative forum;</li> <li>• Informing interest groups; communities and organizations on relevant planning activities and other outcomes;</li> <li>• Analysis, determining priorities, negotiating and reaching consensus;</li> </ul>

	<ul style="list-style-type: none"> <li>• Participating in the designing of project proposal and/or assessing them;</li> <li>• Discussing and commenting on the draft IDP and budget.</li> <li>• Ensuring that annual business plans and budgets are based on and linked to IDP;</li> <li>• Monitoring performance in implementation of the IDP and budget; and</li> <li>• Conducting meetings or workshops with groups, communities or organizations to prepare for and follow up on relevant planning activities.</li> </ul>
<p>Provincial Government, Local Government, Sector Departments and Service providers.</p>	<p>The role of sector departments in the IDP process is to:</p> <ul style="list-style-type: none"> <li>• Ensure horizontal alignment of the IDP of the Local and District with the province;</li> <li>• Ensure vertical/sector alignment between Provincial Sector Department/Provincial Strategic Plans and IDP processes at District and Local level;</li> <li>• Promote efficient financial management of provincial grants;</li> <li>• Facilitate and monitor progress of the IDP process;</li> <li>• Enable resolution of dispute related to IDP;</li> <li>• Assist the Municipality in the IDP drafting process where required;</li> <li>• Organize IDP related trainings where required; and</li> <li>• Coordinate and manage the MEC's assessment of IDPs.</li> </ul>
<p>IDP Manager</p>	<p>The role of the IDP Manager is to:</p> <ul style="list-style-type: none"> <li>• Ensure preparation and adoption of the IDP process plan;</li> <li>• Undertake overall management and coordination of the IDP preparation process;</li> <li>• Ensure that relevant IDP structures are in place and are encouraged to contribute effectively to the drafting process;</li> <li>• Ensure participation and involvement of all relevant role players, that timeframes are adhered to and the planning process is aligned to the framework plan of the OR Tambo District;</li> <li>• Chair the IDP Steering Committee in the absence of the Municipal Manager and planning sessions; and</li> <li>• Ensure that the IDP document is completed and tabled to the council for adoption and Submitted to the Office of the MEC.</li> </ul>

### 3. IDP Development Process Plan

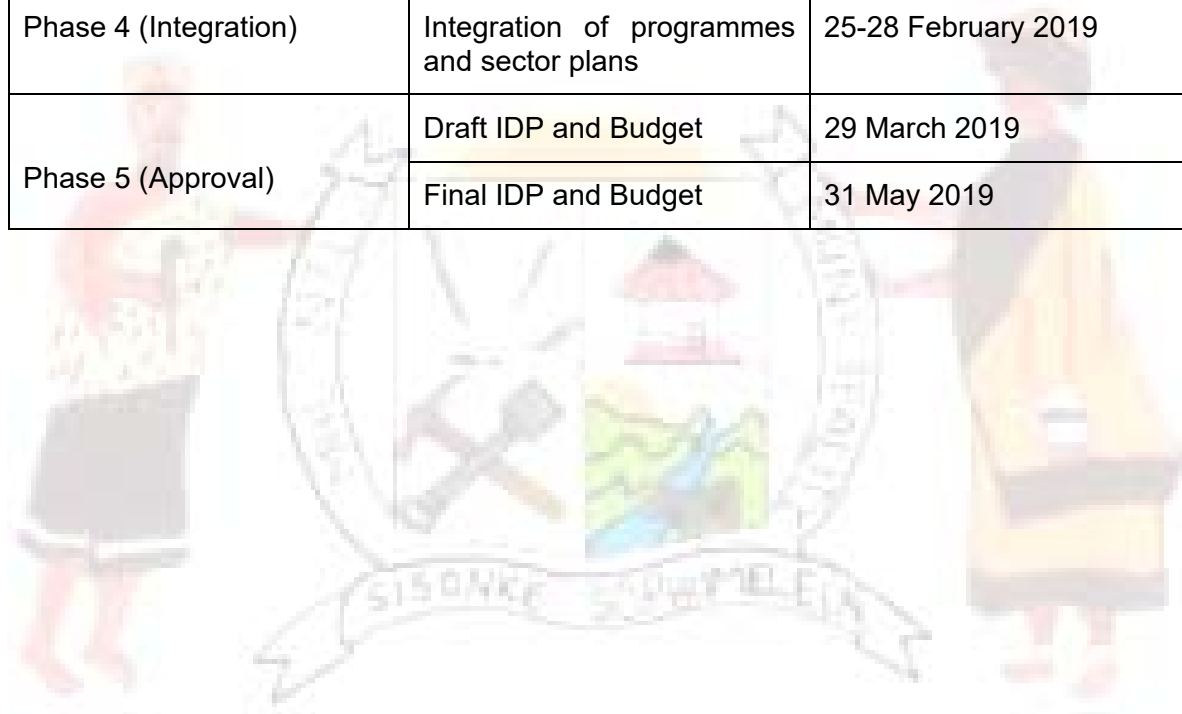
#### 3.1 Legal framework

The Local Government; Municipal Systems Act 32 of 2000 require the Municipality to draw up an IDP process plan which details the institutional arrangements, work plan and public participation. On the 30<sup>th</sup> August 2018 the IDP and Budget Process Plan was tabled before the council for approval and it was approved.

The Local Government; Municipal Systems Act 32 of 2000 requires that, as part of IDP process plan, the Municipality should adopt a clear activity plan. The activity plan below is part of the development process.

**3.2 IDP Phases**

<b>IDP PHASES</b>	<b>KEY ISSUES</b>	<b>TIMEFRAME</b>
Phase 0 (Preparation)	Development of the IDP and Budget Process Plan	02 July – 31 August 2018
Phase 1 (Analysis)	Development and Review of the Status Quo Report and priority issues	03 Sept – 14 December 2018
Phase 2 (Strategic formulation)	Development of objectives and strategies	25-28 February 2019
Phase 3 (Projects)	Indicators and basic project implementation	11-15 February 2019
Phase 4 (Integration)	Integration of programmes and sector plans	25-28 February 2019
Phase 5 (Approval)	Draft IDP and Budget	29 March 2019
	Final IDP and Budget	31 May 2019



### 3.3 Detailed IDP Development Activity Plan

PROCESS	ACTIVITY	TIME FRAME		RESPONSIBILITY
<b>JULY 2018 (PREPARATION PHASE)</b>				
IDP	<ul style="list-style-type: none"> <li>Development of IDP, PMS and Budget Process Plan</li> </ul>	04 Jul – 31 Aug 2018		IDP Manager
BUDGET	<ul style="list-style-type: none"> <li>Municipality commences with planning for the next three-year budget (engagement with FMS service provider on mSCOA implications on budgeting)</li> </ul>	02 July – 03 August 2018		CFO Senior Managers
PMS	<ul style="list-style-type: none"> <li>Draft Annual Performance Agreements to the Mayor and submission to the MEC</li> <li>Submission of Draft 4<sup>th</sup> Quarter Performance Report 2017/18 to Executive Committee</li> <li>Finalise 2018/19 performance agreements</li> </ul>	04 July 2018 05 July 2018 27 July 2018		Municipal Managers Municipal Manager Municipal Manager
<b>AUGUST 2018 (PREPARATION – ANALYSIS PHASE)</b>				
IDP	<ul style="list-style-type: none"> <li>Advertisement and Circulation of IDP &amp; Budget Process Plan</li> <li>Launch of Process Plan in IDP Representative Forum (Stakeholder consultation on the draft IDP, PMS and Budget Process Plan 2019/2020)</li> <li>Adoption of the IDP Framework, PMS and Budget Process Plan 2019/2020</li> </ul>	06 August 2018 14 August 2018 30 August 2018		IDP Manager IDP Manager IDP Manager
BUDGET	<ul style="list-style-type: none"> <li>Review of previous year's budget processes and completion of the budget evaluation checklist also taking into consideration comments from external stakeholders (NT and PT)</li> <li>Finalise conversion of current TB to be mSCOA complaint</li> </ul>	23 August 2018 31 August 2018		CFO
PMS	<ul style="list-style-type: none"> <li>Submission of Draft Annual Performance Report 2017/18 to AG</li> <li>Submission of Draft Annual Report to the council for noting</li> </ul>	31 August 2018 30 August 2018		Municipal Manager Mayor
<b>SEPTEMBER 2018 (SITUATIONAL ANALYSIS PHASE)</b>				
IDP	<ul style="list-style-type: none"> <li>Evaluate outstanding sector plan requirements and additional analysis where necessary</li> <li>Submit approved 2019/2020 IDP, PMS and Budget Process Plan to National and Provincial Treasury and Auditor General (within 10 days of approval)</li> <li>Data Collection (Community based analysis through War Rooms)</li> </ul>	03 – 13 September 2018 13 September 2018 03 -28 September 2018		All departments IDP Manager
BUDGET				
PMS	<ul style="list-style-type: none"> <li>Circulation of first quarter report template to all departments</li> </ul>	24 September 2018		COO
<b>OCTOBER 2018 (SITUATIONAL ANALYSIS PHASE)</b>				
IDP	<ul style="list-style-type: none"> <li>Data Collection Continues (Community based analysis through War Rooms)</li> <li>IDP Steering Committee sits to discuss issues identified during Analysis Phase</li> </ul>	03 Sept 2018 - 11 Oct 2018 24 October 2018		IDP Manager IDP Manager
BUDGET	<ul style="list-style-type: none"> <li>Budget office determines revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives</li> <li>Engage with Provincial and National sector departments on sector specific programmes for alignment with municipalities plan (schools, libraries, clinics, water, roads, etc.)</li> <li>Prepare 'sample' budget for NT using the mSCOA tables using 2019/2020 MTREF final budget</li> </ul>	03-28 September 2018		CFO Senior Managers
PMS	<ul style="list-style-type: none"> <li>Consolidation of 1<sup>st</sup> Quarter Report</li> <li>Discussion of 1<sup>st</sup> Quarter Report by management</li> </ul>	01 October 2018 07 October 2018		COO All HOD's

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>First Quarterly Report to the EXCO</li> <li>First Quarter Report to Council</li> </ul>	08 October 2018 19 October 2018	Municipal Manager Mayor
<b>NOVEMBER 2018 (SITUATIONAL ANALYSIS PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Finalisation of Situational Analysis</li> <li>Assessment of Situational Analysis by CoGTA</li> <li>IDP and Budget Steering Committee</li> <li>IDP Rep Forum ( Draft Situational Analysis Report)</li> </ul>	30 November 2018 29-30 November 2018 12 November 2010 15 November 2018	IDP Manager IDP Manager Municipal Manager Mayor
BUDGET	<ul style="list-style-type: none"> <li>Initial review of national policies and budget plans and potential price increase of bulk resources with function and department officials</li> </ul>	01-15 October 2018	CFO and Senior Managers
PMS	<ul style="list-style-type: none"> <li>Place 1<sup>st</sup> Quarter Report on the municipal website</li> </ul>	02 November 2018	COO/ICT
<b>DECEMBER 2018 (SITUATIONAL ANALYSIS PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>IDP and Budget Steering Committee</li> <li>IDP Rep Forum ( Draft Situational Analysis Report)</li> </ul>	26 November 2018 05 December 2018	Municipal Manager Mayor
BUDGET	<ul style="list-style-type: none"> <li>Accounting officer reviews and drafts initial changes to IDP</li> </ul>	29 November 2018	CFO/Municipal Manager
PMS	<ul style="list-style-type: none"> <li>Collation of the draft 2018/19 annual report incorporating financial and non-financial on performance, audit reports and annual financial statements.</li> <li>Circulate template for 2<sup>nd</sup> Quarter and Midterm Performance Report</li> </ul>	10 December 2018 12 December 2018	COO COO
<b>JANUARY 2019 (STRTEGIC FORMULATION - INTEGRATION PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Making additions on situational analysis report</li> </ul>	09-31 January 2019	IDP Manager
BUDGET	<ul style="list-style-type: none"> <li>Accounting officer and senior officials consolidate and prepare proposed budget and plans for the next financial year taking into account previous years performance as per audited financial statements.</li> <li>Commence with the review of tariff (rates and services charges) and budget related policies for next financial year.</li> </ul>	05-12 December 2018	CFO Senior Managers
PMS	<ul style="list-style-type: none"> <li>Work session on Mid-term Assessment and Amended SDBIP for 2018/2019</li> <li>Submission of mid-term report by all departments</li> <li>Present Draft Annual report &amp; Mid-term report and Amended SDBIP for 2018/2019 to EXCO.</li> <li>Mayor tables Annual Report (2018/19), Amended SDBIP for 2018/2019 &amp; Mid Term assessment report for 2018/19 to Council</li> </ul>	14 January 2019 14 January 2019 14 January 2019 17 January 2019	All HODs All departments Municipal Manager Mayor
<b>FEBRUARY 2019 (STRATEGIC FORMULATION - INTEGRATION PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Strategic Planning Session (Prioritisation of needs and draft strategic objectives) Finalisation of Strategic planning Report</li> </ul>	25 - 28 February 2019	Municipal Manager
BUDGET	<ul style="list-style-type: none"> <li>Review proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)</li> </ul>	31 January 2019	CFO
PMS	<ul style="list-style-type: none"> <li>Publicise the 2017/18 Annual report and invite comments from communities.</li> </ul>	11-12 February 2019	COO

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Submit tabled report to AG, National &amp; Provincial Treasury and DLGTA.</li> <li>Mid-year performance reviews (top management)</li> <li>Oversight roadshows on the 2017/18 Annual Report</li> <li>Mid-Year engagement (in terms of MFMA)</li> </ul>	14 February 2019 18 – 27 February 2019 22 – 28 February 2019 25 February 2019	COO Municipal Manager Speaker's Office CFO
BUDGET	<ul style="list-style-type: none"> <li>Finalise and submit to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report</li> </ul>	28 February 2019	CFO
<b>MARCH 2019 (APPROVAL PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Strategic Planning Document, Draft IDP&amp; Budget presented to Steering Committee.</li> <li>IDP Rep Forum – presentation of Draft IDP &amp; Budget.</li> <li>Draft IDP and Budget presented to the EXCO</li> <li>Draft IDP&amp; Budget tabled to Council</li> </ul>	05 March 2019 14 March 2019 20 March 2019 29 March 2019	Municipal Manager Mayor Municipal Manager Mayor
BUDGET	<ul style="list-style-type: none"> <li>Publish tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed</li> </ul>	29 March 2019	CFO
PMS	<ul style="list-style-type: none"> <li>Compilation of Third Term Report by all departments</li> <li>Approval of 2018/19 Oversight report on the Annual Report</li> <li>Adopt the 2018/19 Annual report with the comments of the Oversight Committee.</li> </ul>	06 March 2019 29 March 2019 29 March 2019	COO Speaker Speaker
<b>APRIL 2019 (APPROVAL PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Draft IDP advertised for public comments and Publicise Roadshows</li> <li>Submission of Draft IDP to AG, NT, PT, Legislature and DLGTA</li> <li>IDP&amp; Budget Roadshows</li> </ul>	05 April 2019 11 April 2019 23-25 April 2019	IDP Manager IDP Manager Mayor's/ Speaker's Office
BUDGET	<ul style="list-style-type: none"> <li>Assist the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</li> </ul>	22 April 2019	CFO
PMS	<ul style="list-style-type: none"> <li>Compilation of Third Quarterly Performance Report</li> <li>MTREF engagement and benchmarking</li> <li>Submission of Third Quarterly Performance Report to Council</li> </ul>	08 April 2019 25 April 2019 30 April 2019	All departments CFO Mayor
<b>MAY 2019 (APPROVAL PHASE – FINAL IDP &amp; BUDGET)</b>			
IDP	<ul style="list-style-type: none"> <li>IDP Steering Committee meeting to present final IDP for 2019/2020</li> <li>EXCO to sit and consider public comments</li> <li>Council to consider public comments</li> <li>Incorporation of community inputs into the IDP</li> <li>EXCO to sit and consider Final IDP and budget for 2019/2020</li> <li>Mayor tables 2019/2020 IDP and Budget to Council for final adoption.</li> </ul>	01 May 2019 09 May 2019 23 May 2019 13-15 May 2019 24 May 2019 31 May 2019	Municipal Manager Mayor Speaker IDP Manager Mayor Mayor

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
BUDGET	<ul style="list-style-type: none"> <li>Assist the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</li> </ul>	31 May 2019	CFO
<b>JUNE 2019 (POST APPROVAL PHASE)</b>			
IDP	<ul style="list-style-type: none"> <li>Submission of Final IDP &amp; Budget to AG, National &amp; Provincial Treasury, Legislature and DLGTA</li> <li>Publicise adoption of IDP, Budget and SDBIP</li> </ul>	03-10 June 2019 10 June 2019	IDP Manager/ Chief Accountant/IDP Manager
BUDGET	<ul style="list-style-type: none"> <li>Publish adopted budget and plans</li> </ul>	07 June 2019	CFO
PMS	<ul style="list-style-type: none"> <li>Final SDBIP to submitted to the Mayor</li> <li>Submit approved SDBIP to MEC for Local Government, National and Provincial Treasury.</li> <li>Approved SDBIP placed on the website</li> </ul>	03 June 2019 03 June 2019 10 June 2019	Municipal Manager Chief Accountant COO's office



### **3.4 Mechanisms and Procedures for Public Participation**

Section 19(3) of the Municipal Structures Act 117 of 1998 obliges the municipality council - must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers. Chapter four of the Municipal Systems Act 32 of 2000 makes provisions for the development of a culture of Public Participation. In section 16(1), the Municipal Systems Act 32 of 2000 directs municipalities to 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.

Pursuant to these legislative prescripts, a wide range of measures are aimed at enhancing the public participation in the IDP review process was put in place. In the course of this review these measures have included conducting of ward-based planning, convening of IDP Representative Forum and Mayoral IDP Imbizos.

## **4. Policy and Legislative Frameworks**

### **4.1 The Medium Term Strategic Framework (MTSF)**

The MTSF is meant to guide planning and resource allocation across all the spheres of government. National and Provincial departments had to develop their five year strategic plans and budget requirements taking into account the medium-term imperatives.

Similarly, informed by the MTSF and their 2016 mandates, municipalities are expected to adapt their Integrated Development Plans in line with the National Medium-Term priorities. The MTSF is reviewed annually during the mid-term Cabinet Lekgotla in the light of new developments and experience in actual implementation.

The Mandate of the Ruling party identifies the following objectives:

- a. Creation of decent jobs;
- b. Rural Development, Land and Agrarian Reform;
- c. Education;
- d. Health; and
- e. Fighting Crime and Corruption.

Specific focus and attention was also given to local government, a critical focus area of the Ruling Party, and the identified catalytic sectors namely Energy, ICT, Transport and Water and Sanitation.

To give effect to the above strategic objectives, the MTSF identifies 10 priorities which government work must be centred around.

- a. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods;
- b. Massive programme to build economic and social infrastructure;
- c. Comprehensive rural development strategy linked to land and agrarian reform and food security;
- d. Strengthen the skills and human resource base-access to quality education;
- e. Improve health care to all South Africans;
- a. Intensify the fight against crime and corruption;
- f. Build cohesive, caring and sustainable communities;
- g. Pursuing African Advancement and International relations;
- h. Sustainable resource management and use; and
- i. Building a developmental state including improving of public services.



The Manifesto and the MTSF were further translated into 12 outcomes through which government performance will be monitored:-

- a. Quality basic education.
- b. A long and health life for all South Africans.
- c. All people in South Africa are safe and feel safe.
- d. Decent employment through inclusive economic growth.
- e. Skilled and Capable workforce to support an inclusive growth path.
- f. An efficient, competitive and responsive economic infrastructure network.
- g. Vibrant, equitable, sustainable rural communities contributing towards food security for all.
- h. Sustainable human settlements and improve quality of household life.
- i. Responsive, accountable, effective and efficient Local Government system.
- j. Protect and enhance our environment assets and natural resources.
- k. Create a better South Africa, a better Africa, a better world.
- l. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Although the outcome that relates specifically to the local government is outcome 9, the local government sphere has a role to play in all 12 outcomes as shown on the table below.

#### 4.2 12 Outcomes of Government

Outcome 1: Improve the quality of basic education		
Outputs	Key spending programmes	Role of local government
<ol style="list-style-type: none"> <li>1. Improve quality of teaching and learning.</li> <li>2. Regular assessments to track progress.</li> <li>3. Improve early childhood development.</li> <li>4. A credible outcome-focused accountability system.</li> </ol>	<ul style="list-style-type: none"> <li>• Increase in the number of Funza Lushaka bursary recipients from 9300 to 18100 over the 2011 MTEF.</li> <li>• Assess every child in grades 3, 6, and 9 every year.</li> <li>• Improve learning and teaching materials to be distributed to primary schools in 2014.</li> <li>• Improve maths and science teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the building of new schools by:</li> <li>• Participating in needs assessments</li> <li>• Identifying appropriate land</li> <li>• Facilitating zoning and planning process</li> <li>• Facilitate the eradication of municipal service backlog in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>

<b>Outcome 2: improve health and life expectancy</b>		
<b>Outputs</b>	<b>Key Spending programmes</b>	<b>Roles of Local Government</b>
<ol style="list-style-type: none"> <li>1. Increase life expectancy to 58 for males and 60 for females</li> <li>2. Reduce maternal and child mortality rates to 30-40 per 1000 births</li> <li>3. Combat HIV/Aids and TB</li> <li>4. Strengthen health services effectiveness</li> </ol>	<ul style="list-style-type: none"> <li>• Revitalise primary health care</li> <li>• Increase early antenatal visits to 50%</li> <li>• Increase vaccine coverage</li> <li>• Improve hospital and clinic infrastructure</li> <li>• Accredited health facilities</li> <li>• Extended coverage of new child vaccines</li> <li>• Extended HIV prevention and treatment</li> <li>• Increase prevention of mother-to-child transmission</li> <li>• School health promotion, increase school visits by nurses from 5% to 20%</li> <li>• Enhance TB treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Many municipalities perform health functions on behalf of provinces</li> <li>• Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV/Aids prevention and treatments</li> <li>• Municipalities must continue to improve community health services infrastructure by providing clean water, sanitation and waste removal services.</li> </ul>
<b>Outcome 3: All people in South Africa are protected and feel safe</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Roles of the Local Government</b>
<ol style="list-style-type: none"> <li>1. Reduce overall level of crime</li> <li>2. An effective and integrated criminal justice system</li> <li>3. Improve investor perceptions and trust</li> <li>4. Effective and integrated border management</li> <li>5. Improve perception of</li> </ol>	<ul style="list-style-type: none"> <li>• Increase police personnel</li> <li>• Establish tactical response teams in provinces</li> <li>• Upgrade IT infrastructure in correctional facilities</li> <li>• ICT renewal in justice cluster</li> <li>• Occupation – specific dispensation for legal professionals</li> </ul>	<ol style="list-style-type: none"> <li>1. Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</li> <li>2. Direct the traffic control function towards policing high risk violations – rather than revenue collection</li> </ol>

<p>crime among the population</p> <p>6. Integrity of identity of citizens and residents secures</p> <p>7. Cyber-crime combated</p>	<ul style="list-style-type: none"> <li>• Deploy SANDF soldiers to South Africa's borders.</li> </ul>	
<p><b>Outcome 4: Decent Employment through inclusive economic growth</b></p>		
<p><b>Outputs</b></p>	<p><b>Key Spending Programmes</b></p>	<p><b>Role of the Local Government</b></p>
<ul style="list-style-type: none"> <li>• Faster and sustainable inclusive growth</li> <li>• More labour-absorbing growth</li> <li>• Strategy to reduce youth unemployment</li> <li>• Increase competitiveness to raise net exports and gross trade</li> <li>• Improve support to small business and cooperatives</li> <li>• Implement expanded public works programme</li> </ul>	<ol style="list-style-type: none"> <li>1. Invest in industrial development zones</li> <li>2. Industrial sector strategies - automotive industry; clothing and textiles</li> <li>3. Youth employment incentive</li> <li>4. Development training and systems to improve procurement</li> <li>5. Skills development and training</li> <li>6. Reserve accumulation</li> <li>7. Enterprise financing support</li> <li>8. New phase of public works programme</li> </ol>	<ol style="list-style-type: none"> <li>9. Create an enabling environment for investment by mainstreaming planning application process</li> <li>10. Ensure proper maintenance and rehabilitation of essential services infrastructure</li> <li>11. Ensure proper implementation of the EPWP at municipal level</li> <li>12. Design services delivery processes to be labour intensive</li> <li>13. Improve procurement systems to eliminate corruption and ensure value for money</li> <li>14. Utilise community structures to provide services</li> </ol>
<p><b>Outcome 5: A Skilled and capable workforce to support inclusive growth</b></p>		
<p><b>Outputs</b></p>	<p><b>Key spending programmes</b></p>	<p><b>Roles of Local Government</b></p>
<ul style="list-style-type: none"> <li>• A credible skills planning institutional mechanism</li> <li>• Increase access to intermediate and high-level learning programmes</li> <li>• Increase access to occupational –</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase enrolment in FET colleges and training of lectures</li> <li>2. Invest in infrastructure and equipment in colleges and technical schools</li> <li>3. Expand skills development learnerships funded through sector training</li> </ol>	<ol style="list-style-type: none"> <li>6. Development and extend intern and work experience programmes in municipalities</li> <li>7. Link municipal procurement to skills development initiatives</li> </ol>

<p>specific programmes (especially artisan skilled training)</p> <ul style="list-style-type: none"> <li>• Research, development and innovation in human capital</li> </ul>	<p>authorities and National Skills Fund</p> <ol style="list-style-type: none"> <li>4. Industry partnership projects for skills and technology development</li> <li>5. National Research Foundation centres excellence and bursaries and research funding</li> </ol>	
--	---	--

**Outcome 6: An efficient, competitive and responsive economic infrastructure network**

<b>Outputs</b>	<b>Key spending programmes</b>	<b>Roles of Local Government</b>
<ul style="list-style-type: none"> <li>• Improve competitive and regulation</li> <li>• Reliable generation, distribution and transmission of energy</li> <li>• Maintain and expand road and rail network, and energy efficiency, capacity and competitiveness of sea ports</li> <li>• Maintain bulk water infrastructure and ensure water supply</li> <li>• Information and communication technology</li> <li>• Benchmark for each sector</li> </ul>	<ol style="list-style-type: none"> <li>1. An integrated energy plan successful independent power producers</li> <li>2. Passenger Rail Agency acquisition of rail rolling stock and refurbishment and upgrade of motor coaches and trailers</li> <li>3. Increase infrastructure funding for provinces for the maintenance of provincial roads</li> <li>4. Complete Gauteng Freeway Improvement Programme</li> <li>5. Complete De Hoop Dam and bulk distribution</li> <li>6. Nandoni pipeline</li> <li>7. Invest in broadband network infrastructure</li> </ol>	<ol style="list-style-type: none"> <li>8. Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services</li> <li>9. Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</li> <li>10. Maintain and expand water purification works and waste water treatment works in line with growing demand</li> <li>11. Cities to prepare and receive the developed public transport function</li> <li>12. Improve maintenance of municipal road network</li> </ol>

**Outcome 7: Vibrant, equitable and sustainable rural communities and food security**

<b>Outputs</b>	<b>Key spending programmes</b>	<b>Roles of Local Government</b>
<ul style="list-style-type: none"> <li>• Sustainable agrarian reform and improved access to markets for small farmers</li> </ul>	<ol style="list-style-type: none"> <li>1. Settle 7000 land restitution claims</li> <li>2. Redistribute 283 592ha of land use by 2014</li> <li>3. Support emerging farmers</li> </ol>	<ol style="list-style-type: none"> <li>7. Facilitate the development of local markets for agricultural produce</li> <li>8. Improve transport links with urban centres so as to</li> </ol>

<ul style="list-style-type: none"> <li>• Improve access to affordable and diverse food</li> <li>• Improve rural services and access to information to support live-hoods</li> <li>• Improve rural employment opportunities</li> <li>• Enable institutional environment for sustainable and inclusive growth</li> </ul>	<ol style="list-style-type: none"> <li>4. Soil conservation measures and sustainable land use management</li> <li>5. Nutrition education programmes</li> <li>6. Improve rural access to services by 2014: -water - 92% to 100% - Sanitation – 69% to 100% - Refuse removal – 64% to 75% - Electricity – 81% to 92%</li> </ol>	<p>ensure better economic integration</p> <ol style="list-style-type: none"> <li>9. Promote home production to enhance food security</li> <li>10. Ensure effective spending of grants for funding extension of access to basic services</li> </ol>
--	---	--

**Outcome 8: Sustainable human settlements and improved quality of household life**

<b>Outputs</b>	<b>Key spending programmes</b>	<b>Roles of Local Government</b>
<ul style="list-style-type: none"> <li>• Accelerate housing delivery</li> <li>• Improve property markets</li> <li>• More efficient land utilisation and release of state owned land</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase housing units built from 220 000 to 600 000 a year</li> <li>2. Increase construction of social housing units to 80 000 a year</li> <li>3. Upgrade informal settlement: 400 000 units by 2014</li> <li>4. Deliver 400 000 low-income houses on state owned land</li> <li>5. Improve urban access to basic services: - water - 92% to 100% - Sanitation - 69% to 100% - Refuse removal - 64% to 75% - Electricity – 81% to 92%</li> </ol>	<ol style="list-style-type: none"> <li>6. Cities must wait to be accredited for the housing function</li> <li>7. Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlement</li> <li>8. Participate in the identification of suitable land for social housing</li> <li>9. Ensure capital budgets are appropriately prioritised to maximum existing services – water – 92% to 100% - Sanitation – 69% to 100% - Refuse removal – 64% to 75% - Electricity – 81% to 92%</li> </ol>

**Outcome 9: A response and accountable, effective and efficient local government system**

<b>Outputs</b>	<b>Key spending programmes</b>	<b>Roles of Local government</b>
<ul style="list-style-type: none"> <li>- Differentiate approach to municipal financing, planning and support.</li> <li>- Community work programme.</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal capacity-building grant.</li> <li>2. Systems improvement</li> <li>3. Financial management (target: 100% unqualified audits)</li> </ol>	<ol style="list-style-type: none"> <li>11. Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> </ol>

<ul style="list-style-type: none"> <li>- Support for human settlements.</li> <li>- Refine ward committee model to deepen democracy.</li> <li>- Improve municipal financial administrative capacity.</li> <li>- Single coordination window.</li> </ul>	<ol style="list-style-type: none"> <li>4. Municipal infrastructure grant</li> <li>5. Electrification programme</li> <li>6. Public transport &amp; systems grant</li> <li>7. Bulk infrastructure &amp; water grant</li> <li>8. Neighbourhood development partnership grant</li> <li>9. Increase urban density</li> <li>10. Informal settlements upgrades</li> </ol>	<ol style="list-style-type: none"> <li>12. Implement the community work programme</li> <li>13. Ensure ward committees are representative and fully involved in community consultation processes around the ID, budget and other strategic service delivery issues</li> <li>14. Improve municipal financial and administrative capacity by capacity by competency norms and standards and acting against incompetence and corruption</li> </ol>
---	--	--

**Outcome 10: Protection and enhancement of environmental assets and natural**

<b>Outputs</b>	<b>Key spending programmes (National)</b>	<b>Roles of local government</b>
<ul style="list-style-type: none"> <li>▪ Enhance quality and quantity of water resources</li> <li>▪ Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality</li> <li>▪ Sustainable environmental management</li> <li>▪ Protect biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ National water resource infrastructure programme</li> <li>▪ Expanded Public Works environmental programmes</li> <li>▪ Biodiversity and conservation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and implement water management plans to reduce water losses</li> <li>▪ Ensure effective maintenance and rehabilitation of infrastructure</li> <li>▪ Run water and energy saving awareness campaigns</li> <li>▪ Ensure development does not take place on wetlands</li> </ul>

**Outcome 11: A better South Africa, a better and safer Africa and World**

<b>Outputs</b>	<b>Key spending programmes (National)</b>	<b>Roles of local government</b>
<ul style="list-style-type: none"> <li>▪ Enhance Africa and sustainable development</li> <li>▪ Enhance regional integration</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed establishment of South African Development Partnership Agent</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring basic infrastructure is in place and properly maintained</li> <li>• Creating an enabling environment for investment</li> </ul>

<ul style="list-style-type: none"> <li>▪ Reform global governance institutions</li> <li>▪ Enhance trade and investment between South Africa and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Defence: peace support mechanisms</li> <li>• Border control: upgrade inland ports of entry</li> </ul>	
<b>Outcome 12: A development oriented public service and inclusive citizenship</b>		
<b>Outputs</b>	<b>Key Programmes (National)</b>	<b>Spending</b> <b>Roles of Local Government</b>
<ol style="list-style-type: none"> <li>1. Improve government performance</li> <li>2. Government wide performance and monitoring</li> <li>3. Conduct comprehensive expenditure review</li> <li>4. Celebrate cultural diversity</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance monitoring and evaluation</li> <li>2. Stats SA: Census 2011 – reduce undercount</li> <li>3. Sport and Recreation: Support mass participation and school sport programmes</li> </ol>	<ol style="list-style-type: none"> <li>4. Continue to develop performance monitoring and management system</li> <li>5. Comply with legal financial reporting requirements</li> <li>6. Review municipal expenditures to reduce wastage</li> <li>7. Ensure councils behave in ways that restore trust in local government</li> </ol>

### 4.3 The Sustainable Development Goals (SDGs)

On September 25th 2015, countries adopted a set of goals to **end poverty, protect the planet, and ensure prosperity for all** as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years.



Over the next thirteen years, all countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The IDP, presents an opportunity to do resplicate the global and national efforts at a municipal level.

#### **4.4 The National Development Plan (Vision 2030)**

In 2009 when the current leadership of the country took office, two shortcomings were identified in the administration that needed immediate correcting. One was the lack of performance monitoring mechanisms, to fill the monitoring gap, a Ministry and department responsible for performance monitoring and evaluation was established. The second was the need to introduce long-term planning so that government could align its policies with a long-term development plan. The intention was to move away from silos and narrow-minded planning and look at our country as one holistic entity that should develop comprehensively, in every corner. The Ministry for the National Planning Commission in the Presidency was established to fulfil this task.

Experts in the areas: - economics, finance, social services, rural development, energy, public policy and governance, infrastructure development, urban and regional planning, education and training, health, agriculture and food security, climate change, local government and scenario planning were appointed to work with Minister Manuel as commissioners in the National Planning Commission. The team at National Planning commission was asked to produce reports on a range of issues that impact on the country's long-term development, such as water security, climate change, food security, energy security, infrastructure planning, human resource development, defence and security matters, the structures of the economy, spatial planning, demographic trends and so forth. The National Planning Commission conducted its work guided by the Constitution of the Republic, and the end result was the National Development Plan (NDP) which outlines what type of society the country must build. The National Development Plan offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

The plan highlights the need to strengthen the ability of local government to fulfil its development role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services. The municipal IDPs should therefore be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This way, the IDP process will become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.

#### **4.5 Provincial Development Plan**

##### **Goal 1: An Inclusive, Equitable And Growing Economy**

This goal emphasises a larger and more efficient provincial economy, increased employment, and reduced inequalities. This goal deals with: rural development; economic infrastructure; land reform; industry and enterprise support; and economic sector development. Proposals for priority interventions are district-specific.

##### **Goal 2: A Healthy Population**

This goal targets a healthy population through an improved healthcare system. The system should move from being hospital-centric to focusing on a primary care system that is integrated across primary, secondary, and tertiary levels. The proposals include: primary health care and strengthening of district health systems; improvement of



leadership across the sector; infrastructure and facility improvement; health workforce planning and the social determinants of health.

### **Goal 3: An Educated, Innovative Citizenry**

This goal seeks to ensure that people are empowered to define their identity, are capable of sustaining their livelihoods, living healthy lives and raising healthy families, developing a just society and economy, and playing an effective role in the politics and governance of their communities. The proposals deal with: access to and quality of early childhood development; basic education and training, including foundation phase literacy and numeracy, mother-tongue education, teacher development, improved leadership, management and governance and infrastructure. For the post school education and training sector, it addresses adult education and training, community colleges, technical and vocational education training, universities and research and innovation.

### **Goal 4: Vibrant, Cohesive Communities**

This goal seeks to generate a shift from a focus on state-driven housing delivery to one that enables people to make their own decisions, build their own liveable places and transform spatial patterns. The proposals deal with transformed human settlements, spatial planning and land use management, regional development, social infrastructure and community safety.

### **Goal 5: Capable, Conscientious And Accountable Institutions**

This goal seeks to build capable, resilient and accountable institutions to champion rapid inclusive development. The proposals deal with the creation of capable provincial and local government; leadership renewal across society; citizen-centred development and multi-agency partnerships.

Achievement of the vision is impossible without concurrent, systemic and continuous interaction between an inclusive and equitable economy, a healthy population, an educated, innovative citizenry, vibrant communities and capable, conscientious and accountable institutions. There are complex interrelations between the goals, as well as the objectives and strategic actions proposed in this plan.

Given that over 70% of the population is rural, the fortunes of the province are inherently bound up with the future of its rural areas. While urbanisation is an undeniable trend, we estimate that the majority of the population will still be outside of the metropolitan areas in 2030. The Eastern Cape is set to remain a rural province for the foreseeable future and therefore rural development is a key priority and has been integrated into all of the goal areas.

## **4.6 District Development Plan (DDP)**

The overall purpose of the OR Tambo vision 2030 is to articulate development priorities of the District between 2017-2030 and beyond. The priorities and interventions were crafted to help achieve desired NDP/PDP linked outcomes and are informed by various national and provincial policies such as NDP (2012), the Eastern Cape Provincial Development Plan (2014), Eastern Cape Provincial Economic Development Plan (PEDS 2016) and Eastern Cape Infrastructure plan (2016). Embraces a host of current and planned major developments and initiatives in District IDP for 2017 – 2022). **Below** are the 5 goals and Strategic Pillars of the DDP;



**2030 Vision: A prosperous, vibrant, innovative and people-centered district**  
**Vision achieved through the realization of 5 Strategic Goals, accelerated in the short to medium term by 5 District Catalytic Projects all driven by the following 3 Strategic Pillars and 3 Foundational Planks**

<b>3 Strategic Pillars</b>	<b>Inclusive Economic Development</b> <ul style="list-style-type: none"> <li>• Primary Agriculture &amp; Agro-industry (Wild Coast SEZ, Agri-parks, forestry)</li> <li>• Property Development &amp; Land acquisition</li> <li>• Natural resource development and management aspects</li> <li>• Tourism (heritage, eco)</li> <li>• Creative Industries</li> <li>• Investment, trade and export support and promotion</li> <li>• Broadband roll-out</li> <li>• Localization</li> <li>• Oceans economy</li> <li>• Light manufacturing</li> </ul>	<b>Human Development</b> <ul style="list-style-type: none"> <li>• Education and Skills (Access to quality ECD; Quality basic education; Quality and relevant post-school education and training (adult education, technical and vocational education and training, and higher/university education) and community and public agency)</li> <li>• Strengthening health systems capacities through NHI</li> <li>• Mass Employment Programme</li> <li>• Poverty Eradication Programme (nutrition support etc)</li> <li>• Access to basic services</li> </ul>	<b>Infrastructure &amp; Basic Services</b> <ul style="list-style-type: none"> <li>• N2 Wild Coast</li> <li>• Mzimvubu Multipurpose Scheme</li> <li>• Mthatha Airport &amp; related air transport development</li> <li>• Harbour Development &amp; related water transport development</li> <li>• Urban Development and Small Town revitalization (bulk, human settlement etc)</li> <li>• Water and sanitation</li> <li>• Waste Management</li> <li>• Irrigation and agro-logistics</li> </ul>
	<b>Constraints removal, project packaging and resource leveraging (investment partnerships)</b>		
	<b>Institutional Transformation – Governance and capacity of govt</b>		
	<b>IDP process alignment, consultation and stakeholder management</b>		
<b>3 Foundational Planks</b>			

#### 4.7 Back to Basics

The Mhlontlo local municipality has adopted the Back to Basics programme on Local Government. Immediate actions must be taken by the municipality and government to make local government to deliver more efficiently on basic services including water and sanitation, electricity, human settlements and roads. The municipality has emphasized the need to deploy skilled and qualified staff into key municipal positions, strengthen accountability and political management. Government must also conduct a review of non-viable municipalities. The municipality must publicly and decisively deal with poor performance and corruption. We must be ever present amongst our people. We must serve our people with distinction not as merely an electoral act but as a matter of course.

Constitution and other legislation spell out our responsibilities and tasks. Some municipalities perform well but others don't. An acceptable level of performance means that municipalities must:

- a. Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. This is the essence of our 'back to basics' approach.
- b. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- c. Be well governed and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency accountability.
- d. Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- e. Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

#### 4.8 Previous IDP Assessment

##### 4.8.1 Issues Raised During the 2017/2018 IDP Assessment

KPA	RATING 2013/14	RATING 2014/15	RATING 2015/16	RATING 2016/17	RATING 2017/18	RATING 2018/19
Spatial Development Framework	High	High	High	High	High	High
Service Delivery	High	High	High	High	High	High
Financial Viability	Medium	High	Medium	High	High	High
Local Economic Development	High	High	High	High	High	High
Good Governance, IGR & Public Participation	High	High	High	High	High	High
Institutional Arrangements	Medium	Medium	High	High	High	Medium
<b>Overall Rating</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>

#### Action Plan

KPA	Challenges	Responsible Person	Timeframe
Institutional Arrangement	ICT	Municipal Manager	May 2019

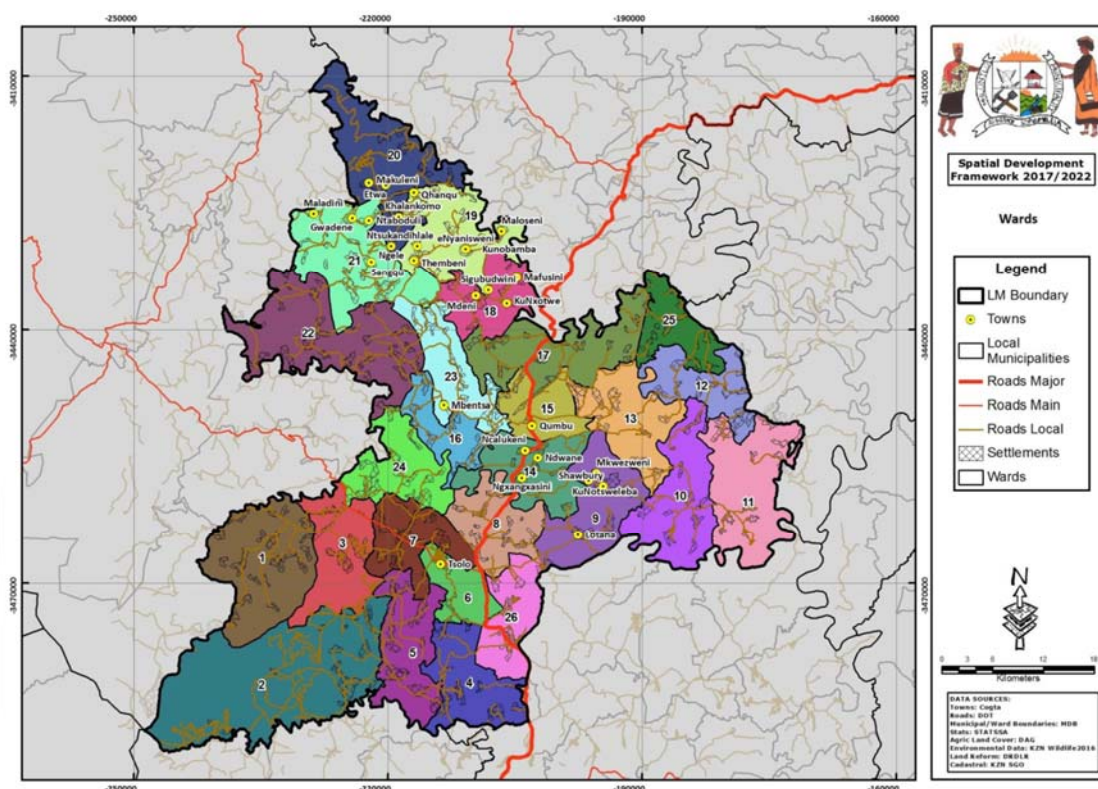
## CHAPER TWO: SITUATIONAL ANALYSIS

### 5. Description of the Locality

#### 5.1 Location and physical attributes

It is bordered by King Sabata Dalindyebo Local Municipality to the South, Nyandeni Local Municipality to the East; both under OR Tambo District Municipality, Umzimvubu Local Municipality to the North and Ntabankulu on the North East, both are under the Alfred Nzo District Municipality and Elundini Local Municipality to the West which is under the Joe Gqabi District Municipality. The Municipal departments are located in Qumbu with satellite offices in Tsolo.

Map 1: Mhlontlo Location



Source: Map data 2017 AfriGIS

Mhlontlo Local Municipality was established in terms of section 12 of the Local Government: Municipal Structures Act (Act 117 of 1998). As a result of this act, two Transitional Local Council, Qumbu TLC and Tsolo TLC and their respective Transitional Council were integrated to form one Municipality-Mhlontlo Local Municipality. It is one of the five municipalities that constitute OR Tambo District Municipality which falls under the Province of the Eastern Cape. The municipal area covers 2,826km<sup>2</sup> and has a population density of 68,2901 people per km<sup>2</sup>.

## 6. Demography

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

### 6.1 Total population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

TABLE 1. TOTAL POPULATION – MHLONTLO AND O.R.TAMBO, TOTAL, 2008-2017 [NUMBERS PERCENTAGE]

Year	Mhlontlo Local	O.R.Tambo District	Mhlontlo as % of district municipality
2008	200 450	1 357 093	14.77%
2009	199 360	1 358 559	14.67%
2010	198 430	1 359 767	14.59%
2011	197 450	1 360 449	14.51%
2012	196 326	1 359 450	14.44%
2013	195 304	1 359 450	14.36%
2014	194 597	1 360 725	14.30%
2015	194 029	1 362 962	14.23%
2016	193 555	1 365 680	14.17%
2017	192 994	1 368 537	14.10%

Source:

With 192 994 people, the Mhlontlo Local Municipality housed 14.10% of 1 368 537 people of OR Tambo's total population in 2017. The Mhlontlo population growth rate is at -0.93%.

CHART 1. TOTAL POPULATION - MHLONTLO AND THE REST OF O.R.TAMBO, 2017 [PERCENTAGE]

Year	Mhlontlo Local	O.R.Tambo District	Ngquza Hill Local	PSJ Local	Nyandeni Local	KSD Local
2008	200 450	1 357 093	271 333	152 931	285 091	447 286
2009	199 360	1 358 559	271 906	153 090	285 558	448 645
2010	198 430	1 359 767	272 483	153 352	286 192	449 308
2011	197 450	1 360 449	272 810	153 340	286 369	450 480
2012	196 326	1 359 450	272 903	153 016	286 063	451 141
2013	195 304	1 359 450	273 304	152 803	285 872	452 165
2014	194 597	1 360 725	273 906	152 806	286 030	453 384
2015	194 029	1 362 962	274 853	152 989	286 463	454 630
2016	193 555	1 365 680	275 961	153 470	287 271	455 420
2017	192 994	1 368 537	276 893	153 603	287 754	457 292

When compared to other regions, Mhlontlo Local Municipality accounts for a total population of 192 994, or 14.10% of the total population in O.R.Tambo District Municipality ranking as the second less populous local municipality in 2017. The ranking in terms of the size of Mhlontlo compared to the other regions remained the same between 2008 and 2017. When looking at the average annual growth rate, it is noted that Mhlontlo ranked lowest (relative to its peers in terms of growth) with an average annual growth rate of -0.9% between 2008 and 2017.]

## 6.2 Population by population group, gender and age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

TABLE 2. POPULATION BY GENDER - MHLONTLO AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2017 [NUMBER].

	Male	Female	Total
Mhlontlo	90 707	102 287	192 994
Ngquza Hill	127 371	149 522	276 893
Port St Johns	70 658	82 945	153 603
Nyandeni	135 245	152 509	287 754
King Sabata Dalindyebo	210 355	246 938	457 293
<b>O.R.Tambo</b>	<b>630 212</b>	<b>738 325</b>	<b>1 368 537</b>

Source: Quentec 2018

The Mhlontlo Local Municipality has significantly more females (53%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 102 287 (53%) females and 90 707 (47%) males. This is different from O.R.Tambo District Municipality as a whole where the female population counted 738 325 which constitutes 53.9% of the total population of 1.36 million.

TABLE 3. POPULATION BY POPULATION GROUP, GENDER AND AGE - MHLONTLO LOCAL MUNICIPALITY, 2017 [NUMBER].

Age Categories	African	
	Female	Male
00-14	39 670	35 543
15-64	55 235	48 982
65+	7 382	6 182
<b>Total</b>	<b>102 287</b>	<b>90 707</b>

Source: Quentec 2018

In 2018, the Mhlontlo Local Municipality's population consisted of 99.34% African (191 720), 0.26% White (501), 0.23% Coloured (443) and 0.17% Asian (328) people.

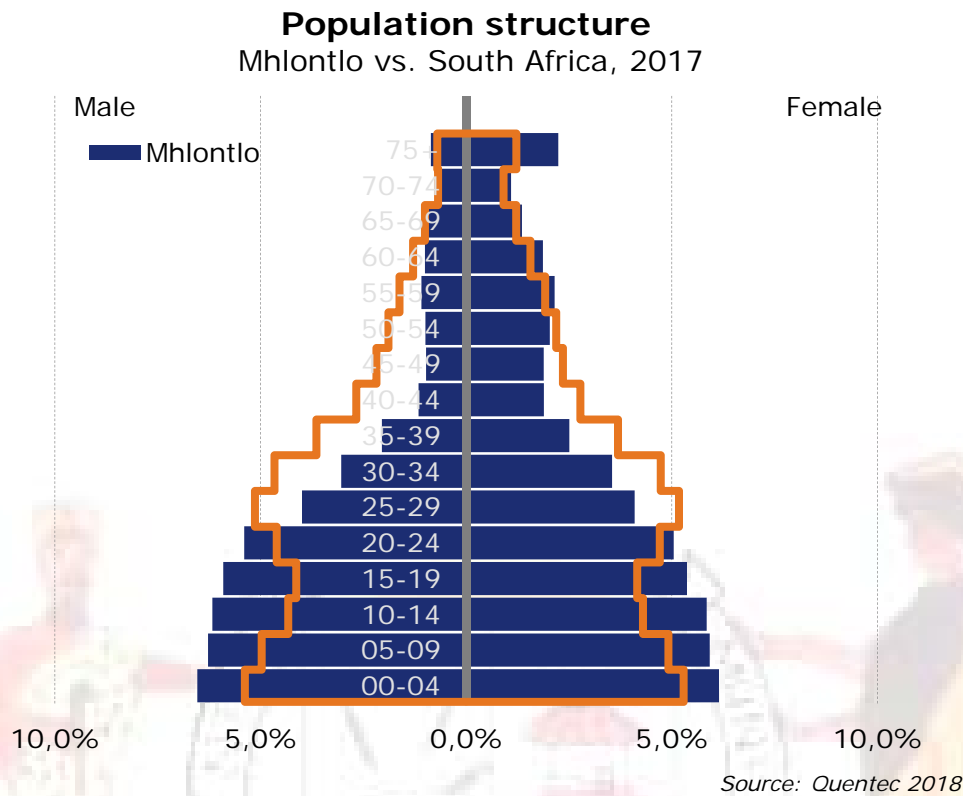
The largest share of population is within the young working age (15-64 years) age category with a total share of 54% which is (104 217) of the total population. The second largest population is (0-14 years) age category with a total number of 75 213 or 38% of the total population. The age category with the least number of people is the retired / old age (65 years and older) age category with only 8% or 13 700 people.

## 6.3 Population pyramids

A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 99.34% of the Mhlontlo Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Mhlontlo's population structure of 2017 to that of South Africa.

CHART 1. POPULATION PYRAMID - MHLONTLO LOCAL MUNICIPALITY VS. SOUTH AFRICA, 2017 [PERCENTAGE]

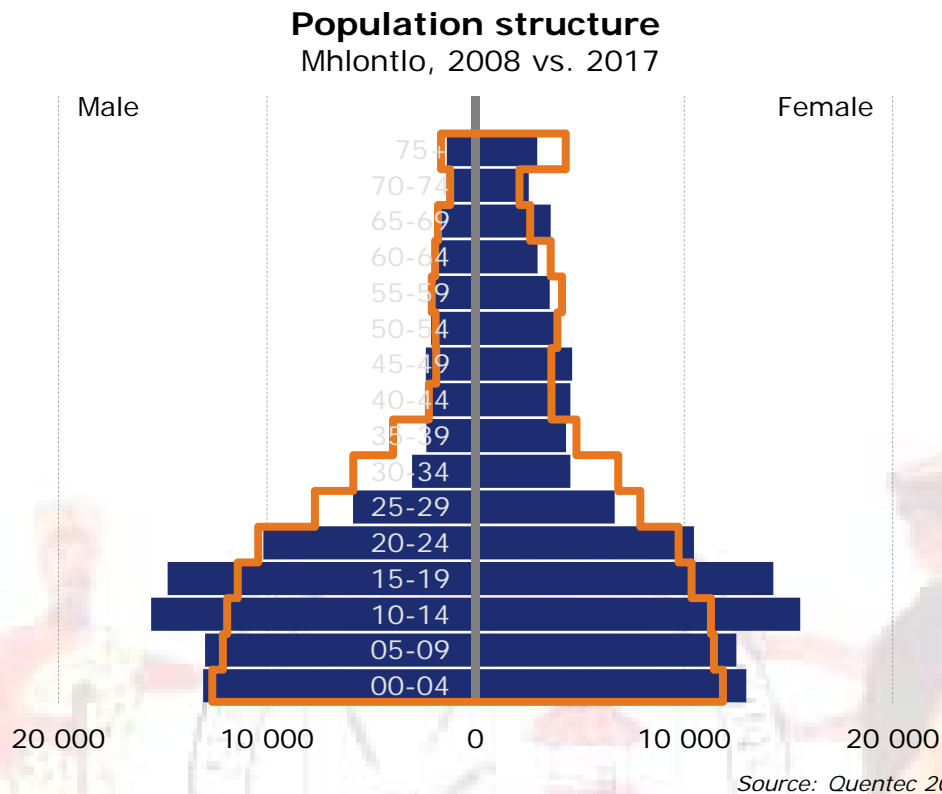


By comparing the population pyramid of the Mhlontlo Local Municipality with the national age structure, the most significant differences are:

- a. There is a significant smaller share of young working age people - aged 20 to 34 (25.1%) - in Mhlontlo, compared to the national picture (29.0%).
- b. The area seems to be a migrant sending area, with many people leaving the area to find work in the bigger cities.
- c. Fertility in Mhlontlo is significantly higher compared to South Africa as a whole.
- d. Spatial policies changed since 1994.
- e. The share of children between the ages of 0 to 14 years is significantly larger (36.9%) in Mhlontlo compared to South Africa (29.2%). Demand for expenditure on schooling as percentage of total budget within Mhlontlo Local Municipality will therefore be higher than that of South Africa.



CHART 2. POPULATION PYRAMID - MHLONTLO LOCAL MUNICIPALITY, 2008 vs. 2017 [PERCENTAGE]



Comparing the 2008 with the 2017 population pyramid for Mhlontlo Local Municipality, interesting differences are visible:

- a. In 2008, there were a significant smaller share of young working age people - aged 20 to 34 (20.1%) - compared to 2017 (25.1%).
- b. Fertility in 2008 was slightly higher compared to that of 2017.
- c. The share of children between the ages of 0 to 14 years is significantly larger in 2008 (40.7%) compared to 2017 (38%).
- d. Life expectancy is increasing.

In 2017, the female population for the 20 to 34 years age group amounted to 10.7% of the total female population while the male population group for the same age amounted to 9.4% of the total male population. In 2008 the male working age population at 12.4% did not exceeds that of the female population working age population at 12.7%.

#### 6.4 Number of households by population group

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

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2017, the Mhlontlo Local Municipality comprised of 43 976 households. This equates to an average annual growth rate of -0.05% in the number of households from 2008 to 2017.

With an average annual growth rate of -0.52% in the total population, the average household size in the Mhlontlo Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2008 decreased from approximately 4.5 individuals per household to 4.4 persons per household in 2017.

TABLE 4. NUMBER OF HOUSEHOLDS - MHLONTLO, O.R.TAMBO, 2008-2017 [NUMBER PERCENTAGE]

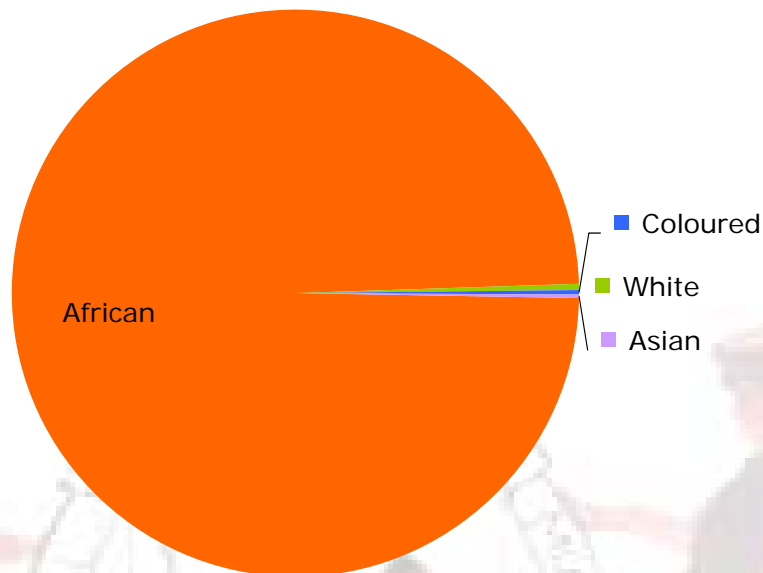
Year	Mhlontlo	O.R.Tambo	Ingquza Hill	Port St Johns	Nyandeni	KSD	Mhlontlo as % of District
2008	44 535	288 206	54 147	30 692	58 581	100 250	15.45%
2009	44 428	289 239	54 322	30 757	58 841	100 890	15.36%
2010	44 356	290 201	54 497	30 843	59 134	101 372	15.28%
2011	44 270	291 056	54 620	30 872	59 330	101 965	15.21%
2012	44 148	291 532	54 693	30 838	59 421	102 433	15.14%
2013	44 044	292 196	54 825	30 824	59 530	102 973	15.07%
2014	44 005	293 102	54 994	30 852	59 705	103 546	15.01%
2015	43 991	294 176	55 229	30 915	59 932	104 113	14.95%
2016	43 996	295 321	55 494	31 036	60 231	104 564	14.89%
2017	43 976	296 499	55 721	31 086	60 459	105 256	14.83%
Average Annual growth							
2008-2017	-0.05%						

Source: Quentec 2018

The composition of the households by population group consists of 99.2% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 0.4% (ranking second). The Coloured population group had a total composition of 0.2% of the total households. The smallest population group by households is the Asian population group with only 0.2% in 2017.

CHART 3. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - MHLONTLO LOCAL MUNICIPALITY, 2017 [PERCENTAGE]

**Number of Households by Population group**  
Mhlontlo, 2017



Source: Quentec 2017

The growth in the number of African headed households was on average -0.02% per annum between 2008 and 2017, which translates in the number of households decreasing by -84.5 in the period. Although the White population group is not the biggest in size, it was however the fastest growing population group between 2008 and 2017 at 14.89%. The average annual growth rate in the number of households for all the other population groups has increased with 0.00%.

**6.5 HIV+ and AIDS estimates**

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

HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

TABLE 5. NUMBER OF HIV+ PEOPLE - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [NUMBER AND PERCENTAGE]

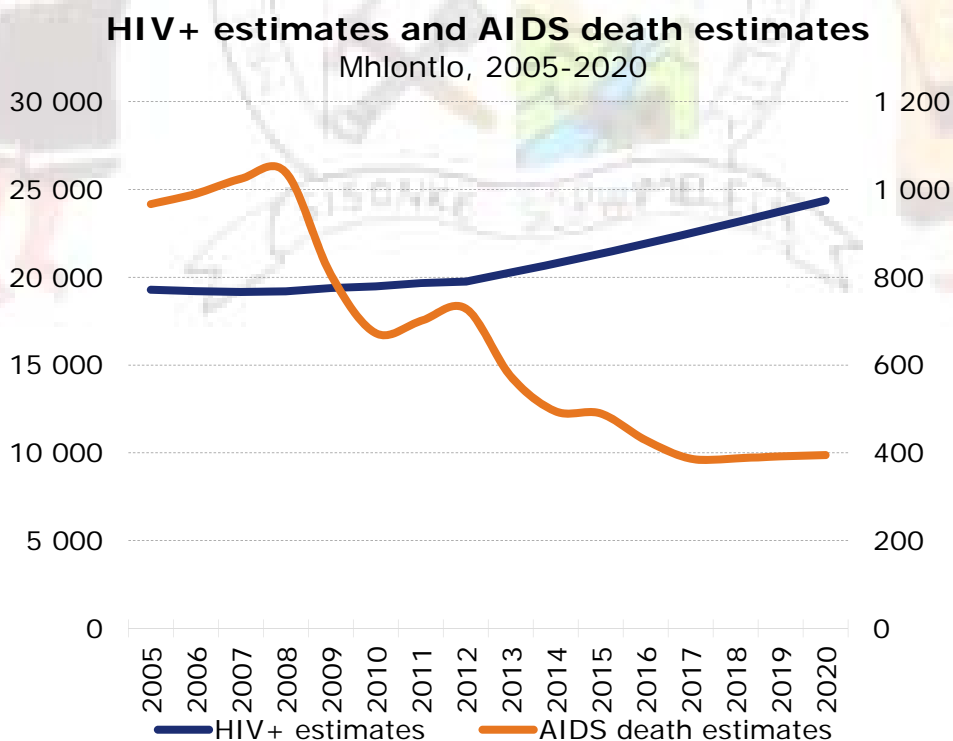
Year	Mhlontlo	O.R.Tambo	Ngquza Hill	Port St Johns	Nyandeni	KSD	Mhlontlo as % of District
2008	19 687	141 547	27 298	14 465	28 500	51 597	13.9%
2009	20 224	146 333	28 222	14 984	29 527	53 375	13.8%
2010	20 661	150 235	28 995	15 437	30 427	54 715	13.7%
2011	20 964	153 334	29 577	15 745	31 075	55 973	13.6%
2012	21 401	157 263	30 338	16 118	31 874	57 532	13.6%
2013	21 721	160 559	30 992	16 415	32 513	58 918	13.5%
2014	21 949	163 046	31 476	16 637	32 996	59 987	13.4%
2015	22 051	164 659	31 823	16 773	33 311	60 699	13.3%
2016	22 048	165 373	32 011	16 867	33 502	60 945	13.3%
2017	22 186	167 338	32 407	17 016	33 873	61 855	13.2%
Average Annual growth							
2008-2017	1.38%						

Source: Quantec Easydata 2018

In 2017, 22 186 people in the Mhlontlo Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.38% since 2008, and in 2017 represented 11.49% of the local municipality's total population.

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

CHART 4. AIDS PROFILE AND FORECAST - MHLONTLO LOCAL MUNICIPALITY, 2005-2020 [NUMBERS]



Source: IHS Global Insight 2016

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 967 in 2005 and 490 for 2015. This number denotes an decrease from 2005 to 2015 with a high average annual rate of -6.57% (or -477 people). For the year 2015, they represented 0.25% of the total population of the entire local municipality.

## 7. Economy

The economic state of Mhlontlo Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, O.R.Tambo District Municipality, Eastern Cape Province and South Africa.

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

### 7.1 Gross Domestic Product by Region (GDP-R)

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

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

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

TABLE 6. GROSS DOMESTIC PRODUCT (GDP) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

Year	Mhlontlo	O.R.Tambo	Eastern Cape	National Total	Mhlontlo as % of district municipality	Mhlontlo as % of province	Mhlontlo as % of national
2006	1.7	16.3	142.2	1,839.4	10.3%	1.19%	0.09%
2007	2.0	19.4	168.2	2,109.5	10.6%	1.21%	0.10%
2008	2.1	20.1	174.1	2,369.1	10.7%	1.23%	0.09%
2009	2.4	22.2	191.2	2,507.7	10.7%	1.25%	0.09%
2010	2.6	24.6	211.6	2,748.0	10.7%	1.24%	0.10%
2011	2.8	26.3	226.1	3,023.7	10.6%	1.24%	0.09%
2012	3.0	29.2	252.2	3,253.9	10.4%	1.20%	0.09%
2013	3.2	31.2	273.2	3,539.8	10.3%	1.17%	0.09%
2014	3.4	33.1	293.9	3,807.7	10.2%	1.15%	0.09%
2015	3.6	35.5	315.6	4,049.8	10.1%	1.14%	0.09%
2016	3.9	38.0	338.5	4,345.8	10.1%	1.14%	0.09%

Source: IHS Global Insight 2017

With a GDP of R 3.85 billion in 2016 (up from R 1.69 billion in 2006), the Mhlontlo Local Municipality contributed 10.13% to the O.R.Tambo District Municipality GDP of R 38 billion in 2016 increasing in the share of the O.R.Tambo from 10.35% in 2006. The Mhlontlo Local Municipality contributes 1.14% to the GDP of Eastern Cape Province and 0.09% the GDP of South Africa which had a total GDP of R 4.35 trillion in 2016 (as measured in nominal or current prices).It's contribution to the national economy stayed

similar in importance from 2006 when it contributed 0.09% to South Africa, but it is lower than the peak of 0.10% in 2007.

TABLE 7. GROSS DOMESTIC PRODUCT (GDP) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

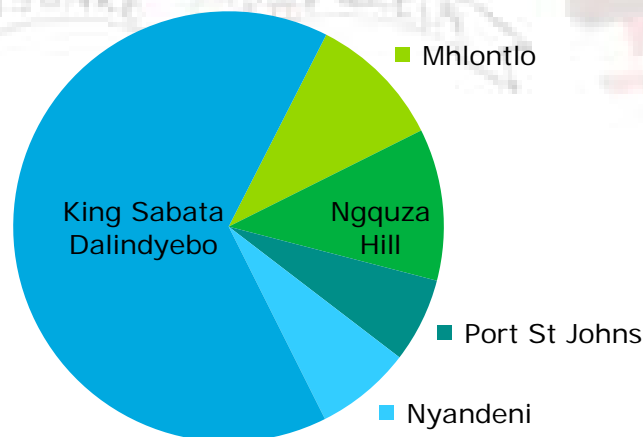
Year	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2006	1.2%	3.6%	5.3%	5.3%
2007	7.0%	4.0%	5.3%	5.4%
2008	4.6%	4.1%	3.2%	3.2%
2009	-0.5%	-1.8%	-1.0%	-1.5%
2010	-0.8%	0.1%	2.4%	3.0%
2011	2.4%	2.2%	3.7%	3.3%
2012	-0.1%	0.5%	2.0%	2.2%
2013	-1.4%	0.2%	1.4%	2.5%
2014	-0.9%	0.2%	1.1%	1.7%
2015	0.3%	0.8%	0.7%	1.3%
2016	-0.3%	0.0%	0.3%	0.3%
Average Annual growth 2006-2016+	<b>1.00%</b>	<b>1.02%</b>	<b>1.89%</b>	<b>2.12%</b>

Source: IHS Global Insight 2017

In 2016, the Mhlontlo Local Municipality achieved an annual growth rate of -0.33% which is a slightly lower GDP growth than the Eastern Cape Province's 0.25%, but is lower than that of South Africa, where the 2016 GDP growth rate was 0.28%. Similar to the short-term growth rate of 2016, the longer-term average growth rate for Mhlontlo (1.00%) is also significant lower than that of South Africa (2.12%). The economic growth in Mhlontlo peaked in 2007 at 7.01%.

CHART 5. GROSS DOMESTIC PRODUCT (GDP) - MHLONTLO LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2016 [PERCENTAGE]

**Gross Domestic Product (GDP)**  
O.R.Tambo District Municipality, 2016



Source: IHS Global Insiaht 2017

The Mhlontlo Local Municipality had a total GDP of R 3.85 billion and in terms of total contribution towards O.R.Tambo District Municipality the Mhlontlo Local Municipality ranked third relative to all the regional economies to total O.R.Tambo District Municipality GDP. This ranking in terms of size compared to other regions of Mhlontlo remained the same since 2006. In terms of its share,

it was in 2016 (10.1%) slightly smaller compared to what it was in 2006 (10.3%). For the period 2006 to 2016, the average annual growth rate of 1.0% of Mhlontlo was the second relative to its peers in terms of growth in constant 2010 prices.

TABLE 8. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2006 TO 2016, SHARE AND GROWTH

Municipality	2016 (Current prices)	Share of local municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Mhlontlo	3.85	10.13%	2.37	2.62	1.00%
Ngquza Hill	4.34	11.42%	2.64	2.91	0.95%
Port St Johns	2.42	6.35%	1.65	1.62	-0.20%
Nyandeni	2.74	7.20%	1.74	1.83	0.48%
King Sabata Dalindyebo	24.67	64.90%	14.65	16.55	1.23%

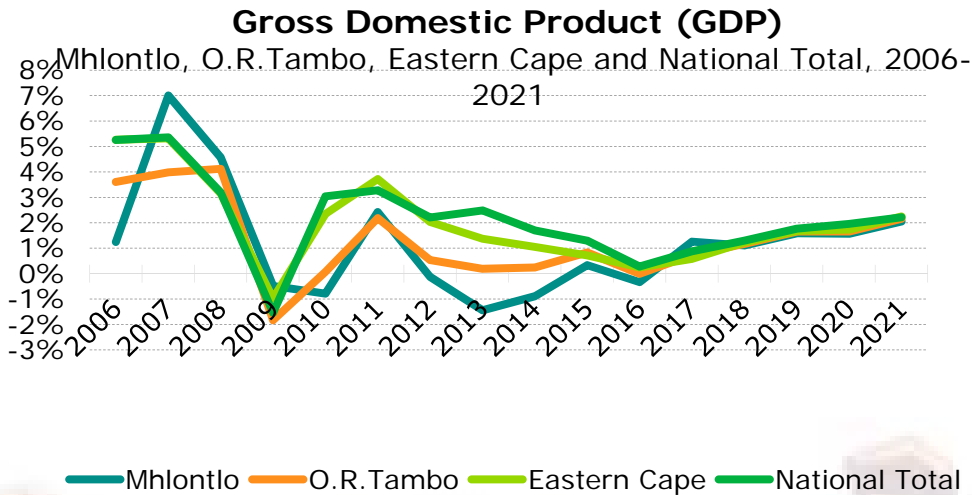
Source: IHS Global Insight 2017

King Sabata Dalindyebo had the highest average annual economic growth, averaging 1.23% between 2006 and 2016, when compared to the rest of the regions within O.R.Tambo District Municipality. The Mhlontlo Local Municipality had the second highest average annual growth rate of 1.00%. Port St Johns Local Municipality had the lowest average annual growth rate of -0.20% between 2006 and 2016.

### Economic Growth Forecast

It is expected that Mhlontlo Local Municipality will grow at an average annual rate of 1.52% from 2016 to 2021. The average annual growth rate in the GDP of O.R.Tambo District Municipality and Eastern Cape Province is expected to be 1.48% and 1.49% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.62%, which is higher than that of the Mhlontlo Local Municipality.

TABLE 9. GROSS DOMESTIC PRODUCT (GDP) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2021 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Global Insight 2017

In 2021, Mhlontlo's forecasted GDP will be an estimated R 2.82 billion (constant 2010 prices) or 10.3% of the total GDP of O.R.Tambo District Municipality. The ranking in terms of size of the Mhlontlo Local Municipality will remain the same between 2016 and 2021, with a contribution to the O.R.Tambo District Municipality GDP of 10.3% in 2021 compared to the 10.3% in 2016. At a 1.52% average annual GDP growth rate between 2016 and 2021, Mhlontlo ranked the second compared to the other regional economies.

TABLE 10. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2006 TO 2021, SHARE AND GROWTH

Year	2021 (Current prices)	Share of district municipality	2006 (Constant prices)	2021 (Constant prices)	Average Annual growth
Mhlontlo	4.46	16.26%	2.37	2.82	1.17%
Ngquza Hill	5.03	18.30%	2.64	3.13	1.13%
Port St Johns	2.77	10.07%	1.65	1.74	0.34%
Nyandeni	3.21	11.70%	1.74	2.00	0.92%
King Sabata Dalindyebo	28.60	104.14%	14.65	17.77	1.29%

Source: IHS Global Insight 2017

### Gross Value Added by Region (GVA-R)

The Mhlontlo Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

**Definition:** Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.



The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Mhlontlo Local Municipality.

TABLE 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2016 [R BILLIONS, CURRENT PRICES]

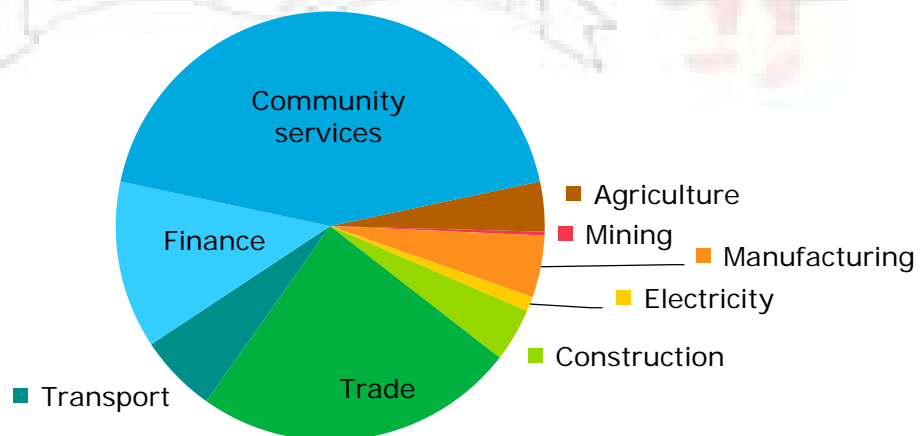
Year	Mhlontlo	O.R.Tambo	Eastern Cape	National Total	Mhlontlo as % of district municipality	Mhlontlo as % of province	Mhlontlo as % of national
Agriculture	0.1	0.5	5.9	94.4	26.9%	2.2%	0.14%
Mining	0.0	0.1	0.5	306.2	10.9%	2.2%	0.00%
Manufacturing	0.2	1.6	36.3	517.4	10.5%	0.4%	0.03%
Electricity	0.0	1.4	6.2	144.1	2.8%	0.6%	0.03%
Construction	0.1	1.2	13.2	154.3	11.9%	1.1%	0.09%
Trade	0.8	8.1	61.5	589.7	10.5%	1.4%	0.14%
Transport	0.2	1.9	27.5	389.2	10.8%	0.8%	0.05%
Finance	0.4	7.3	60.5	781.7	6.0%	0.7%	0.06%
Community services	1.5	12.8	90.4	901.1	11.8%	1.7%	0.17%
<b>Total Industries</b>	<b>3.5</b>	<b>34.8</b>	<b>301.9</b>	<b>3,878.2</b>	<b>10.0%</b>	<b>1.2%</b>	<b>0.09%</b>

Source: IHS Global Insight 2017

In 2016, the community services sector is the largest within Mhlontlo Local Municipality accounting for R 1.51 billion or 43.3% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Mhlontlo Local Municipality is the trade sector at 24.3%, followed by the finance sector with 12.6%. The sector that contributes the least to the economy of Mhlontlo Local Municipality is the mining sector with a contribution of R 9.85 million or 0.28% of the total GVA.

CHART 6. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2016 [PERCENTAGE COMPOSITION]

**Gross Value Added (GVA) by broad economic sector**  
Mhlontlo Local Municipality, 2016

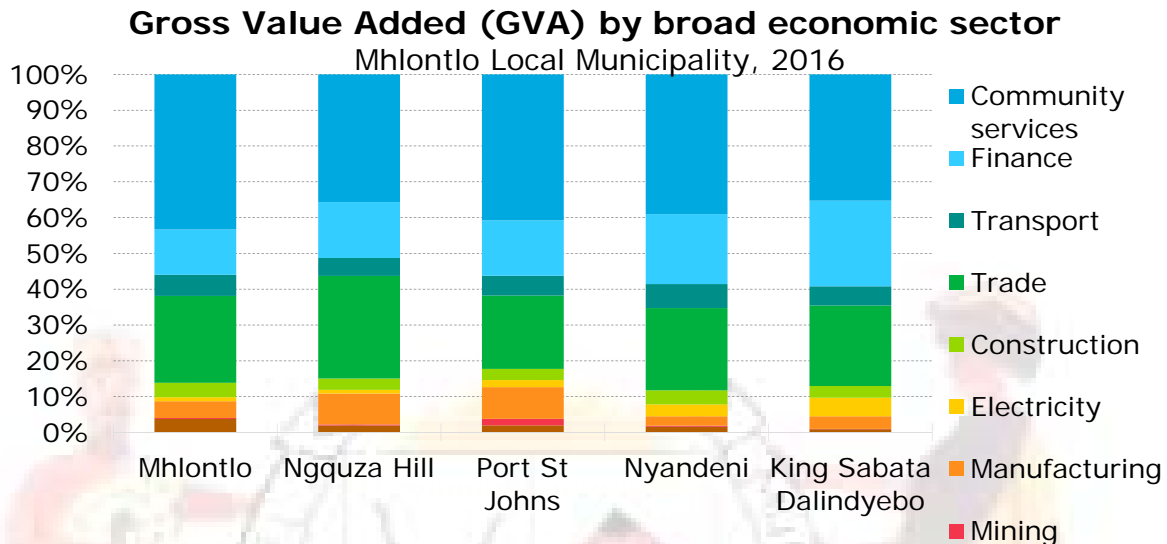


Source: IHS Global Insight 2017

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the O.R.Tambo District Municipality, it is clear that the King Sabata Dalindyebo contributes the most community services towards its own GVA,

with 63.13%, relative to the other regions within O.R.Tambo District Municipality. The King Sabata Dalindyebo contributed R 22.8 billion or 65.72% to the GVA of O.R.Tambo District Municipality. The King Sabata Dalindyebo also contributes the most the overall GVA of O.R.Tambo District Municipality.

CHART 7. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [PERCENTAGE COMPOSITION]



Source: IHS Global Insight 2017

### Historical Economic Growth

For the period 2016 and 2006, the GVA in the construction sector had the highest average annual growth rate in Mhlontlo at 3.34%. The industry with the second highest average annual growth rate is the finance sector averaging at 3.10% per year. The mining sector had an average annual growth rate of -2.11%, while the electricity sector had the lowest average annual growth of -3.87%. Overall a negative growth existed for all the industries in 2016 with an annual growth rate of -0.25% since 2015.

TABLE 12. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2006, 2011 AND 2016 [R MILLIONS, 2010 CONSTANT PRICES]

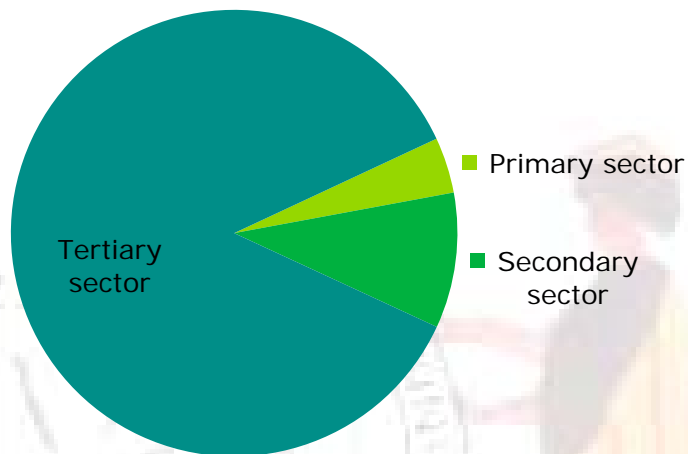
Year	2006	2011	2016	Average Annual growth
Agriculture	100.0	123.7	104.9	0.47%
Mining	16.6	14.1	13.4	-2.11%
Manufacturing	110.1	110.8	107.9	-0.20%
Electricity	22.5	23.1	15.2	-3.87%
Construction	63.9	83.0	88.7	3.34%
Trade	483.1	539.1	578.3	1.82%
Transport	118.9	123.4	124.7	0.48%
Finance	224.2	262.4	304.4	3.10%
Community services	1,044.1	1,189.6	1,068.2	0.23%
<b>Total Industries</b>	<b>2,183.4</b>	<b>2,469.3</b>	<b>2,405.7</b>	<b>0.97%</b>

Source: IHS Global Insight 2017

The tertiary sector contributes the most to the Gross Value Added within the Mhlontlo Local Municipality at 86.2%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 9.8% (ranking second), while the primary sector contributed the least at 4.0%.

CHART 8. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2016 [PERCENTAGE]

### Gross Value Added (GVA) by aggregate sector Mhlontlo Local Municipality, 2016



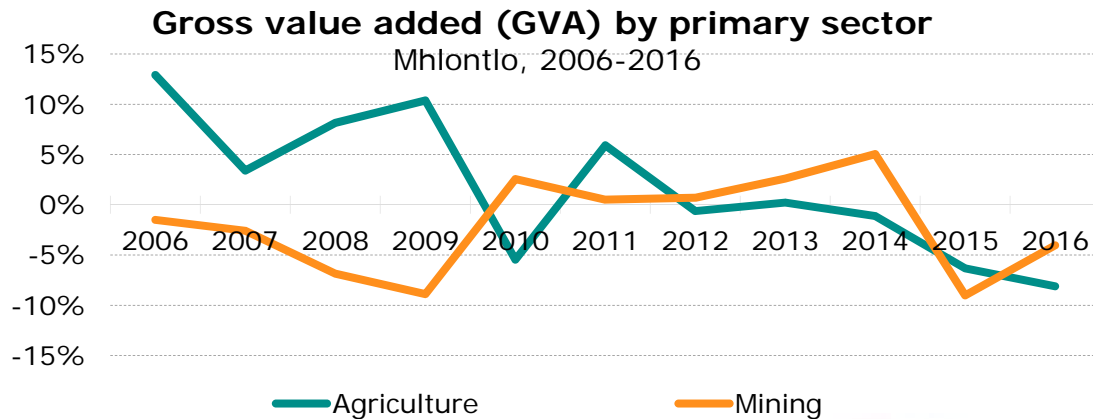
Source: IHS Global Insight 2017

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

#### **Primary Sector**

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Mhlontlo Local Municipality from 2006 to 2016.

CHART 9. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - MHLONTLO, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



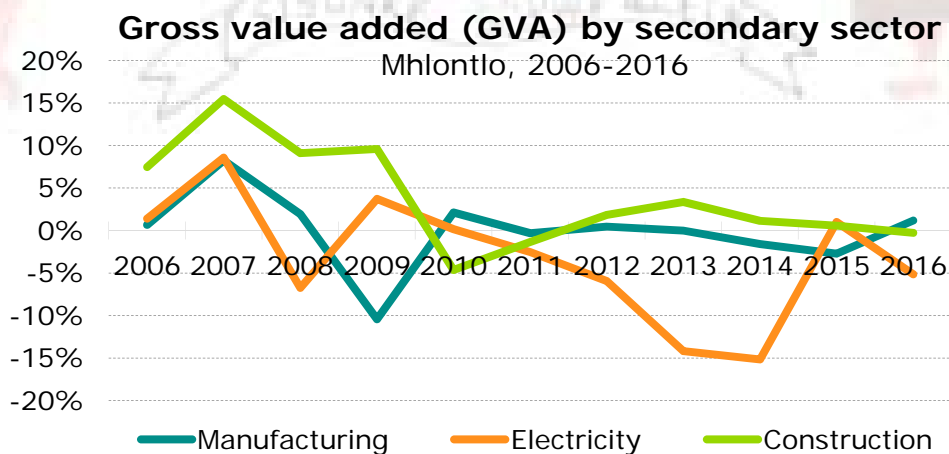
Source: IHS Global Insight 2017

Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2006 with an average growth rate of 12.9%. The mining sector reached its highest point of growth of 5.0% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -8.1%, while the mining sector reaching its lowest point of growth in 2015 at -9.0%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

### Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Mhlontlo Local Municipality from 2006 to 2016.

CHART 10. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - MHLONTLO, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight 2017

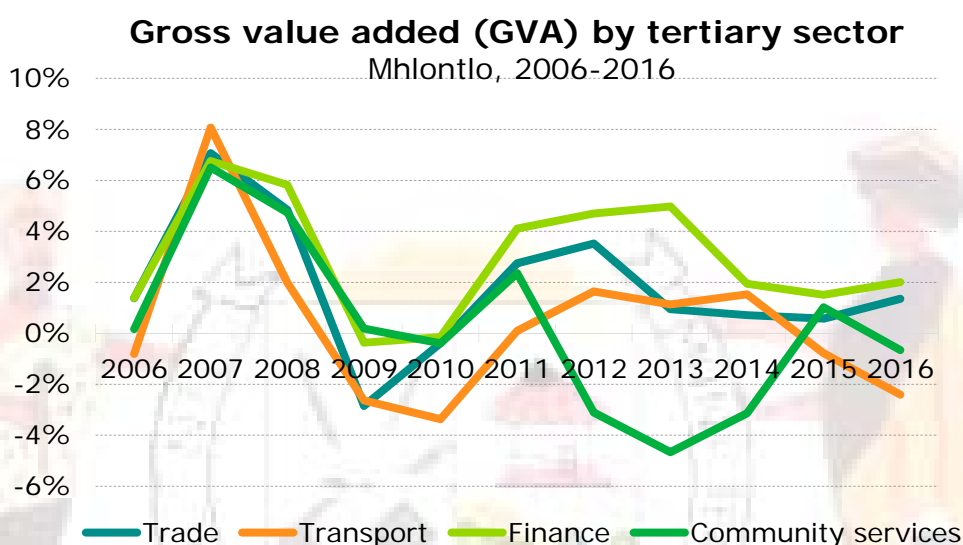
Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 8.3%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 15.5% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010

of -10.4%, while construction sector reached its lowest point of growth in 2010 a with -4.6% growth rate. The electricity sector experienced the highest growth in 2007 at 8.6%, while it recorded the lowest growth of -15.1% in 2014.

### Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Mhlontlo Local Municipality from 2006 to 2016.

CHART 11. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - MHLONTLO, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight 2017

The trade sector experienced the highest positive growth in 2007 with a growth rate of 7.1%. It is evident for the transport sector that the highest positive growth rate also existed in 2007 at 8.1% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 6.8% and recorded the lowest growth rate in 2009 at -0.4%. The Trade sector also had the lowest growth rate in 2009 at -2.8%. The community services sector, which largely consists of government, experienced its highest positive growth in 2007 with 6.5% and the lowest growth rate in 2013 with -4.7%.

### Sector Growth forecast

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

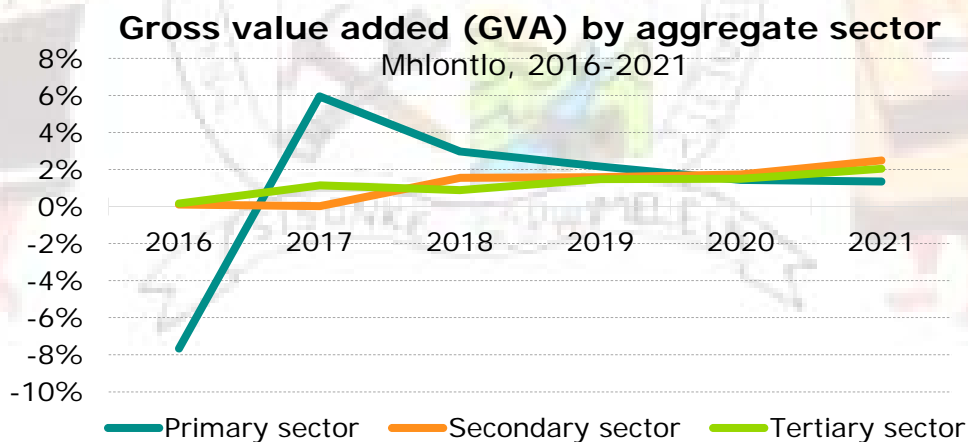
TABLE 13. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2016-2021 [R MILLIONS, CONSTANT 2010 PRICES]

	2016	2017	2018	2019	2020	2021	Average growth	Annual
<b>Agriculture</b>	104.9	110.9	114.1	116.4	117.1	118.6	<b>2.49%</b>	
<b>Mining</b>	13.4	14.4	14.9	15.4	16.6	17.0	<b>4.83%</b>	
<b>Manufacturing</b>	107.9	106.6	107.5	108.8	110.7	112.8	<b>0.89%</b>	
<b>Electricity</b>	15.2	15.2	15.3	15.6	15.8	16.1	<b>1.26%</b>	
<b>Construction</b>	88.7	90.0	92.3	94.1	95.8	98.9	<b>2.20%</b>	
<b>Trade</b>	578.3	578.6	585.5	594.6	606.4	622.9	<b>1.50%</b>	
<b>Transport</b>	124.7	126.2	129.0	131.8	134.9	138.8	<b>2.15%</b>	
<b>Finance</b>	304.4	308.6	317.2	327.0	335.6	346.7	<b>2.64%</b>	
<b>Community services</b>	1,068.2	1,086.0	1,086.3	1,096.1	1,104.8	1,118.0	<b>0.92%</b>	
<b>Total Industries</b>	<b>2,405.7</b>	<b>2,436.4</b>	<b>2,462.1</b>	<b>2,499.8</b>	<b>2,537.7</b>	<b>2,589.7</b>	<b>1.48%</b>	

Source: IHS Global Insight 2017

The mining sector is expected to grow fastest at an average of 4.83% annually from R 13.4 million in Mhlontlo Local Municipality to R 17 million in 2021. The community services sector is estimated to be the largest sector within the Mhlontlo Local Municipality in 2021, with a total share of 43.2% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%. The sector that is estimated to grow the slowest is the manufacturing sector with an average annual growth rate of 0.89%.

TABLE 14. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2016-2021 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Global Insight 2017

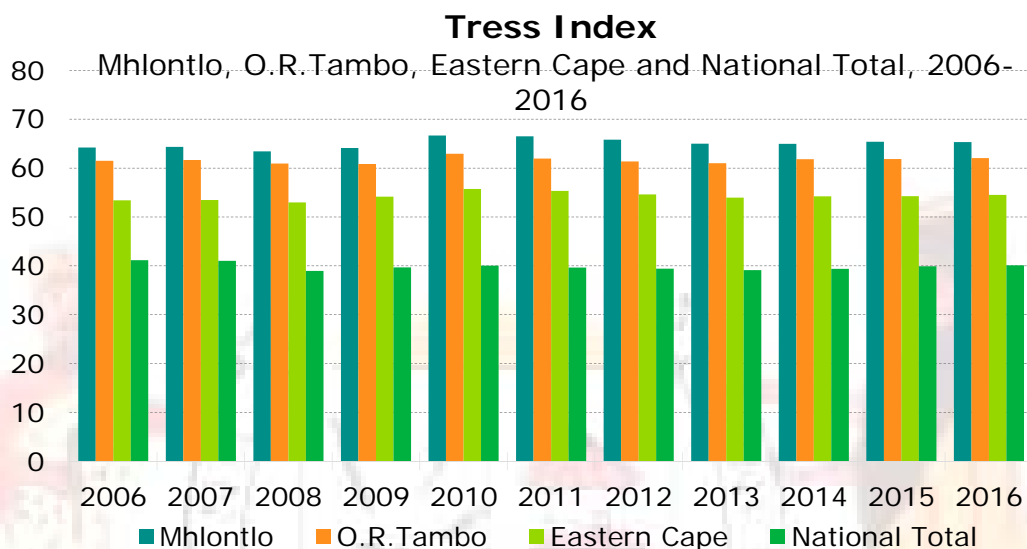
The Primary sector is expected to grow at an average annual rate of 2.76% between 2016 and 2021, with the Secondary sector growing at 1.47% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.41% for the same period.

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

## Tress Index

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

CHART 12. TRESS INDEX - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER]



Source: IHS Global Insight 2017

In 2016, Mhlontlo's Tress Index was estimated at 65.3 which are higher than the 62.1 of the district municipality and higher than the 62.1 of the province. This implies that - on average - Mhlontlo Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

The Mhlontlo Local Municipality has a concentrated community services sector.

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

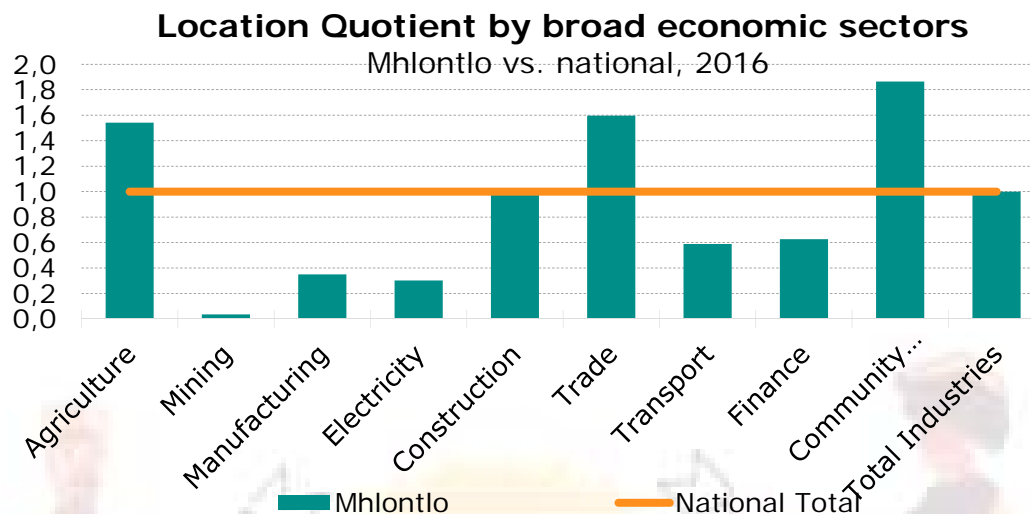
## Location Quotient

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

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

quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

CHART 13. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - MHLONTLO LOCAL MUNICIPALITY AND SOUTH AFRICA, 2016 [NUMBER]



Source: IHS Global Insight 2017

For 2016 Mhlontlo Local Municipality has a very large comparative advantage in the community services sector. The trade sector also has a very large comparative advantage. The agriculture also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Mhlontlo Local Municipality has a comparative disadvantage when it comes to the mining and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Mhlontlo Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0357.

## 7.2 Labour

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



**TABLE 15. WORKING AGE POPULATION IN MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008 AND 2017 [NUMBER]**

Year	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2008	105 351	729 272	3 863 306	31 229 856
2009	106 004	738 576	3 879 708	32 652 624
2010	106 612	746 710	3 892 821	33 178 362
2011	106 860	752 704	3 899 825	33 705 550
2012	106 659	754 961	3 902 307	34 208 076
2013	105 915	753 977	3 893 988	34 701 650
2014	105 140	751 938	3 882 934	35 203 791
2015	104 407	750 111	3 874 343	35 729 209
2016	103 668	747 781	3 865 956	36 257 886
2017	103 189	747 919	3 866 633	36 806 037

**Source: Quantec 2018**

The working age population in Mhlontlo in 2017 was 103 189, decreasing at an average annual rate of 1% since 2008. For the same period the working age population for O.R.Tambo District Municipality increased at 1.68% annually, while that of Eastern Cape Province increased at 1.1% annually. South Africa's working age population has increased annually by 1.68% from 30.6 million in 2008 to 36.8 million in 2017.

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

### **7.3 Economically Active Population (EAP)**

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

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

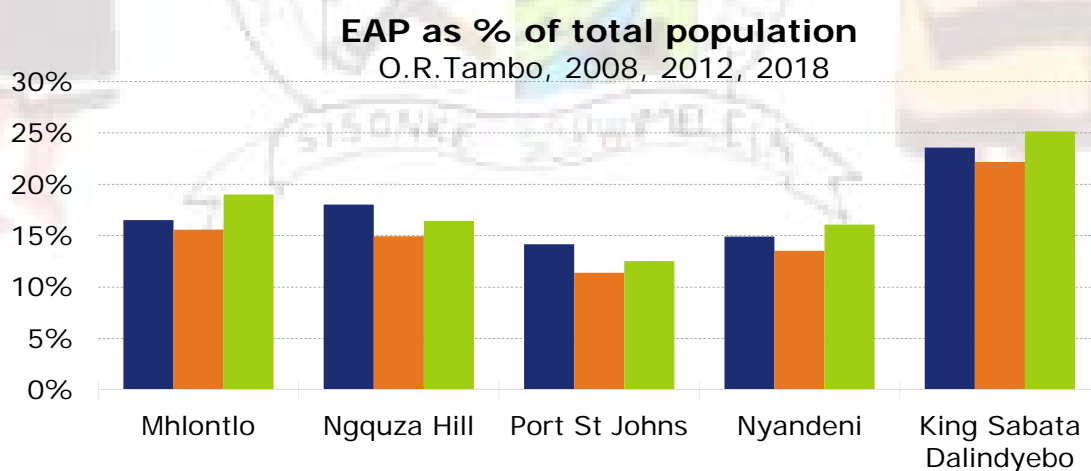
**TABLE 16. ECONOMICALLY ACTIVE POPULATION (EAP) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [NUMBER, PERCENTAGE ]**

Year	Mhlontlo	O.R.Tambo	Eastern Cape	National Total	Mhlontlo as % of district municipality	Mhlontlo as % of province	Mhlontlo as % of national
2008	27 947	213 052	1 938 131	25 496 422	13.7%	1.44%	0.10%
2009	27 345	210 225	1 881 879	24 689 251	13.0%	1.45%	0.11%
2010	26 649	205 856	1 834 354	24 192 110	29.9%	1.45%	0.11%
2011	27 170	210 585	1 867 216	24 707 709	29.9%	1.45%	0.10%
2012	28 000	215 319	1 908 690	25 326 292	13.0%	1.46%	0.11%
2013	28 755	221 033	1 954 807	25 905 146	13.0%	1.47%	0.11%
2014	29 674	227 385	1 988 751	26 267 884	13.0%	1.49%	0.11%
2015	30 355	232 619	2 057 346	27 183 030	13.0%	1.47%	0.11%
2016	30 598	235 533	2 078 920	27 461 850	12.9%	1.47%	0.11%
2017	30 934	238 734	2 102 863	27 830 174	12.5%	1.47%	0.11%
Average Annual growth							
2008-2018	0.87%	1.23%	1.02%	1.98%			

Source: Quentec 2017

Mhlontlo Local Municipality's EAP was 30 934 in 2017, which is 16.00% of its total population of 192 994, and roughly 12.5% of the total EAP of the O.R.Tambo District Municipality. From 2008 to 2017, the average annual increase in the EAP in the Mhlontlo Local Municipality was 0.87%.

**CHART 14. EAP AS % OF TOTAL POPULATION - MHLONTLO AND THE REST OF O.R.TAMBO, 2008, 2012, 2017 [PERCENTAGE]**



Source: Quentec 2017

In 2008, 14% of the total population in Mhlontlo Local Municipality were classified as economically active which increased to 16.0% in 2018. Compared to the other regions in O.R.Tambo District Municipality, King Sabata Dalindyebo local municipality had the highest EAP as a percentage of

the total population within its own region relative to the other regions. On the other hand, Port St Johns local municipality had the lowest EAP with 9.5% people classified as economically active population in 2017.

#### 7.4 Labour Force Participation Rate (LFPR)

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population. The following is the labour participation rate of the Mhlontlo, O.R.Tambo, Eastern Cape and National Total as a whole.

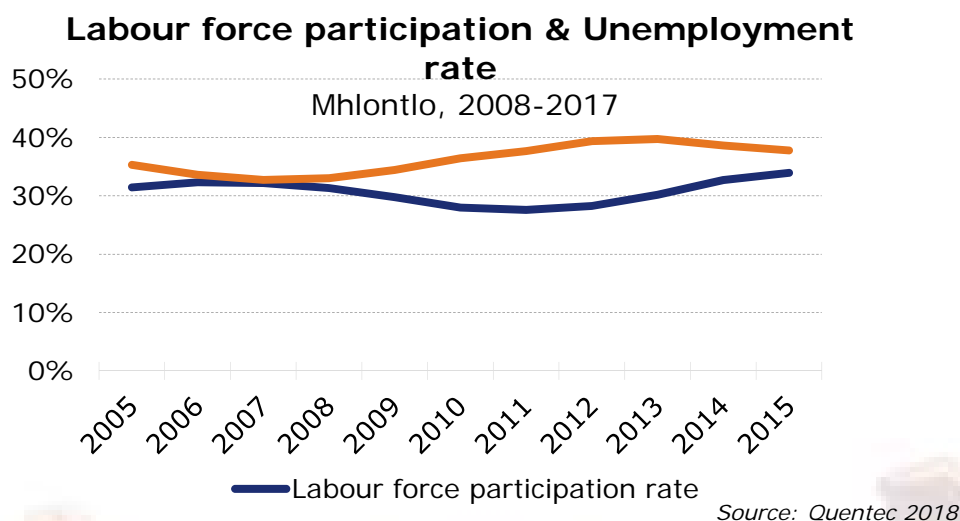
TABLE 17. THE LABOUR FORCE PARTICIPATION RATE - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [PERCENTAGE]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2008	26.5%	3.8%	0.72%	0.08%
2009	25.7%	3.7%	0.70%	0.08%
2010	24.9%	3.5%	0.68%	0.08%
2011	25.4%	3.6%	0.69%	0.08%
2012	26.2%	3.7%	0.71%	0.08%
2013	27.1%	3.8%	0.73%	0.08%
2014	28.2%	3.9%	0.76%	0.08%
2015	29.0%	4.0%	0.78%	0.08%
2016	29.5%	4.0%	0.79%	0.08%
2017	29.9%	4.1%	0.80%	0.08%

Source: Quentec 2017

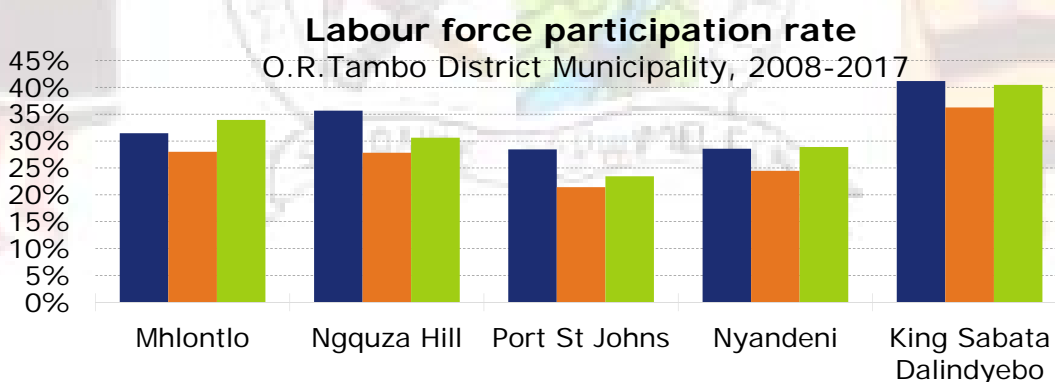
The Mhlontlo Local Municipality's labour force participation rate increased from 26.5% to 29.9% which is an increase of 3.4 percentage points. The Mhlontlo Local Municipality to O.R.Tambo District Municipality has increased from 3.8% to 4.1%, Eastern Cape Province increased from 0.72% to 0.80% and South Africa remains at 0.08 from 2008 to 2017. The Mhlontlo Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2008 to 2017. The Mhlontlo Local Municipality had a lower labour force participation rate when compared to South Africa in 2017.

CHART 15. THE LABOUR FORCE PARTICIPATION RATE - MHLONTLO LOCAL MUNICIPALITY, 2008-2017 [PERCENTAGE]



In 2017 the labour force participation rate for Mhlontlo was at 33.9% which is slightly higher when compared to the 31.4% in 2008. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2008, the unemployment rate for Mhlontlo was 45.4% and increased overtime to 46.6% in 2017. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Mhlontlo Local Municipality.

CHART 16. THE LABOUR FORCE PARTICIPATION RATE - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2008, 2012 AND 2017 [PERCENTAGE]



## 7.5 Total employment

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

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

**TABLE 18. TOTAL EMPLOYMENT - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [NUMBERS]**

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2008	16 583	127 527	1 142 841	14 868 306
2009	16 242	125 903	1 111 411	14 420 610
2010	15 618	121 563	1 069 785	13 961 892
2011	15 850	123 678	1 084 041	14 196 607
2012	16 273	125 954	1 103 757	14 489 788
2013	16 760	129 659	1 133 852	14 862 614
2014	17 294	133 329	1 153 647	15 077 575
2015	17 706	136 593	1 194 583	15 614 076
2016	17 642	136 611	1 192 741	15 593 666
2017	18 016	139 932	1 217 864	15 934 709
Average Annual growth				
2008-2017	0.82%	1.09%	1.03%	2.10%

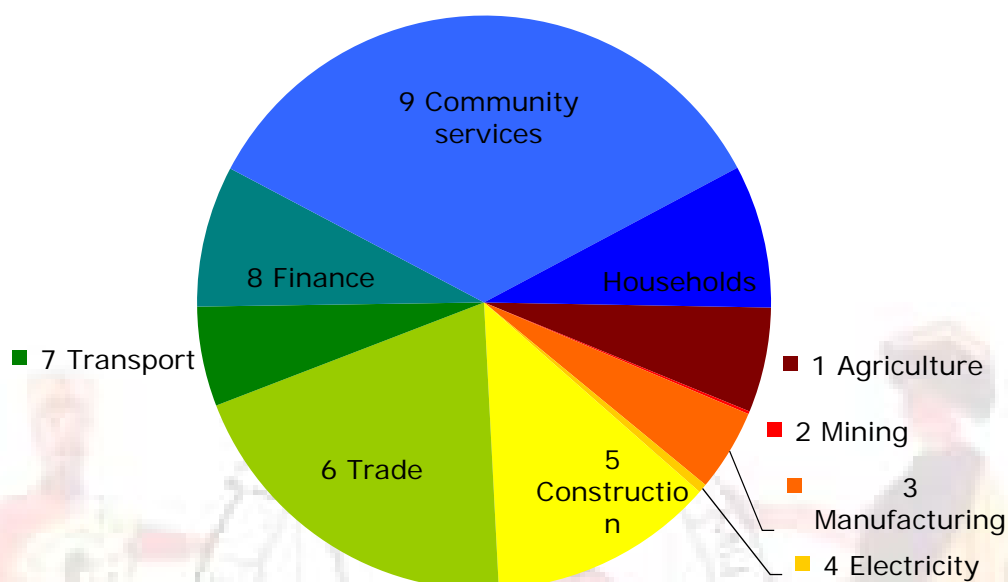
Source: Quentec 2018

In 2017, Mhlontlo employed 18 016 people which is 12.87% of the total employment in O.R.Tambo District Municipality (139 932), 1.47% of total employment in Eastern Cape Province (1.41 million), and 0.11% of the total employment of 15 934 709 million in South Africa. Employment within Mhlontlo increased annually at an average rate of 0.82% from 2008 to 2017.

In Mhlontlo Local Municipality the economic sectors that recorded the largest number of employment in 2017 were the community services sector with a total of 8 180 employed people or 34.5% of total employment in the local municipality. The trade sector with a total of 4 740 (20.0%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 36.4 (0.2%) is the sector that employs the least number of people in Mhlontlo Local Municipality, followed by the electricity sector with 122 (0.5%) people employed.

CHART 17. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2018 [PERCENTAGE]

**Total Employment Composition**  
Mhlontlo, 2018



Source: Quentec 2018

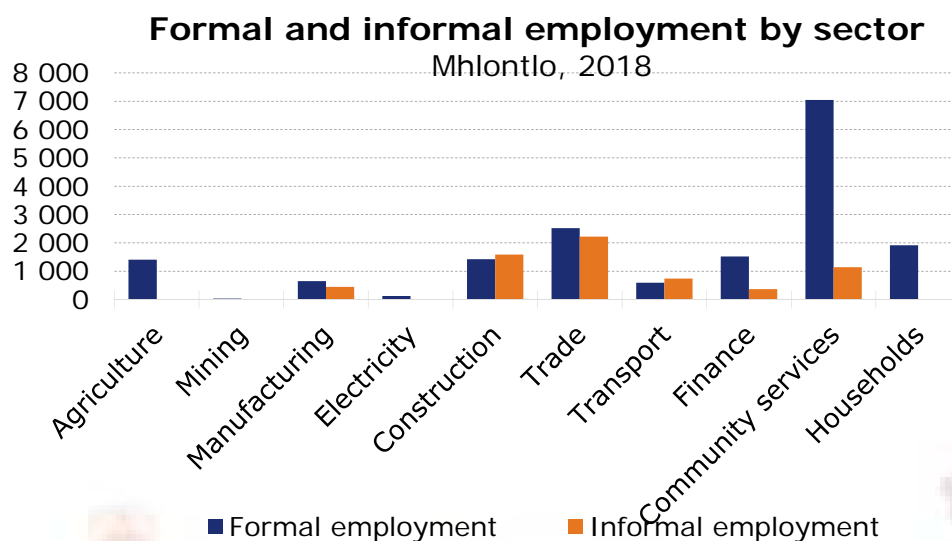
**7.6 Formal and informal employment**

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

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

The number of formally employed people in Mhlontlo Local Municipality counted 12 918 in 2017, which is about 71.70% of total employment, while the number of people employed in the informal sector counted 5 098 or 28.29% of the total employment. Informal employment in Mhlontlo have decreased from 5 219 in 2008 to an estimated 5 098 in 2017.

CHART 18. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2018 [NUMBERS]



Source: Quentec 2018

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

TABLE 19. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - MHLONTLO LOCAL MUNICIPALITY, 2017 [NUMBERS]

	Formal employment	Informal employment
Agriculture	1,400	N/A
Mining	36	N/A
Manufacturing	647	448
Electricity	122	N/A
Construction	1,420	1,590
Trade	2,520	2,220
Transport	593	741
Finance	1,520	368
Community services	7,040	1,140
Households	1,920	N/A

Source: Quentec 2018

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

## 7.7 Unemployment

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

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

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

TABLE 20. UNEMPLOYMENT (OFFICIAL DEFINITION) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [NUMBER PERCENTAGE]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total	Mhlontlo as % of district municipality	Mhlontlo as % of province	Mhlontlo as % of national
2008	13 809	96 182	564 733	4 246 165	14.3%	2.4%	0.32%
2009	13 604	94 732	561 222	4 402 988	14.3%	2.4%	0.30%
2010	13 441	93 563	559 112	4 564 230	14.3%	2.4%	0.29%
2011	13 365	92 976	553 973	4 636 311	14.3%	2.4%	0.28%
2012	13 646	94 908	561 762	4 775 066	14.3%	2.4%	0.28%
2013	13 807	95 966	563 938	4 886 046	14.3%	2.4%	0.28%
2014	13 980	97 102	570 036	5 070 135	14.3%	2.4%	0.27%
2015	14 550	100 979	587 236	5 343 927	14.4%	2.4%	0.27%
2016	15 036	104 217	609 553	5 752 624	14.4%	2.4%	0.26%
2017	15 774	109 278	636 058	6 120 339	14.4%	2.4%	0.25%
Average Annual growth							
2008-2017	1.58%	1.64%	1.29%	1.54%			

Source: Quantec 2018

In 2017, there were a total number of 15 774 people unemployed in Mhlontlo, which is an increase of 1 965 from 13 809 in 2008. The total number of unemployed people within Mhlontlo constitutes 14.4% of the total number of unemployed people in O.R.Tambo District Municipality. The Mhlontlo Local Municipality experienced an average annual increase of 1.58% in the number of unemployed people, which is better than that of the



O.R.Tambo District Municipality which had an average annual increase in unemployment of 1.64%.

**TABLE 21. UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2008-2017 [PERCENTAGE]**

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2008	45.4%	42.9%	33.0%	22.2%
2009	45.5%	42.9%	33.5%	23.3%
2010	46.2%	43.4%	34.3%	24.6%
2011	45.7%	42.9%	33.8%	24.6%
2012	45.6%	42.9%	33.7%	24.7%
2013	45.1%	42.5%	33.2%	24.7%
2014	44.7%	42.1%	33.0%	25.1%
2015	45.1%	42.5%	32.9%	25.4%
2016	46.0%	43.2%	33.8%	26.9%
2017	46.6%	43.8%	34.3%	27.7%

Source: Quentec 2017

In 2017, the unemployment rate in Mhlontlo Local Municipality (based on the official definition of unemployment) was 46.6%, which is an increase of 1.2 percentage points. The unemployment rate in Mhlontlo Local Municipality is higher than that of O.R.Tambo. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Mhlontlo Local Municipality was higher than that of Eastern Cape which was 34.3%. The unemployment rate for South Africa was 27.7% in 2017, which is a decrease of 5.5 percentage points from 22.2% in 2008.

## 7.8 Income and expenditure

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

## 7.9 Number of Households by income category

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

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

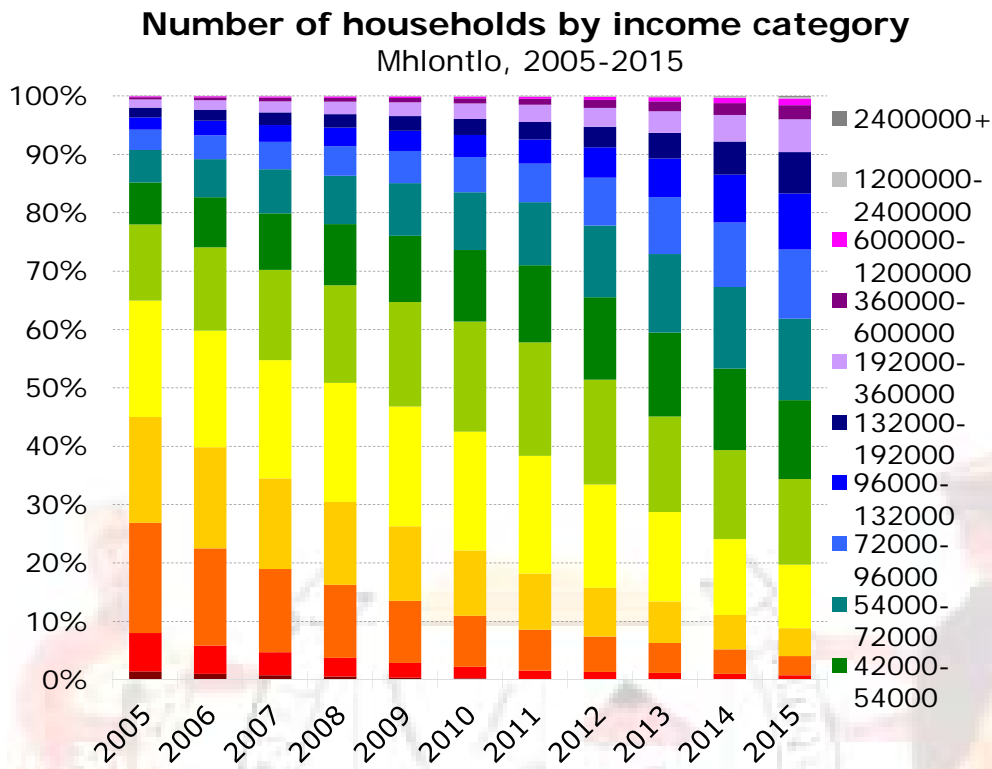
**TABLE 22. HOUSEHOLDS BY INCOME CATEGORY - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2015 [NUMBER PERCENTAGE]**

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total	Mhlontlo as % of district municipality	Mhlontlo as % of province	Mhlontlo as % of national
0-2400	36	309	1,450	11,800	11.7%	2.5%	0.30%
2400-6000	293	2,380	11,800	92,100	12.3%	2.5%	0.32%
6000-12000	1,450	11,800	59,800	466,000	12.2%	2.4%	0.31%
12000-18000	2,090	16,900	86,900	685,000	12.4%	2.4%	0.31%
18000-30000	4,780	37,400	186,000	1,420,000	12.8%	2.6%	0.34%
30000-42000	6,430	48,300	243,000	1,790,000	13.3%	2.6%	0.36%
42000-54000	5,920	42,700	221,000	1,620,000	13.9%	2.7%	0.37%
54000-72000	6,130	41,800	218,000	1,640,000	14.7%	2.8%	0.37%
72000-96000	5,190	33,800	182,000	1,460,000	15.4%	2.9%	0.36%
96000-132000	4,220	27,100	154,000	1,390,000	15.6%	2.7%	0.30%
132000-192000	3,100	20,600	130,000	1,320,000	15.0%	2.4%	0.24%
192000-360000	2,470	19,100	140,000	1,610,000	12.9%	1.8%	0.15%
360000-600000	1,050	9,260	78,800	1,000,000	11.4%	1.3%	0.11%
600000-1200000	501	4,290	45,700	667,000	11.7%	1.1%	0.08%
1200000-2400000	129	1,010	12,500	207,000	12.8%	1.0%	0.06%
2400000+	63	494	3,290	49,300	12.8%	1.9%	0.13%
<b>Total</b>	<b>43,900</b>	<b>317,000</b>	<b>1,770,000</b>	<b>15,400,000</b>	<b>13.8%</b>	<b>2.5%</b>	<b>0.28%</b>

Source: IHS Global Insight 2016

It was estimated that in 2015 19.71% of all the households in the Mhlontlo Local Municipality, were living on R30,000 or less per annum. In comparison with 2005's 64.94%, the number is more than half. The 30000-42000 income category has the highest number of households with a total number of 6 430, followed by the 54000-72000 income category with 6 130 households. Only 36 households fall within the 0-2400 income category.

CHART 19. HOUSEHOLDS BY INCOME BRACKET - MHLONTLO LOCAL MUNICIPALITY, 2005-2015 [PERCENTAGE]



For the period 2005 to 2015 the number of households earning more than R30,000 per annum has increased from 35.06% to 80.29%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

**7.10 Annual total personal income**

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

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

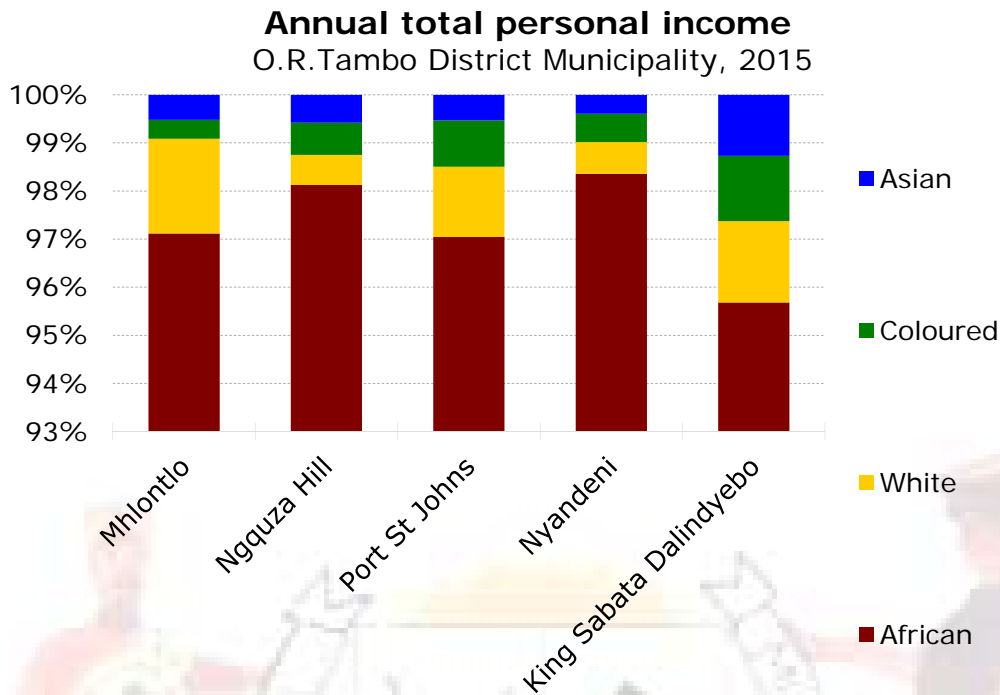
**TABLE 23. ANNUAL TOTAL PERSONAL INCOME - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL [CURRENT PRICES, R BILLIONS]**

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2005	1.7	11.8	96.6	1,145.4
2006	1.8	13.0	106.6	1,259.4
2007	2.0	14.8	121.0	1,432.2
2008	2.2	16.5	134.0	1,587.9
2009	2.4	17.9	143.2	1,695.1
2010	2.5	19.2	154.0	1,843.3
2011	2.6	20.9	167.4	2,032.7
2012	3.0	23.3	187.1	2,226.0
2013	3.4	25.9	203.7	2,414.1
2014	3.9	29.0	218.0	2,602.5
2015	4.5	33.2	238.6	2,783.8
Average Annual growth				
2005-2015	10.30%	10.90%	9.47%	9.29%

Source: IHS Global Insight 2016

Mhlontlo Local Municipality recorded an average annual growth rate of 10.30% (from R 1.67 billion to R 4.46 billion) from 2005 to 2015, which is less than O.R.Tambo's (10.90%), but more than Eastern Cape Province's (9.47%) average annual growth rates. South Africa had an average annual growth rate of 9.29% (from R 1.15 trillion to R 2.78 trillion) which is less than the growth rate in Mhlontlo Local Municipality.

TABLE 24. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - MHLONTLO AND THE REST OF O.R.TAMBO [CURRENT PRICES, R BILLIONS]



Source: IHS Global Insight 2016

The total personal income of Mhlontlo Local Municipality amounted to approximately R 4.46 billion in 2015. The African population group earned R 4.33 billion, or 97.12% of total personal income, while the White population group earned R 87.8 million, or 1.97% of the total personal income. The Asian and the Coloured population groups only had a share of 0.52% and 0.40% of total personal income respectively.

**TABLE 25. ANNUAL TOTAL PERSONAL INCOME - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO [CURRENT PRICES, R BILLIONS]**

	Mhlontlo	Ngquza Hill	Port St Johns	Nyandeni	King Sabata Dalindyebo
2005	1.67	1.96	1.04	2.05	5.06
2006	1.81	2.18	1.14	2.27	5.57
2007	2.02	2.50	1.29	2.57	6.39
2008	2.22	2.81	1.43	2.88	7.16
2009	2.36	3.06	1.54	3.12	7.80
2010	2.49	3.30	1.63	3.35	8.46
2011	2.65	3.59	1.75	3.61	9.26
2012	2.98	4.08	1.85	4.04	10.35
2013	3.37	4.58	1.99	4.58	11.34
2014	3.85	5.17	2.19	5.32	12.50
2015	4.46	5.97	2.49	6.18	14.06
Average Annual growth					
2005-2015	10.30%	11.77%	9.10%	11.67%	10.77%

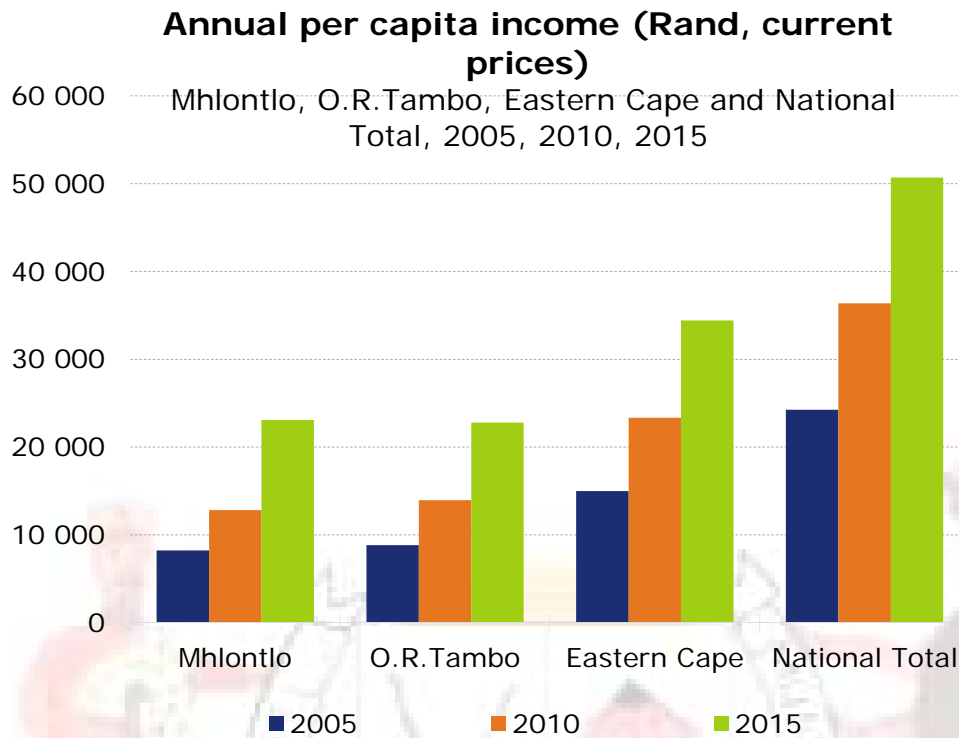
Source: IHS Global Insight 2016

When looking at the annual total personal income for the regions within O.R.Tambo District Municipality it can be seen that the King Sabata Dalindyebo local municipality had the highest total personal income with R 14.1 billion which increased from R 5.06 billion recorded in 2005. It can be seen that the Port St Johns local municipality had the lowest total personal income of R 2.49 billion in 2015, this increased from R 1.04 billion in 2005.

### 7.11 Annual per capita income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population. Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

CHART 20. PER CAPITA INCOME - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2015 [RAND, CURRENT PRICES]



Source: IHS Global Insight 2016

Although the per capita income in Mhlontlo Local Municipality is R 23,100 and is lower than the Eastern Cape (R 34,400), it is more than that of the O.R.Tambo District Municipality (R 22,800). The per capita income for Mhlontlo Local Municipality (R 23,100) is lower than that of the South Africa as a whole which is R 50,700.

CHART 21. PER CAPITA INCOME BY POPULATION GROUP - MHLONTLO AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2015 [RAND, CURRENT PRICES]

	African
Mhlontlo	22,600
Ngquza Hill	19,700
Port St Johns	14,700
Nyandeni	19,800
King Sabata Dalindyebo	28,000

Source: IHS Global Insight 2016

King Sabata Dalindyebo local municipality has the highest per capita income with a total of R 28,900. Mhlontlo local municipality had the second highest per capita income at R 23,100, whereas Port St Johns local municipality had the lowest per capita income at R 15,000. In Mhlontlo Local Municipality, the African population group has the highest per capita income, with R 22,600, relative to the other population groups. . Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

## 7.12 Index of buying power

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

TABLE 26. INDEX OF BUYING POWER - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2015 [NUMBER]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
Population	192,961	1,455,018	6,929,508	54,897,094
Population - share of national total	0.4%	2.7%	12.6%	100.0%
Income	4,455	33,162	238,612	2,783,791
Income - share of national total	0.2%	1.2%	8.6%	100.0%
Retail	1,471,271	10,942,947	69,456,851	855,879,000
Retail - share of national total	0.2%	1.3%	8.1%	100.0%
Index	0.00	0.01	0.09	1.00

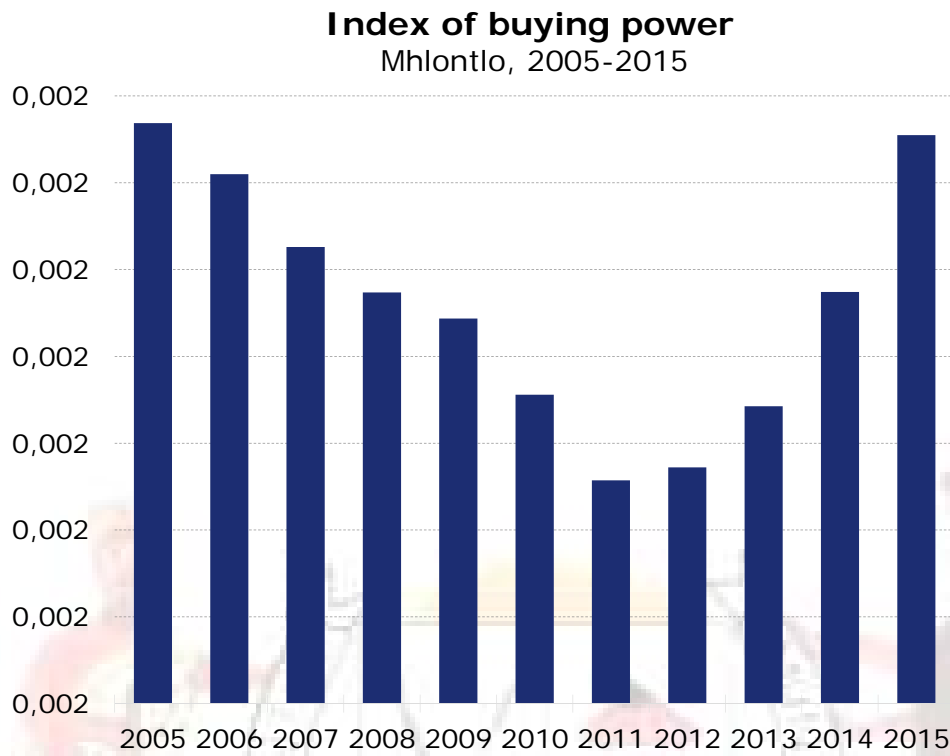
Source: IHS Global Insight 2016

Mhlontlo Local Municipality has a 0.4% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0018 relative to South Africa as a whole. O.R.Tambo has an IBP of 0.014, were Eastern Cape Province has and IBP index value of 0.088 and South Africa a value of 1 relative to South Africa as a whole.

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



CHART 22. INDEX OF BUYING POWER MHLONTLO LOCAL MUNICIPALITY, 2005-2015 [INDEX VALUE]



Source: IHS Global Insight 2016

Between 2005 and 2015, the index of buying power within Mhlontlo Local Municipality increased to its highest level in 2005 (0.001834) from its lowest in 2011 (0.001330). The buying power within Mhlontlo Local Municipality is relatively small compared to other regions and it decreased at an average annual growth rate of -0.04%.

## 8. Development

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

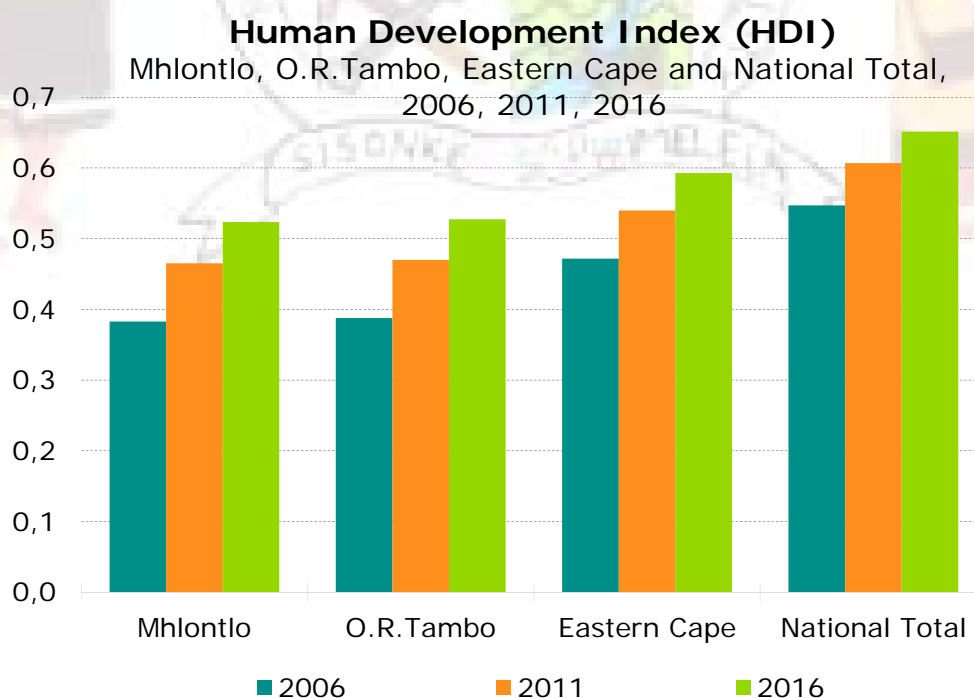
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such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

### 8.1 Human Development Index (HDI)

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

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

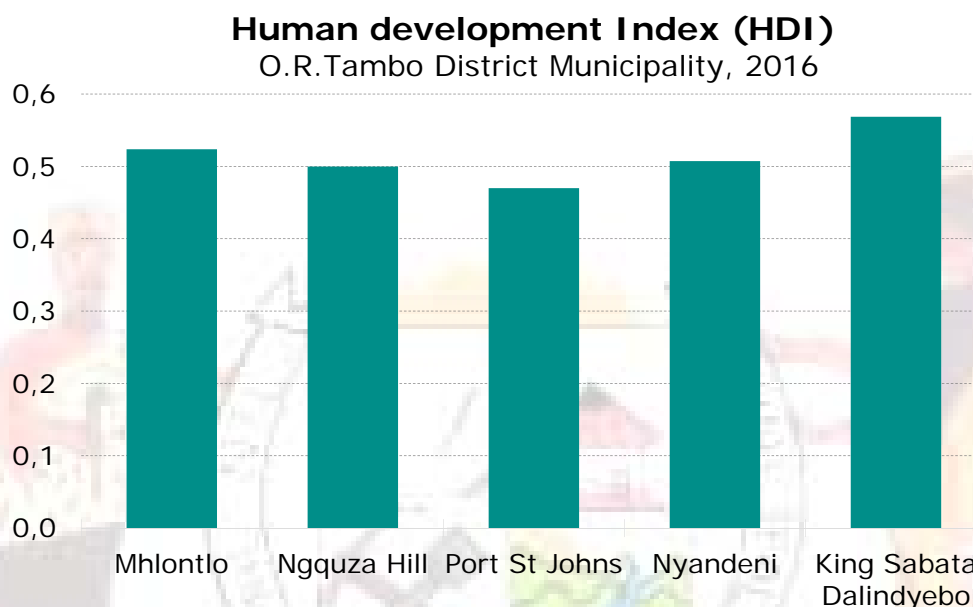
CHART 23. HUMAN DEVELOPMENT INDEX (HDI) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006, 2011, 2016 [NUMBER]



Source: IHS Global insight 2017

In 2016 Mhlontlo Local Municipality had an HDI of 0.524 compared to the O.R.Tambo with a HDI of 0.528, 0.593 of Eastern Cape and 0.651 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2016 when compared to Mhlontlo Local Municipality which translates to worse human development for Mhlontlo Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.76% and this increase is lower than that of Mhlontlo Local Municipality (3.18%).

CHART 24. HUMAN DEVELOPMENT INDEX (HDI) - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [NUMBER]



Source: IHS Global insight 2017

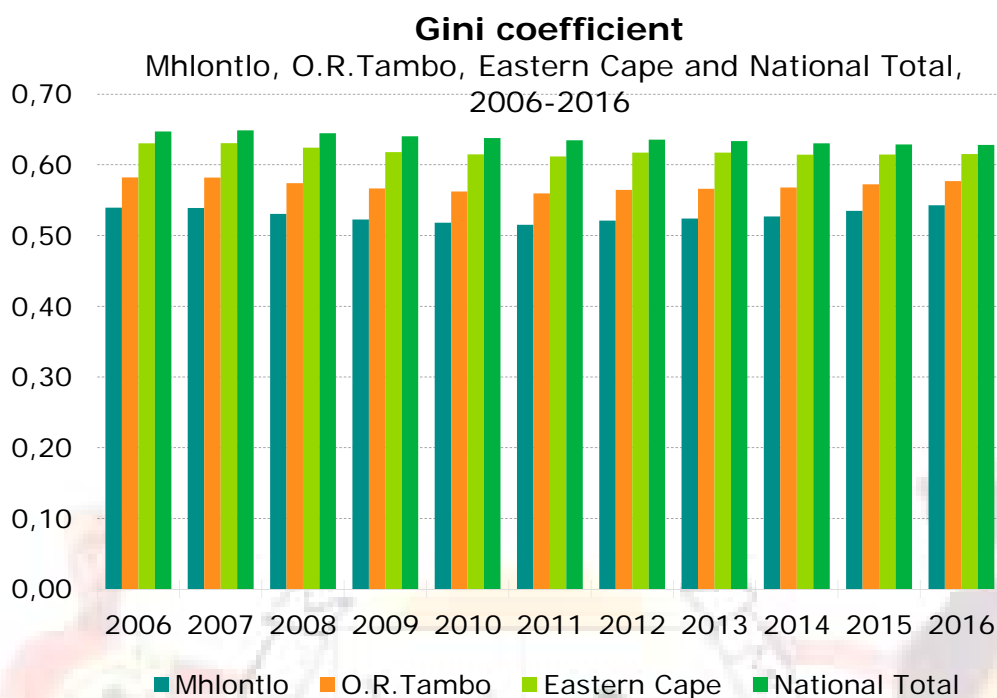
In terms of the HDI for each the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest HDI, with an index value of 0.569. The lowest can be observed in the Port St Johns Local Municipality with an index value of 0.47.

## 8.2 Gini Coefficient

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

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

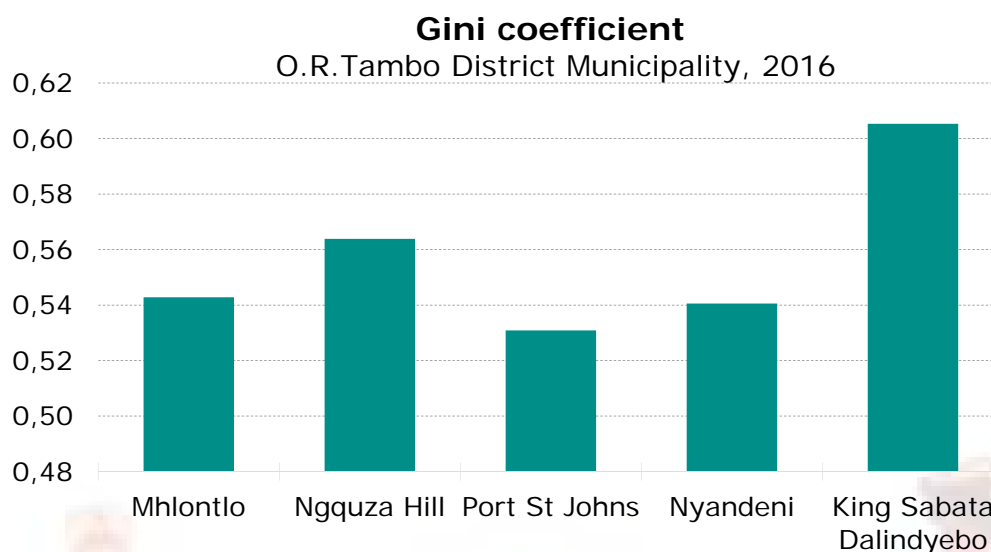
CHART 25. GINI COEFFICIENT - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER]



Source: IHS Global insight 2017

In 2016, the Gini coefficient in Mhlontlo Local Municipality was at 0.543, which reflects a marginal increase in the number over the ten-year period from 2006 to 2016. The O.R.Tambo District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.577 and 0.615 respectively) when compared to Mhlontlo Local Municipality.

CHART 26. GINI COEFFICIENT - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [NUMBER]



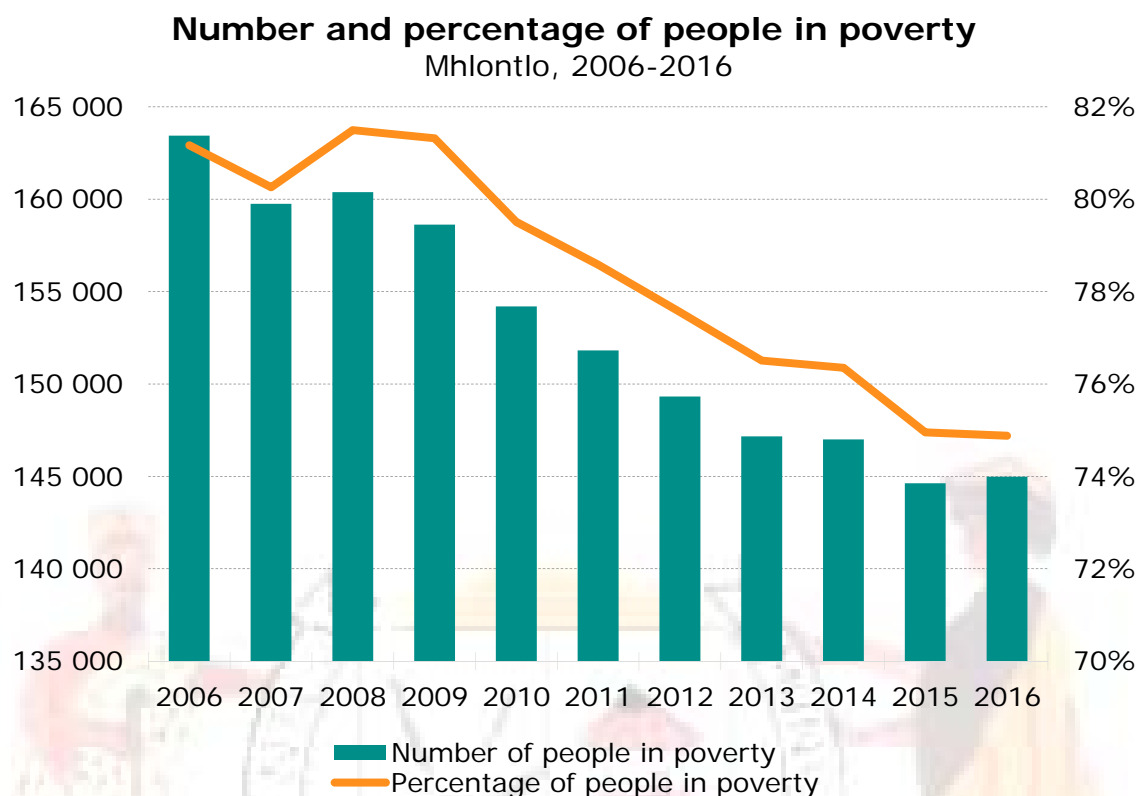
Source: IHS Global Insight 2017

In terms of the Gini coefficient for each of the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest Gini coefficient, with an index value of 0.605. The lowest Gini coefficient can be observed in the Port St Johns Local Municipality with an index value of 0.531.

### 8.3 Poverty

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

CHART 27. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]



In 2016, there were 145 000 people living in poverty, using the upper poverty line definition, across Mhlontlo Local Municipality - this is 11.30% lower than the 163 000 in 2006. The percentage of people living in poverty has decreased from 81.17% in 2006 to 74.88% in 2016, which indicates a decrease of 6.29 percentage points.

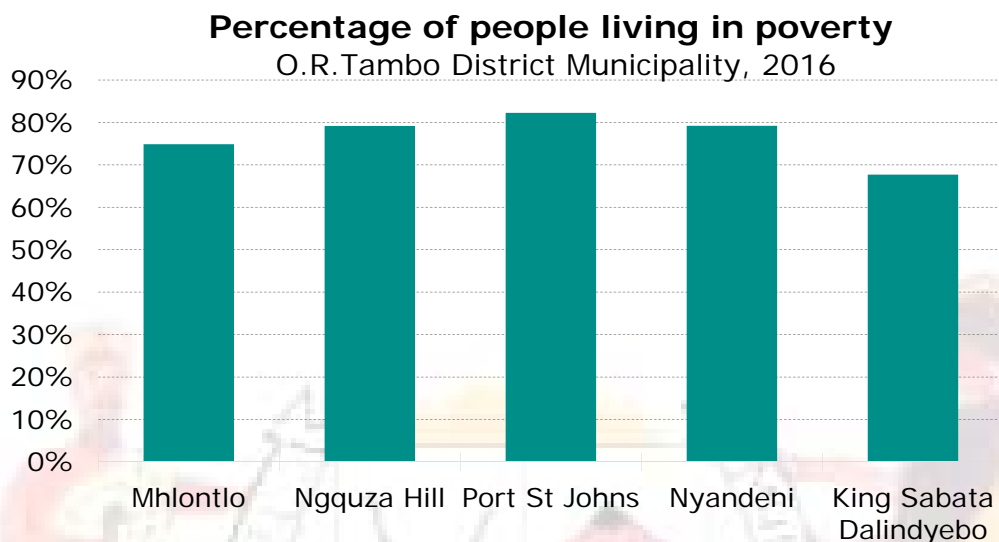
TABLE 27. PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - MHLONTLO, 2006-2016 [PERCENTAGE]

	African
2006	81.3%
2007	80.5%
2008	81.7%
2009	81.6%
2010	79.8%
2011	78.9%
2012	77.9%
2013	76.8%
2014	76.7%
2015	75.3%
2016	75.2%

Source: IHS Global Insight 2017

In 2016, the population group with the highest percentage of people living in poverty was the African population group with a total of 81.3% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 6.12 percentage points, as can be seen by the change from 81.34% in 2006 to 75.22% in 2016.

TABLE 28. PERCENTAGE OF PEOPLE LIVING IN POVERTY - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

In terms of the percentage of people living in poverty for each of the regions within the O.R.Tambo District Municipality, Port St Johns Local Municipality has the highest percentage of people living in poverty, with a total of 82.2%. The lowest percentage of people living in poverty can be observed in the King Sabata Dalindyebo Local Municipality with a total of 67.7% living in poverty, using the upper poverty line definition.

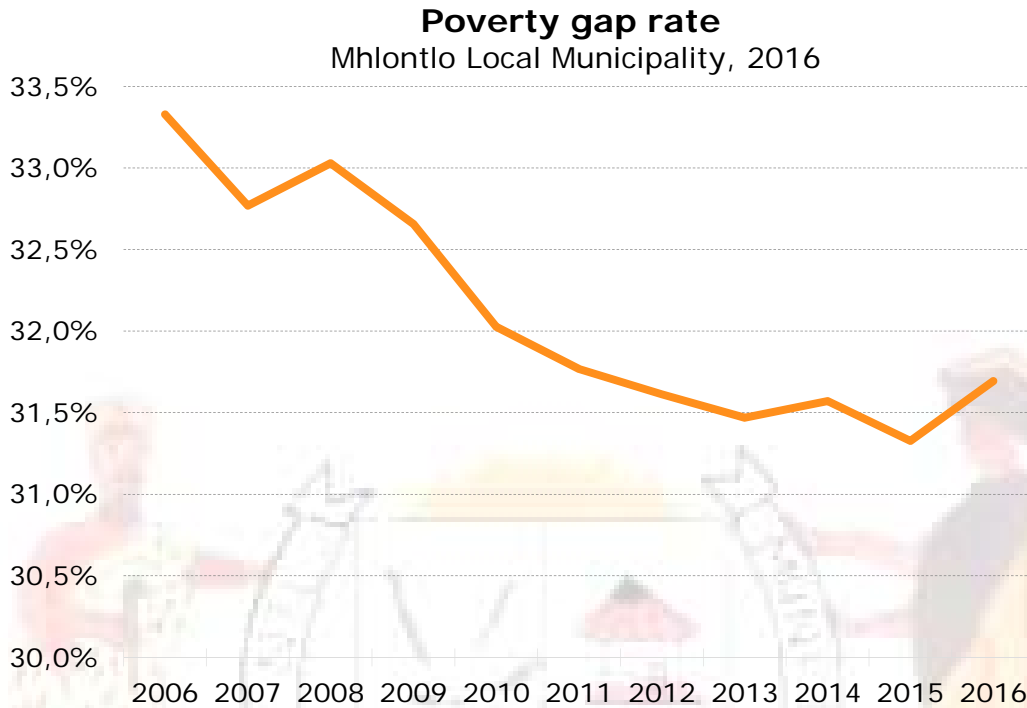
#### 8.4 Poverty gap rate

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

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the

level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

TABLE 29. POVERTY GAP RATE BY POPULATION GROUP - MHLONTLO LOCAL MUNICIPALITY, 2006-2016[PERCENTAGE]

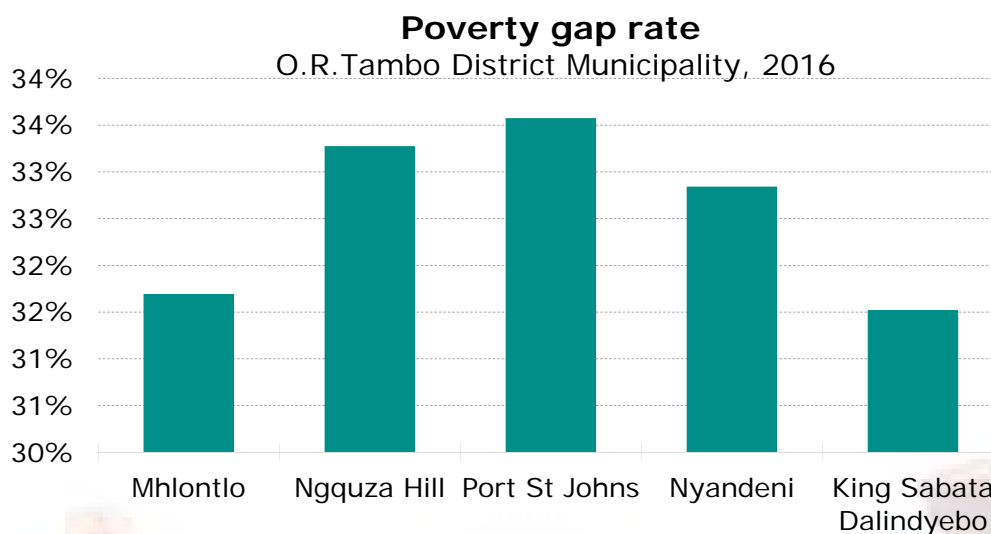


Source: IHS Global Insight 2017

In 2016, the poverty gap rate was 31.7% and in 2006 the poverty gap rate was 33.3%, it can be seen that the poverty gap rate decreased from 2006 to 2016, which means that there were improvements in terms of the depth of the poverty within Mhlontlo Local Municipality.



TABLE 30. POVERTY GAP RATE - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

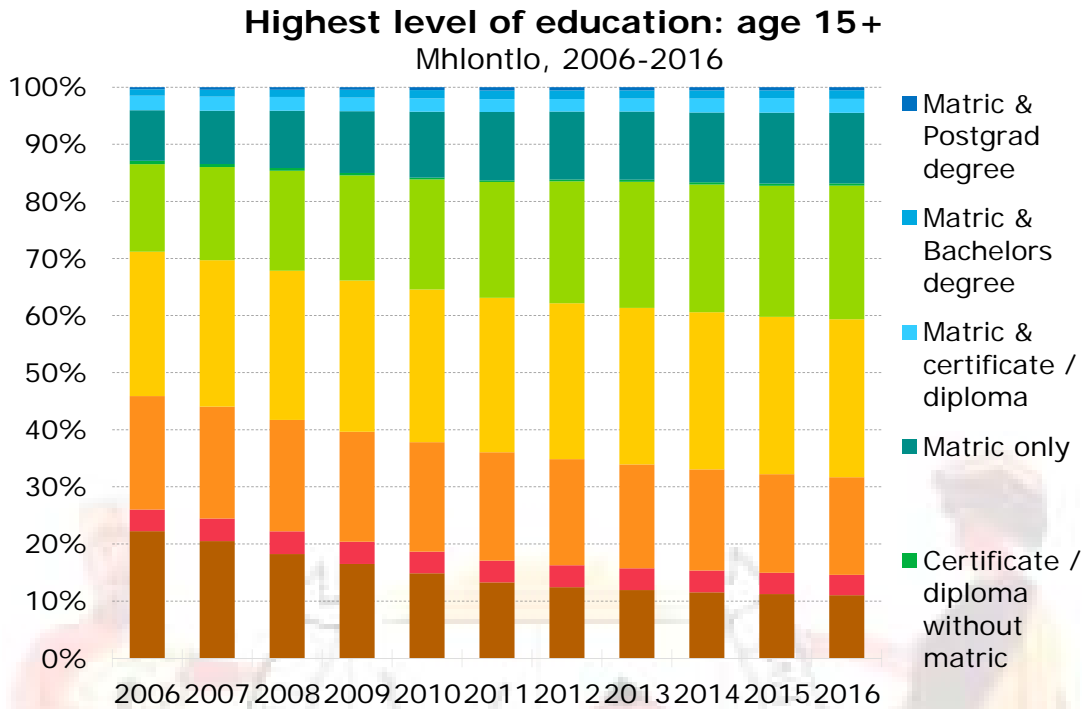
In terms of the poverty gap rate for each of the regions within the O.R.Tambo District Municipality, Port St Johns Local Municipality had the highest poverty gap rate, with a rate of 34.1%. The lowest poverty gap rate can be observed in the King Sabata Dalindyebo Local Municipality with a total of 31.5%.

### 8.5 Education

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

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

CHART 28. HIGHEST LEVEL OF EDUCATION: AGE 15+ - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Within Mhlontlo Local Municipality, the number of people without any schooling decreased from 2006 to 2016 with an average annual rate of -5.92%, while the number of people within the 'matric only' category, increased from 8,160 to 12,400. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 0.44%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.21%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

**TABLE 31. HIGHEST LEVEL OF EDUCATION: MHLONTLO, O.R. TAMBO AND EASTERN CAPE TOTAL, 2017 [NUMBERS]**

	Mhlontlo	O.R.Tambo	Eastern Cape	Mhlontlo as % of district municipality	Mhlontlo as % of province
No schooling	26 323	202 792	758 927	12.9%	3.4%
Grade 1-2	18 259	133 256	533 732	13.7%	3.4%
Grade 3-6	41 836	282 589	1 215 894	14.8%	3.4%
Grade 7-9	39 092	237 959	1 237 646	16.4%	3.7%
Grade 10-11	23 662	153 442	903 169	15.4%	2.6%
Certificate / diploma without matric	366	2 354	14 462	15.5%	2.5%
Matric only	12 439	105 313	756 950	11.8%	1.6%
Matric certificate / diploma	1 011	23 140	225 533	4.3%	0.4%
Matric Bachelors degree	623	7 791	50 017	7.9%	1.2%
Matric Postgrad degree	438	8 066	53 310	5.4%	0.8%

Source: Quentec 2017

The number of people without any schooling in Mhlontlo Local Municipality accounts for 12.9% of the number of people without schooling in the district municipality and 3.4% of the province. In 2017, the number of people in Mhlontlo Local Municipality with a matric only was 12 439 which is a share of 11.8% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 5.4% of the district municipality and 0.8% of the province.

## 8.6 Functional literacy

For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7). Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

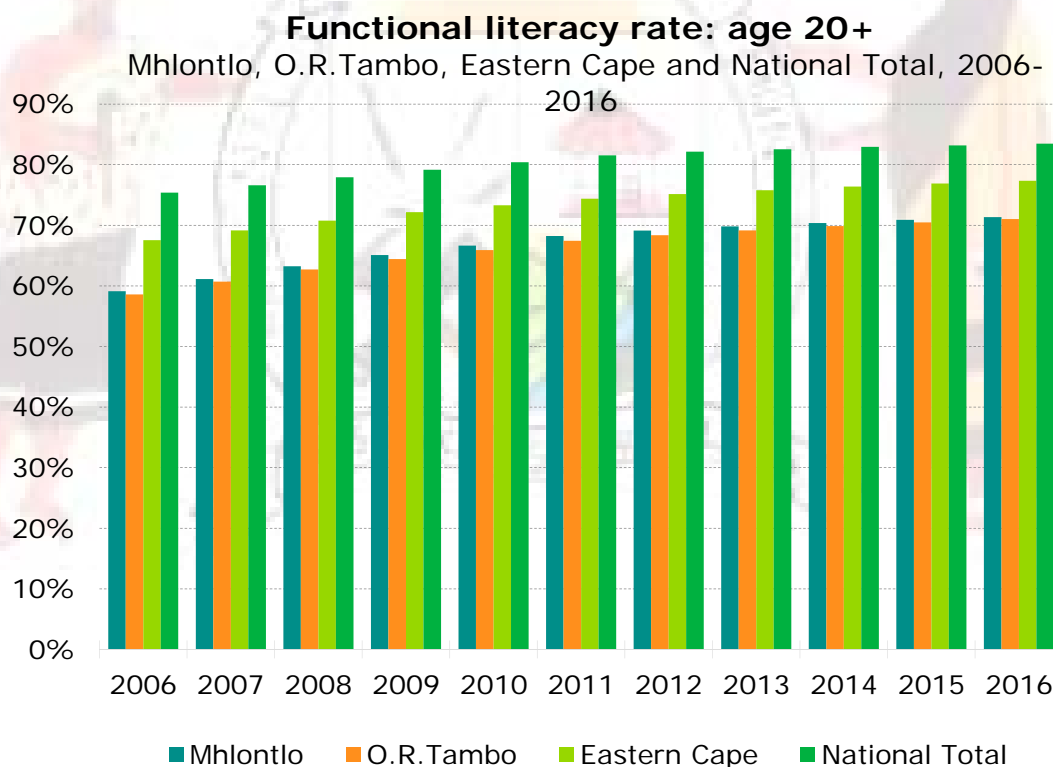
**TABLE 32. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]**

Year	Illiterate	Literate	%
2006	49,372	71,425	59.1%
2007	47,068	74,012	61.1%
2008	44,515	76,588	63.2%
2009	42,321	78,864	65.1%
2010	40,461	80,821	66.6%
2011	38,497	82,721	68.2%
2012	37,331	83,562	69.1%

2013	36,513	84,415	69.8%
2014	35,926	85,323	70.4%
2015	35,449	86,303	70.9%
2016	35,109	87,386	71.3%
<b>Average Annual growth</b>			
2006-2016	<b>-3.35%</b>	<b>2.04%</b>	<b>1.90%</b>

A total of 87 400 individuals in Mhlontlo Local Municipality were considered functionally literate in 2016, while 35 100 people were considered to be illiterate. Expressed as a rate, this amounts to 71.34% of the population, which is an increase of 0.12 percentage points since 2006 (59.13%). The number of illiterate individuals decreased on average by -3.35% annually from 2006 to 2016, with the number of functional literate people increasing at 2.04% annually.

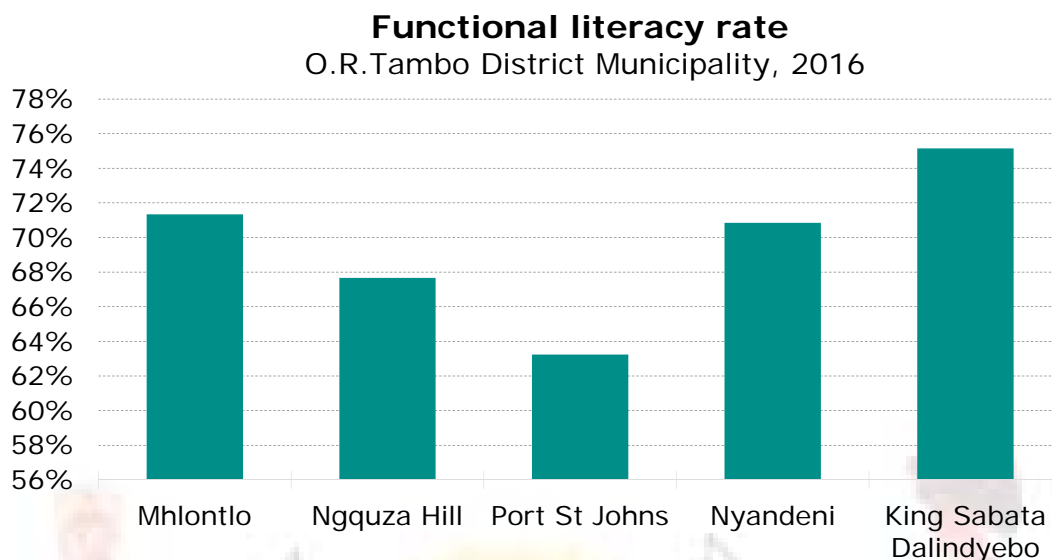
CHART 29. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Mhlontlo Local Municipality's functional literacy rate of 71.34% in 2016 is higher than that of O.R.Tambo at 71.03%, and is higher than the province rate of 77.34%. When comparing to National Total as whole, which has a functional literacy rate of 83.47%, it can be seen that the functional literacy rate is higher than that of the Mhlontlo Local Municipality.

CHART 30. LITERACY RATE - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [PERCENTAGE]



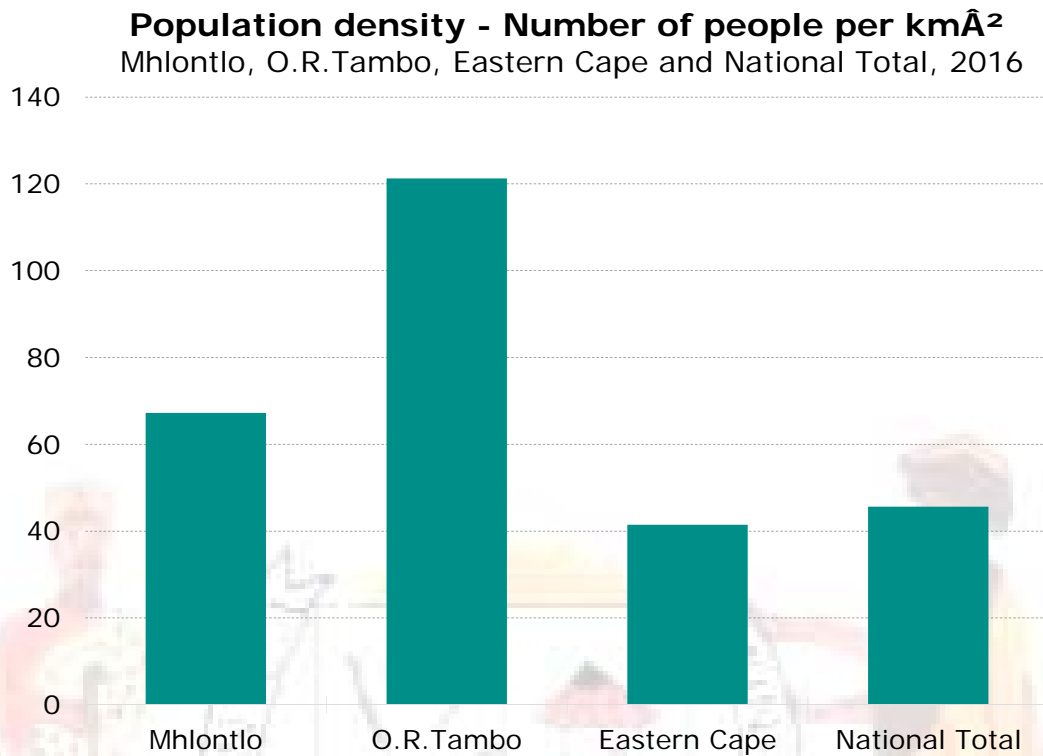
Source: IHS Markit Regional eXplorer version 1181

In terms of the literacy rate for each of the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality had the highest literacy rate, with a total of 75.2%. The lowest literacy rate can be observed in the Port St Johns Local Municipality with a total of 63.2%.

### 8.7 Population density

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

CHART 31. POPULATION DENSITY - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [NUMBER OF PEOPLE PER KM]



Source: IHS Global Insight 2017

In 2016, with an average of 67.2 people per square kilometre, Mhlontlo Local Municipality had a lower population density than O.R.Tambo (121 people per square kilometre). Compared to Eastern Cape Province (41.5 per square kilometre) it can be seen that there are more people living per square kilometre in Mhlontlo Local Municipality than in Eastern Cape Province.

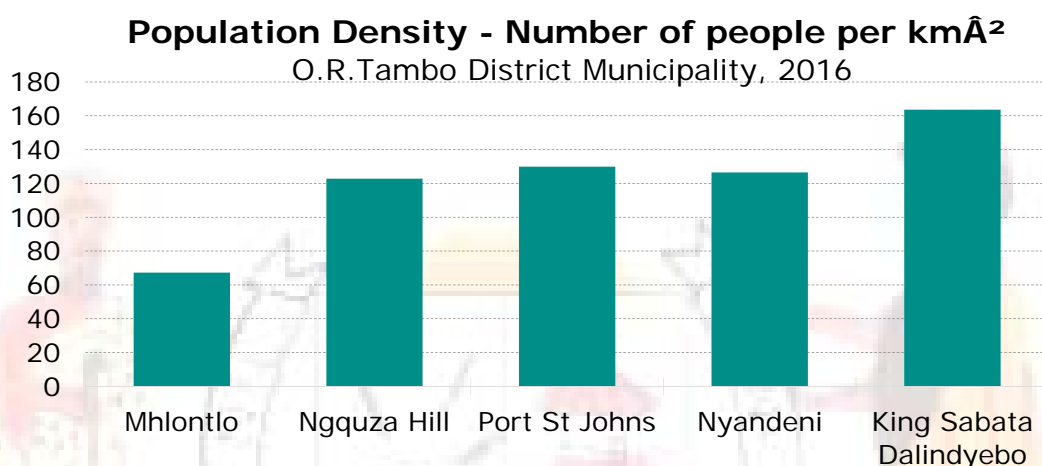
CHART 32. POPULATION DENSITY - MHLONTLO AND THE REST OF O.R.TAMBO, 2006-2016 [NUMBER OF PEOPLE PER KM]

	Mhlontlo	Ngquza Hill	Port St Johns	Nyandeni	King Sabata Dalindyebo
2006	69.91	107.50	116.58	115.50	144.80
2007	69.11	108.51	117.39	115.93	145.89
2008	68.32	109.83	118.61	116.51	147.24
2009	67.72	111.39	120.08	117.36	148.97
2010	67.33	113.00	121.52	118.43	150.90
2011	67.07	114.61	122.88	119.63	152.90
2012	66.84	116.10	124.08	120.78	154.82
2013	66.78	117.71	125.43	122.10	156.93
2014	66.84	119.39	126.87	123.52	159.13
2015	66.99	121.10	128.36	125.00	161.36
2016	67.22	122.80	129.89	126.52	163.59
<b>Average Annual growth</b>					
2006-2016	<b>-0.39%</b>	<b>1.34%</b>	<b>1.09%</b>	<b>0.92%</b>	<b>1.23%</b>

Source: IHS Global Insight 2017

In 2016, Mhlontlo Local Municipality had a population density of 67.2 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the King Sabata Dalindyebo with a total population density of 164 per square kilometre per annum. In terms of growth, Mhlontlo Local Municipality had an average annual growth in its population density of -0.39% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Ngquza Hill with an average annual growth rate of 1.34% per square kilometre., it was also the region with the lowest average annual growth rate of -0.39% people per square kilometre over the period under discussion.

CHART 33. POPULATION DENSITY - MHLONTLO, NGQUZA HILL, PORT ST JOHNS, NYANDENI AND KING SABATA DALINDYEBO, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

In terms of the population density for each of the regions within the O.R. Tambo District Municipality, King Sabata Dalindyebo Local Municipality had the highest density, with 164 people per square kilometre. The lowest population density can be observed in the Mhlontlo Local Municipality with a total of 67.2 people per square kilometre.

## 8.8 Crime

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

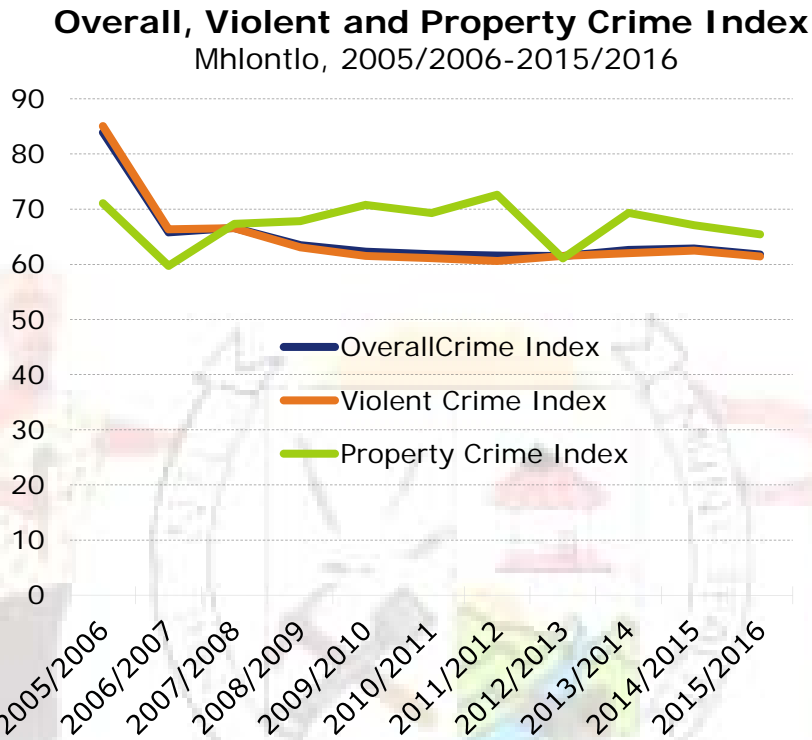
### 8.8.1 Composite Crime Index

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

**8.8.2 Overall Crime Index**

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

CHART 34. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - MHLONTLO LOCAL MUNICIPALITY, 2005/2006-2015/2016 [INDEX VALUE]



Source: IHS Global Insight 2016

For the period 2005/2006 to 2015/2016 overall crime has decrease at an average annual rate of 3.01% within the Mhlontlo Local Municipality. Violent crime decreased by 3.20% since 2005/2006, while property crimes decreased by 0.82% between the 2005/2006 and 2015/2016 financial years.



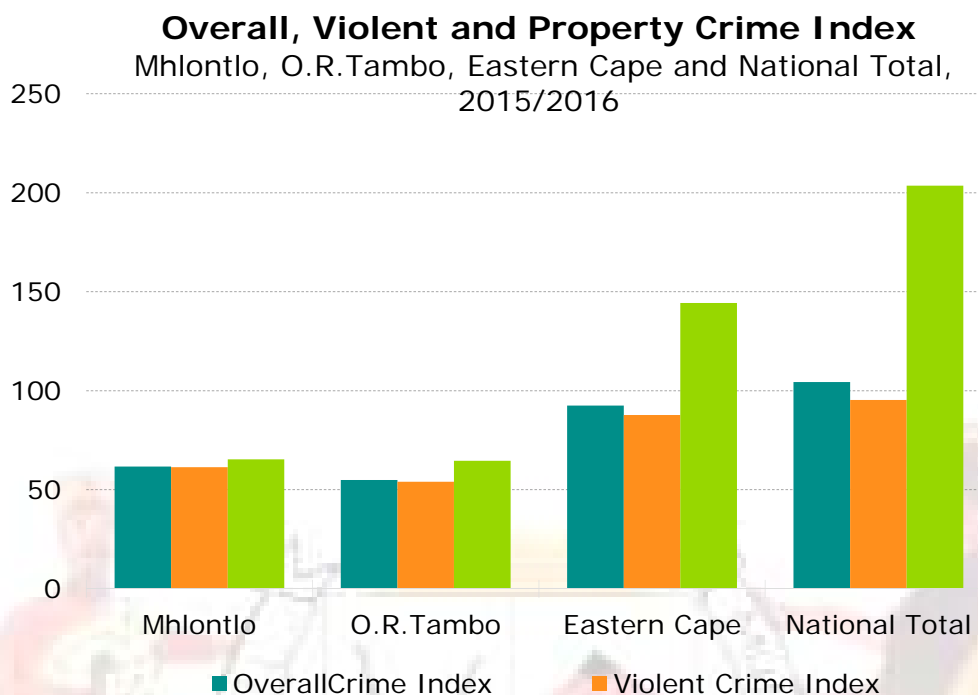
TABLE 33. OVERALL CRIME INDEX - MHLONTLO LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2006-2016 [INDEX VALUE]

	Mhlontlo	Ngquza Hill	Port St Johns	Nyandeni	King Sabata Dalindyebo
2005/2006	83.88	59.17	87.65	70.03	128.83
2006/2007	65.78	49.21	70.39	55.84	100.89
2007/2008	66.60	44.68	63.32	56.91	91.50
2008/2009	63.48	41.74	59.20	51.49	78.30
2009/2010	62.30	45.86	56.00	51.60	87.80
2010/2011	61.81	44.81	52.82	60.79	94.96
2011/2012	61.59	41.98	51.94	54.94	91.66
2012/2013	61.49	43.88	51.42	50.94	87.18
2013/2014	62.63	48.02	58.31	56.58	89.02
2014/2015	62.87	40.55	50.80	48.26	73.72
2015/2016	61.77	35.43	47.32	50.07	70.05
Average Annual growth					
2005/2006-2015/2016	-3.07%	-5.00%	-5.98%	-3.30%	-5.91%

Source: IHS Global Insight 2017

In 2015/2016, the King Sabata Dalindyebo local municipality has the highest overall crime rate of the sub-regions within the overall O.R.Tambo District Municipality with an index value of 70. Mhlontlo local municipality has the second highest overall crime index at 61.8, with Nyandeni local municipality having the third highest overall crime index of 50.1. It is clear that all the crime is decreasing overtime for all the regions within O.R.Tambo District Municipality. Port St Johns local municipality has the second lowest overall crime index of 47.3 and the Ngquza Hill local municipality has the lowest overall crime rate of 35.4. It is clear that crime is decreasing overtime for all the regions within O.R.Tambo District Municipality. The region that decreased the most in overall crime since 2005/2006 was Port St Johns local municipality with an average annual decrease of 6.0% followed by King Sabata Dalindyebo local municipality with an average annual decrease of 5.9%.

CHART 35. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2015/2016 [INDEX VALUE]



Source: IHS Global Insight 2017

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

## 9. Household Infrastructure

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

- a. Access to dwelling units
- b. Access to proper sanitation
- c. Access to running water
- d. Access to refuse removal
- e. Access to electricity

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

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

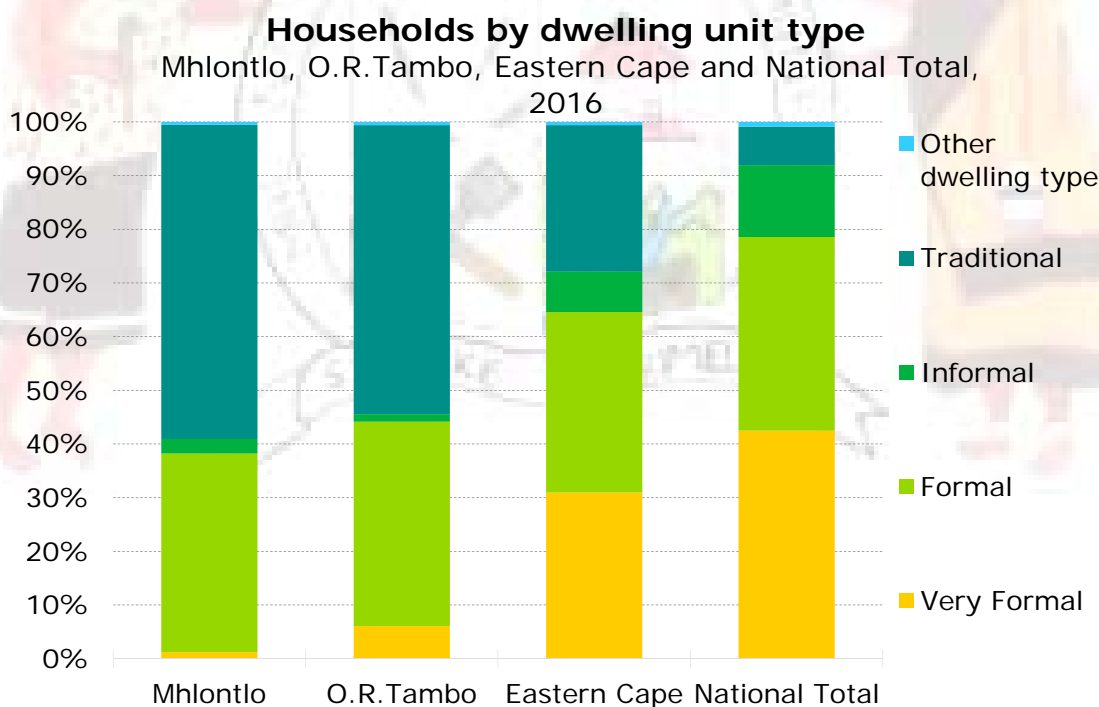
The next few sections offer an overview of the household infrastructure of the Mhlontlo Local Municipality between 2015 and 2005.

## 9.1 Household by Dwelling Type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- a. **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.
- b. **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.
- c. **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- d. **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- e. **Other dwelling units** - tents, ships, caravans, etc.

CHART 36. HOUSEHOLDS BY DWELLING UNIT TYPE - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Mhlontlo Local Municipality had a total number of 540 (1.21% of total households) very formal dwelling units, a total of 16 500 (37.01% of total households) formal dwelling units and a total number of 1 210 (2.72% of total households) informal dwelling units.

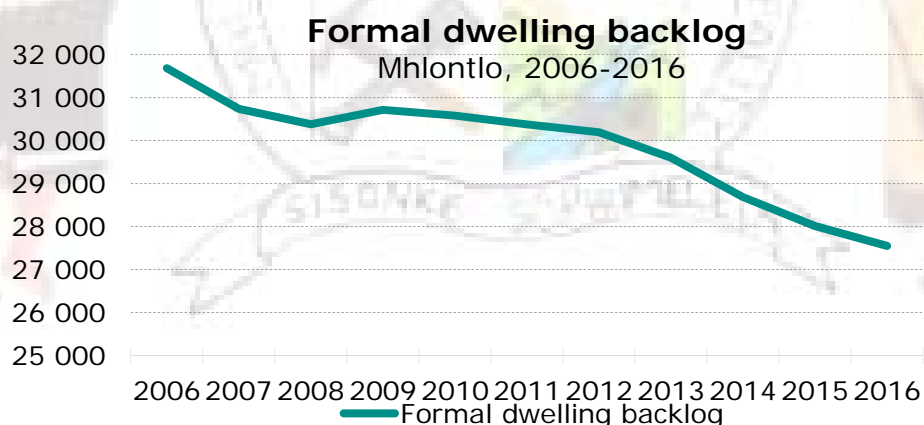
TABLE 34. HOUSEHOLDS BY DWELLING UNIT TYPE - MHLONTLO AND THE REST OF O.R.TAMBO, 2016 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Mhlontlo	540	16,500	1,210	26,100	241	44,600
Ngquza Hill	702	23,800	679	35,000	489	60,700
Port St Johns	481	9,930	281	22,800	61	33,600
Nyandeni	355	23,600	363	41,700	346	66,300
King Sabata Dalindyebo	17,500	48,700	2,030	47,700	774	117,000
<b>Total O.R.Tambo</b>	<b>19,549</b>	<b>122,482</b>	<b>4,568</b>	<b>173,223</b>	<b>1,911</b>	<b>321,733</b>

Source: IHS Global Insight 2016

The region within the O.R.Tambo District Municipality with the highest number of very formal dwelling units is King Sabata Dalindyebo Local Municipality with 17 500 or a share of 89.37% of the total very formal dwelling units within O.R.Tambo. The region with the lowest number of very formal dwelling units is Nyandeni Local Municipality with a total of 355 or a share of 1.82% of the total very formal dwelling units within O.R.Tambo.

CHART 37. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS]



Source: IHS Global Insight 2017

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2006 the number of households not living in a formal dwelling were 31 700 within Mhlontlo Local Municipality. From 2006 this number decreased annually at -1.39% to 27 600 in 2016.

## 9.2 Household by type of sanitation

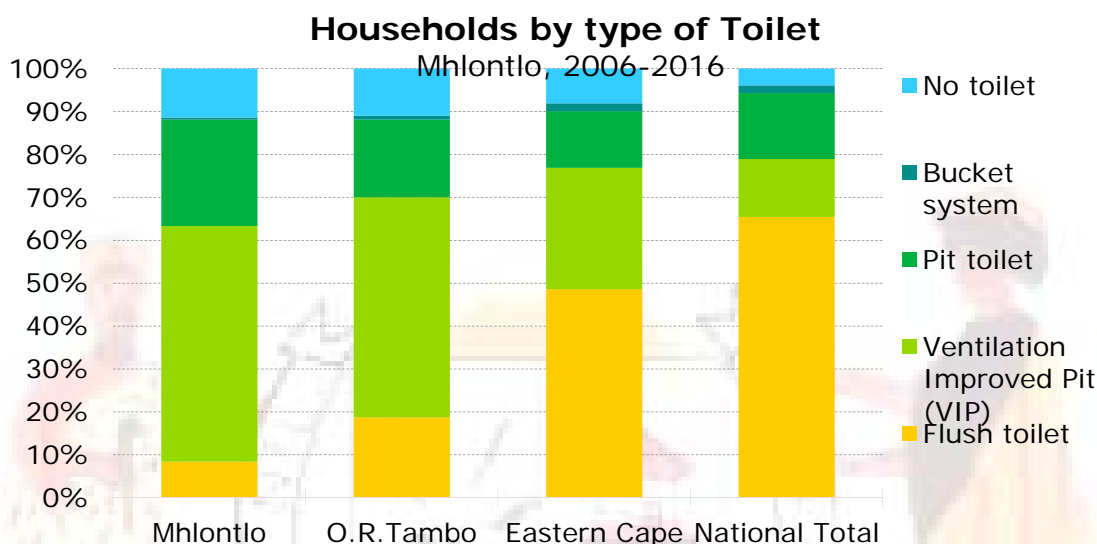
Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- No toilet** - No access to any of the toilet systems explained below.
- Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses

health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

- c. **Pit toilet** - A top structure over a pit.
- d. **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- e. **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

CHART 38. HOUSEHOLDS BY TYPE OF SANITATION - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Mhlontlo Local Municipality had a total number of 3 750 flush toilets (8.41% of total households), 24 500 Ventilation Improved Pit (VIP) (54.91% of total households) and 11 100 (24.81%) of total households pit toilets.

TABLE 35. HOUSEHOLDS BY TYPE OF SANITATION - MHLONTLO LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2016 [NUMBER]

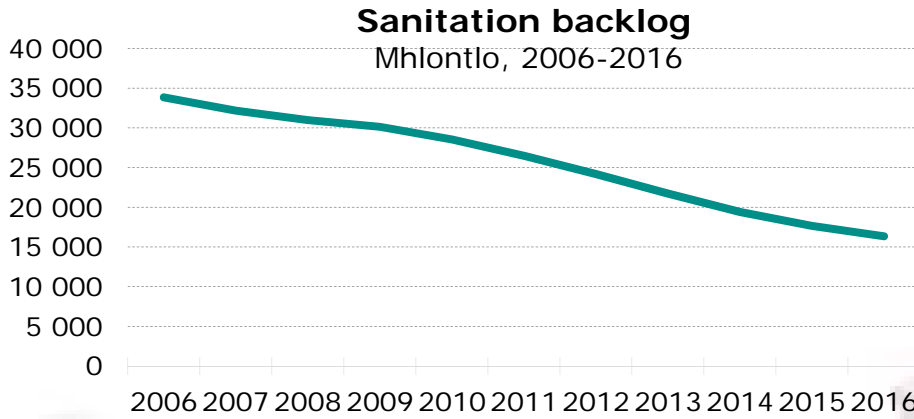
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Mhlontlo	3,750	24,500	11,100	215	5,080	44,600
Ngquza Hill	5,860	35,800	12,900	1,130	5,040	60,700
Port St Johns	7,700	12,200	6,320	572	6,740	33,600
Nyandeni	6,570	41,200	9,820	205	8,500	66,300
King Sabata Dalindyebo	36,400	51,300	18,200	759	9,960	117,000
<b>Total O.R.Tambo</b>	<b>60,246</b>	<b>164,996</b>	<b>58,288</b>	<b>2,884</b>	<b>35,321</b>	<b>321,733</b>

Source: IHS Global Insight 2017

The region within O.R.Tambo with the highest number of flush toilets is King Sabata Dalindyebo Local Municipality with 36 400 or a share of 60.37% of the flush toilets within O.R.Tambo. The region with the lowest number of flush toilets is Mhlontlo Local

Municipality with a total of 3 750 or a share of 6.22% of the total flush toilets within O.R.Tambo District Municipality.

CHART 39. SANITATION BACKLOG - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



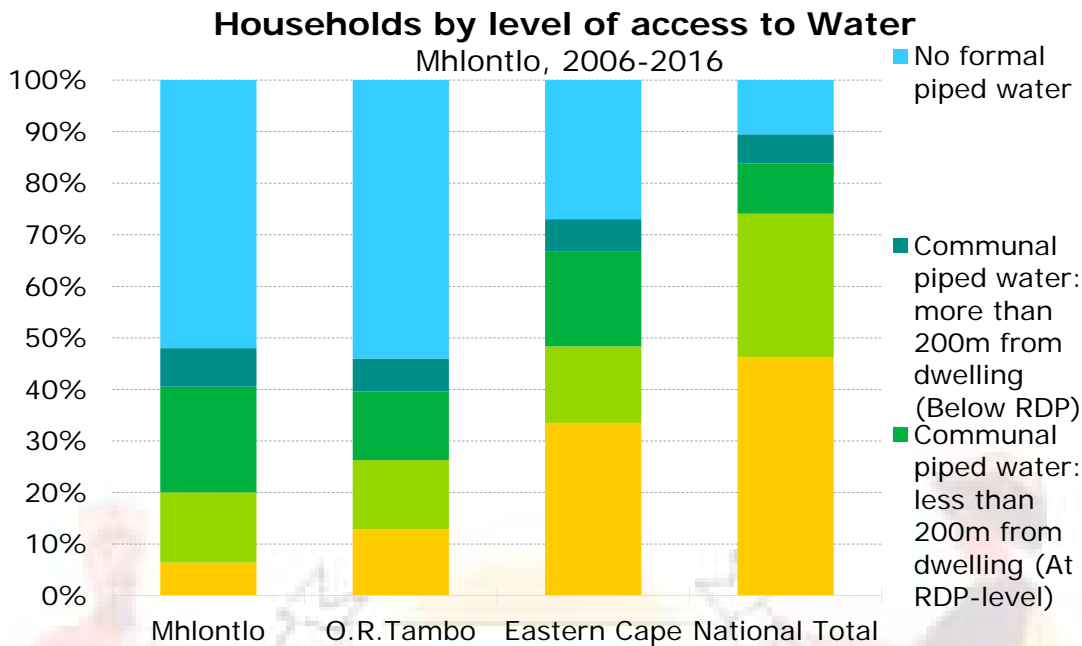
Source: IHS Global Insight 2017

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2006 the number of Households without any hygienic toilets in Mhlontlo Local Municipality was 33 800, this decreased annually at a rate of -7.01% to 16 400 in 2016.

### 9.3 Households by access to water

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

CHART 40. HOUSEHOLDS BY TYPE OF WATER ACCESS - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Mhlontlo Local Municipality had a total number of 2 870 (or 6.43%) households with piped water inside the dwelling, a total of 6 070 (13.61%) households had piped water inside the yard and a total number of 23 200 (52.00%) households had no formal piped water.

TABLE 36. HOUSEHOLDS BY TYPE OF WATER ACCESS - MHLONTLO AND THE REST OF O.R.TAMBO, 2016 [NUMBER]

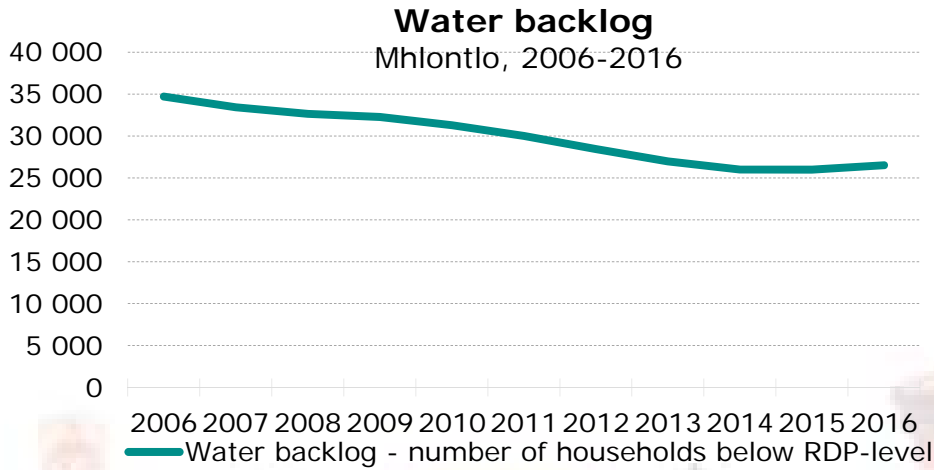
	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Mhlontlo	2,870	6,070	9,140	3,330	23,200	44,600
Ngquza Hill	3,330	6,050	4,890	4,640	41,800	60,700
Port St Johns	2,870	3,300	4,140	2,080	21,200	33,600
Nyandeni	7,680	7,600	12,300	5,280	33,500	66,300
King Sabata Dalindyebo	24,700	20,100	12,400	5,250	54,200	117,000
<b>Total O.R.Tambo</b>	<b>41,431</b>	<b>43,076</b>	<b>42,863</b>	<b>20,583</b>	<b>173,780</b>	<b>321,733</b>

Source: IHS Global Insight 2017

The region within the O.R.Tambo District Municipality with the highest number of households that have piped water inside the dwelling is the King Sabata Dalindyebo Local Municipality with 24 700 or 59.59% of the households. The region with the lowest

number of households that have piped water inside the dwelling is the Mhlontlo Local Municipality with a total of 2 870 or 6.92% of the households.

CHART 41. WATER BACKLOG - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



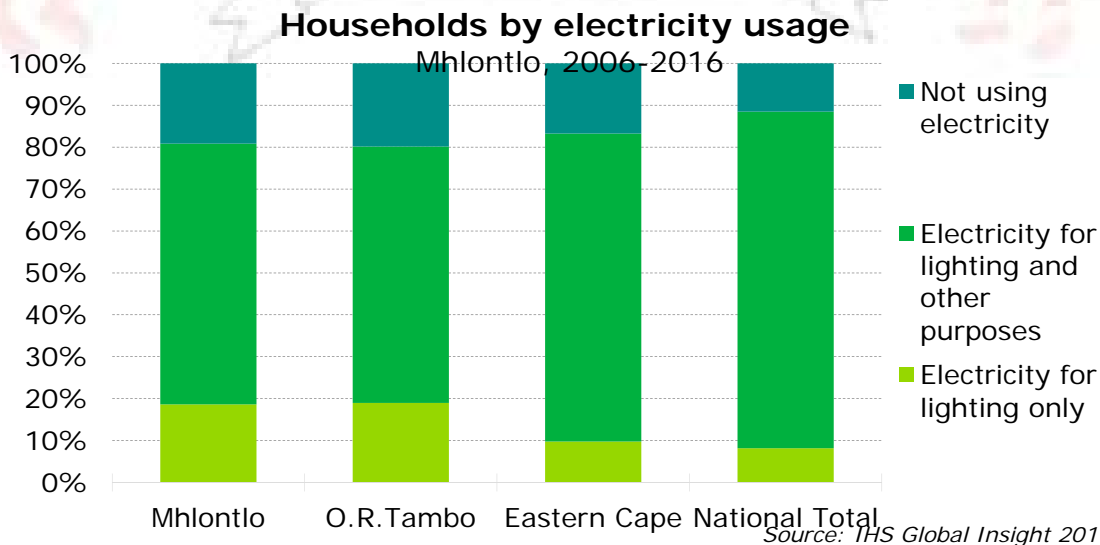
Source: IHS Global Insight 2017

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2006 the number of households below the RDP-level were 34 700 within Mhlontlo Local Municipality, this decreased annually at -2.66% per annum to 26 500 in 2016.

**9.4 Households by type of electricity**

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

CHART 42. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017



Mhlontlo Local Municipality had a total number of 8 300 (18.61%) households with electricity for lighting only, a total of 27 800 (62.23%) households had electricity for lighting and other purposes and a total number of 8 550 (19.16%) households did not use electricity.

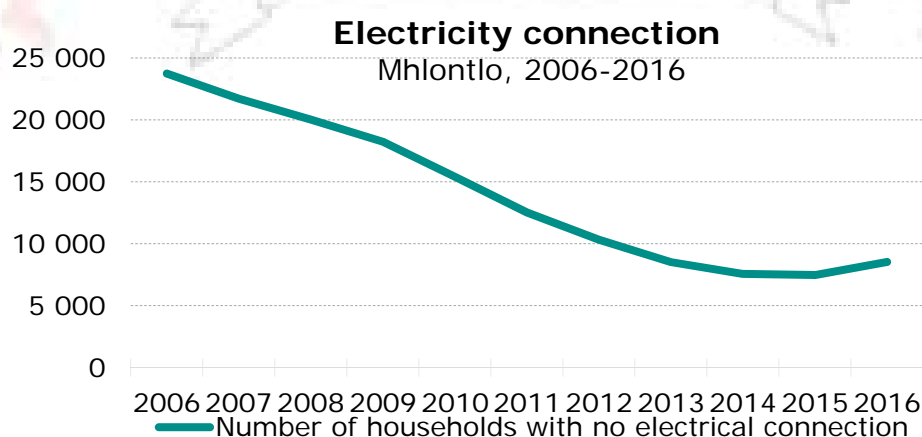
TABLE 37. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - MHLONTLO AND THE REST OF O.R.TAMBO, 2016 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
<b>Mhlontlo</b>	8,300	27,800	8,550	44,600
<b>Ngquza Hill</b>	14,800	31,700	14,200	60,700
<b>Port St Johns</b>	10,500	15,500	7,520	33,600
<b>Nyandeni</b>	14,700	38,700	12,900	66,300
<b>King Sabata Dalindyebo</b>	12,700	83,200	20,700	117,000
<b>Total O.R.Tambo</b>	<b>61,063</b>	<b>196,831</b>	<b>63,839</b>	<b>321,733</b>

Source: IHS Global Insight 2016

The region within O.R.Tambo with the highest number of households with electricity for lighting and other purposes is King Sabata Dalindyebo Local Municipality with 83 200 or a share of 42.28% of the households with electricity for lighting and other purposes within O.R.Tambo District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Port St Johns Local Municipality with a total of 15 500 or a share of 7.88% of the total households with electricity for lighting and other purposes within O.R.Tambo District Municipality.

CHART 43. ELECTRICITY CONNECTION - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



Source: IHS Global Insight 2017

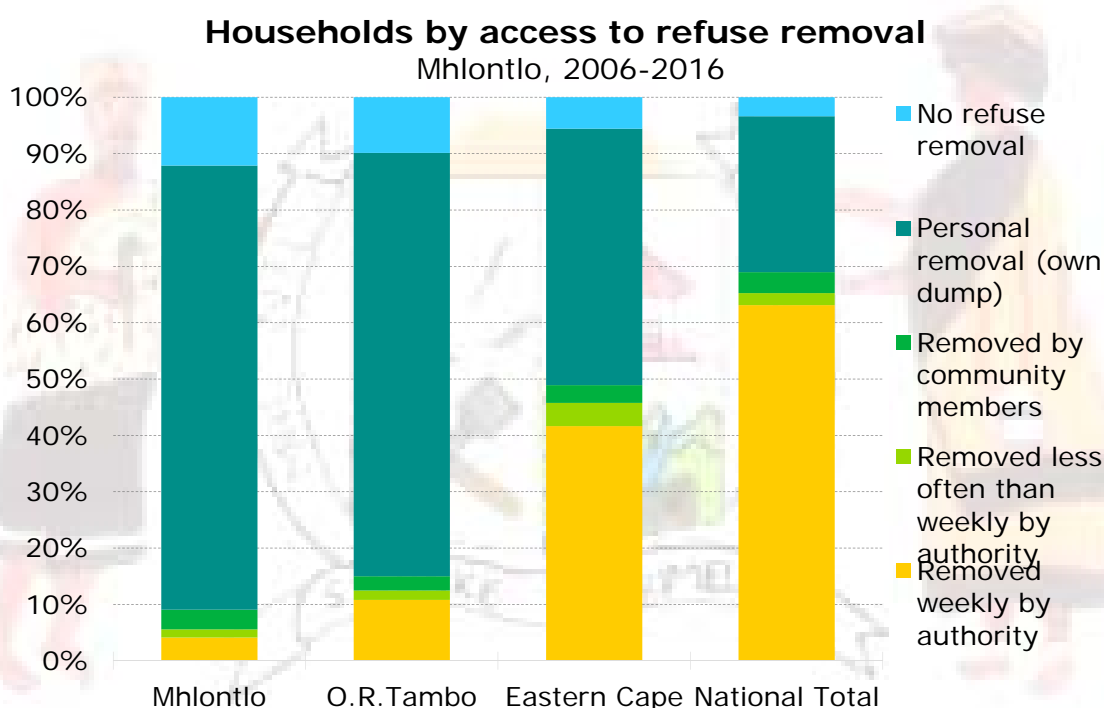
When looking at the number of households with no electrical connection over time, it can be seen that in 2006 the households without an electrical connection in Mhlontlo Local Municipality was 23 700, this decreased annually at -9.71% per annum to 8 550 in 2016.

### 9.5 Households by refuse disposal

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

- a. Removed weekly by authority
- b. Removed less often than weekly by authority
- c. Removed by community members
- d. Personal removal / (own dump)
- e. No refuse removal

CHART 44. HOUSEHOLDS BY REFUSE DISPOSAL - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Global Insight 2017

Mhlontlo Local Municipality had a total number of 1 830 (4.11%) households which had their refuse removed weekly by the authority, a total of 645 (1.45%) households had their refuse removed less often than weekly by the authority and a total number of 35 200 (78.83%) households which had to remove their refuse personally (own dump).

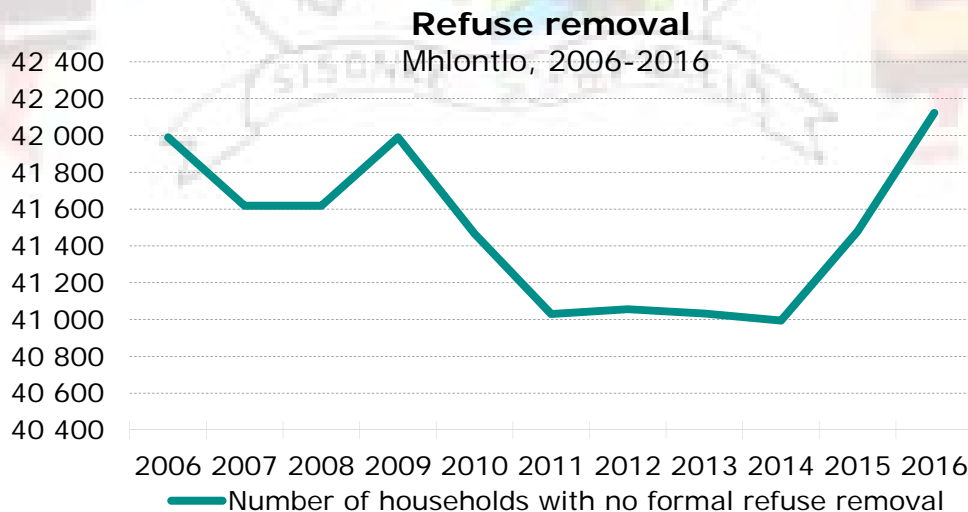
TABLE 38. HOUSEHOLDS BY REFUSE DISPOSAL - MHLONTLO AND THE REST OF O.R. TAMBO, 2016 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Mhlontlo	1,830	645	1,560	35,200	5,410	44,600
Ngquza Hill	2,080	1,280	1,000	49,900	6,440	60,700
Port St Johns	711	203	649	26,600	5,350	33,600
Nyandeni	1,040	714	1,050	55,600	7,890	66,300
King Sabata Dalindyebo	29,100	2,530	3,860	74,400	6,720	117,000
<b>Total O.R.Tambo</b>	<b>34,736</b>	<b>5,365</b>	<b>8,123</b>	<b>241,703</b>	<b>31,807</b>	<b>321,733</b>

Source: IHS Global Insight 2017

The region within O.R.Tambo with the highest number of households where the refuse is removed weekly by the authority is King Sabata Dalindyebo Local Municipality with 29 100 or a share of 83.70% of the households where the refuse is removed weekly by the authority within O.R.Tambo. The region with the lowest number of households where the refuse is removed weekly by the authority is Port St Johns Local Municipality with a total of 711 or a share of 2.05% of the total households where the refuse is removed weekly by the authority within the district municipality.

CHART 45. REFUSE REMOVAL - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



Source: IHS Global Insight 2017

When looking at the number of households with no formal refuse removal, it can be seen that in 2006 the households with no formal refuse removal in Mhlontlo Local Municipality was 42 000, this increased annually at 0.03% per annum to 42 100 in 2016.

The total number of households within Mhlontlo Local Municipality increased at an average annual rate of 0.21% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa.

## 10. Tourism

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

The Mhlontlo municipality has a potential in tourism as it has the following tourists destinations:

**Tsitsa Falls-** scenic view of the falls, 10 self catering chalets, 3 km walking trail, Baboons and rock dassies and a 40 seater conference hall.

**Tina Falls-** Seenic view of the falls.

**Culture-** arts, craft and traditional performances.

**Accomodation:** B'nBs available in both towns and a lodges.

**Bushmen Paintings-** Embeni wabathwa.

**Mission attractions-** St Cuthberts and Shawbury

### 10.1 Trips by purpose of trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. IHS likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

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

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

TABLE 39. NUMBER OF TRIPS BY PURPOSE OF TRIPS - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2006	6,280	849	121,000	5,210	133,000
2007	5,770	853	115,000	5,320	127,000
2008	4,950	842	105,000	6,110	116,000
2009	3,880	815	94,500	5,960	105,000
2010	3,140	829	85,900	5,760	95,700
2011	2,860	793	79,900	5,490	89,000
2012	2,570	784	74,400	5,130	82,900
2013	2,320	704	75,200	5,050	83,300
2014	1,940	709	67,100	4,660	74,400

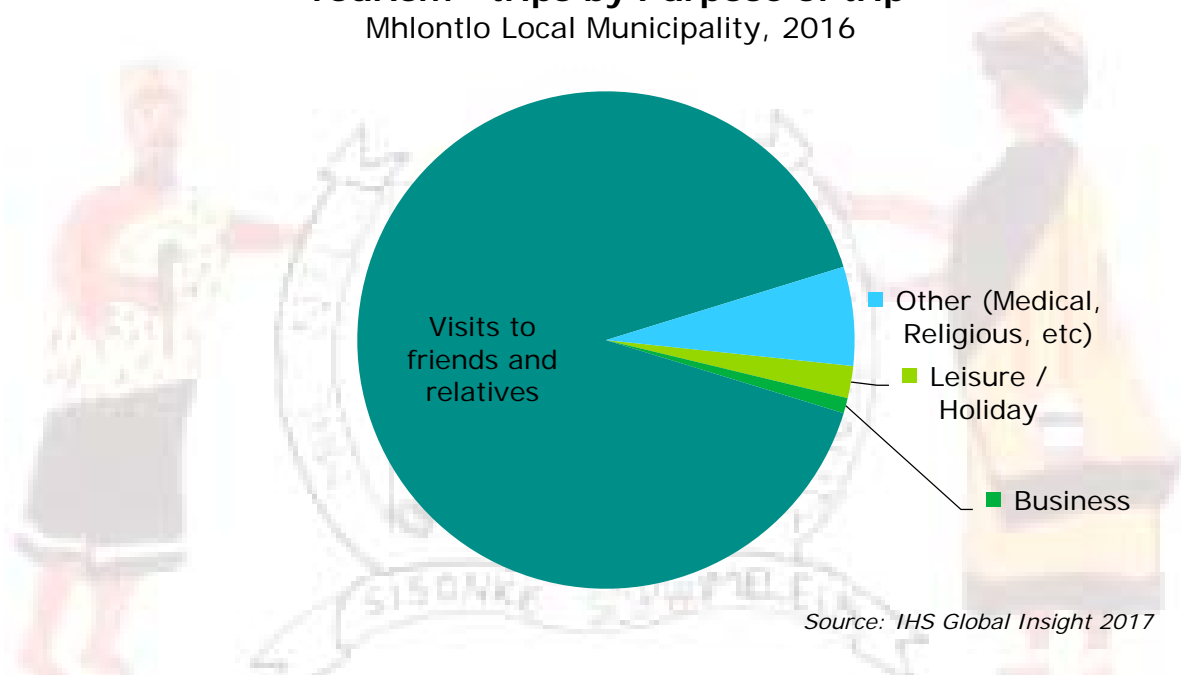
<b>2015</b>	1,720	720	66,600	4,580	73,600
<b>2016</b>	1,580	759	68,500	4,870	75,700
Average Annual growth					
<b>2006-2016</b>	<b>-12.90%</b>	<b>-1.10%</b>	<b>-5.53%</b>	<b>-0.68%</b>	<b>-5.50%</b>

Source: IHS Global Insight 2017

In Mhlontlo Local Municipality, the Other (Medical, Religious, etc), relative to the other tourism, recorded the highest average annual growth rate from 2006 (5 210) to 2016 (4 870) at -0.68%. Visits to friends and relatives recorded the highest number of visits in 2016 at 68 500, with an average annual growth rate of -5.53%. The tourism type that recorded the lowest growth was Leisure / Holiday tourism with an average annual growth rate of -12.90% from 2006 (6 280) to 2016 (1 580).

CHART 46. TRIPS BY PURPOSE OF TRIP - MHLONTLO LOCAL MUNICIPALITY, 2016  
[PERCENTAGE]

**Tourism - trips by Purpose of trip**  
Mhlontlo Local Municipality, 2016



Source: IHS Global Insight 2017

The Visits to friends and relatives at 90.48% has largest share the total tourism within Mhlontlo Local Municipality. Other (Medical, Religious, etc) tourism had the second highest share at 6.43%, followed by Leisure / Holiday tourism at 2.09% and the Business tourism with the smallest share of 1.00% of the total tourism within Mhlontlo Local Municipality.

**10.2 Origin of tourists**

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

TABLE 40. TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER]

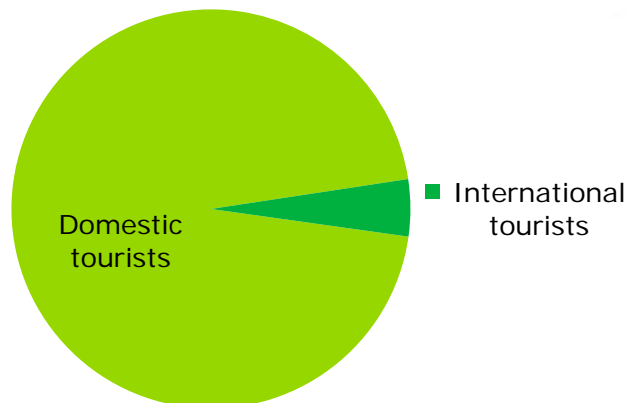
	Domestic tourists	International tourists	Total tourists
2006	128,000	5,160	133,000
2007	122,000	4,850	127,000
2008	112,000	4,360	116,000
2009	101,000	3,800	105,000
2010	92,100	3,600	95,700
2011	86,000	3,060	89,000
2012	79,900	3,050	82,900
2013	80,200	3,050	83,300
2014	71,100	3,280	74,400
2015	70,600	3,040	73,600
2016	72,200	3,490	75,700
Average Annual growth			
2006-2016	-5.58%	-3.82%	-5.50%

Source: IHS Global Insight 2017

The number of trips by tourists visiting Mhlontlo Local Municipality from other regions in South Africa has decreased at an average annual rate of -5.58% from 2006 (128 000) to 2016 (72 200). The tourists visiting from other countries decreased at an average annual growth rate of -3.82% (from 5 160 in 2006 to 3 490). International tourists constitute 4.62% of the total number of trips, with domestic tourism representing the balance of 95.38%.

CHART 47. TOURISTS BY ORIGIN - MHLONTLO LOCAL MUNICIPALITY, 2016 [PERCENTAGE]

**Tourism - tourists by origin**  
Mhlontlo Local Municipality, 2016



Source: IHS Global Insight 2017

### 10.3 Bednights by origin of tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip. The following is a summary of the number of bed nights spent by domestic and international tourist within Mhlontlo Local Municipality between 2006 and 2016.

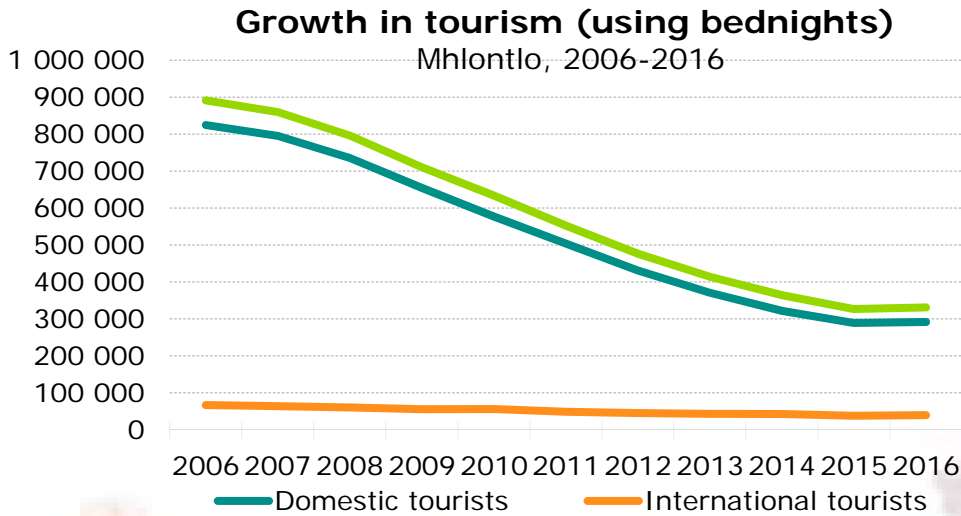
TABLE 41. BEDNIGHTS BY ORIGIN OF TOURIST - MHLONTLO LOCAL MUNICIPALITY, 2005-2015 [NUMBER]

	Domestic tourists	International tourists	Total tourists
<b>2006</b>	825,000	67,000	892,000
<b>2007</b>	795,000	64,100	860,000
<b>2008</b>	735,000	60,600	796,000
<b>2009</b>	655,000	55,800	710,000
<b>2010</b>	577,000	56,300	634,000
<b>2011</b>	504,000	48,700	552,000
<b>2012</b>	431,000	45,500	477,000
<b>2013</b>	371,000	43,000	414,000
<b>2014</b>	322,000	42,700	365,000
<b>2015</b>	289,000	38,000	327,000
<b>2016</b>	292,000	39,600	331,000
Average Annual growth			
<b>2006-2016</b>	<b>-9.87%</b>	<b>-5.12%</b>	<b>-9.43%</b>

Source: IHS Global Insight 2016

From 2006 to 2016, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -9.87%, while in the same period the international tourists had an average annual decrease of -5.12%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -9.43% from 892 000 in 2006 to 331 000 in 2016.

CHART 48. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [NUMBER]



Source: IHS Global Insight 2017

#### 10.4 Tourism spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

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

TABLE 42. TOTAL TOURISM SPENDING - MHLONTLO, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
<b>2006</b>	0.1	1.0	9.5	126.9
<b>2007</b>	0.1	1.0	10.0	138.7
<b>2008</b>	0.1	1.1	11.1	152.5
<b>2009</b>	0.1	1.1	10.9	153.4
<b>2010</b>	0.1	1.1	11.6	167.2
<b>2011</b>	0.1	1.1	11.4	174.6
<b>2012</b>	0.1	1.1	12.0	199.9
<b>2013</b>	0.1	1.1	12.3	218.3
<b>2014</b>	0.1	1.2	12.8	238.7
<b>2015</b>	0.1	1.2	12.8	236.3
<b>2016</b>	0.1	1.3	14.0	265.9
Average Annual growth				
<b>2006-2016</b>	<b>-1.08%</b>	<b>2.61%</b>	<b>4.03%</b>	<b>7.68%</b>

Source: IHS Global Insight 2017

Mhlontlo Local Municipality had a total tourism spending of R 130 million in 2016 with an average annual growth rate of -1.1% since 2006 (R 145 million). O.R.Tambo District Municipality had a total tourism spending of R 1.35 billion in 2016 and an average annual

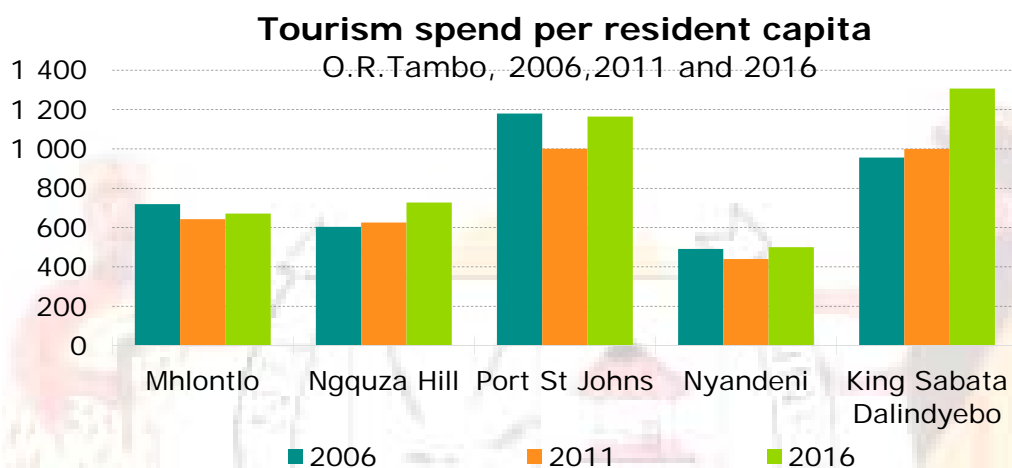


growth rate of 2.6% over the period. Total spending in Eastern Cape Province increased from R 9.46 billion in 2006 to R 14 billion in 2016 at an average annual rate of 4.0%. South Africa as whole had an average annual rate of 7.7% and increased from R 127 billion in 2006 to R 266 billion in 2016.

### 10.5 Tourism spend per resident capita

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

CHART 49. TOURISM SPEND PER RESIDENT CAPITA - MHLONTLO LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2006,2011 AND 2016 [R THOUSANDS]



Source: IHS Global Insight 2017

In 2016, Mhlontlo Local Municipality had a tourism spend per capita of R 671 and an average annual growth rate of -0.69%, Mhlontlo Local Municipality ranked fourth amongst all the regions within O.R.Tambo in terms of tourism spend per capita. The region within O.R.Tambo District Municipality that ranked first in terms of tourism spend per capita is King Sabata Dalindyebo Local Municipality with a total per capita spending of R 1,310 which reflects an average annual increase of 3.17% from 2006. The local municipality that ranked lowest in terms of tourism spend per capita is Nyandeni with a total of R 500 which reflects an increase at an average annual rate of 0.18% from 2006.

### 10.6 Tourism spend as a share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

CHART 50. TOTAL SPENDING AS % SHARE OF GDP - MHLONTLO, O.R. TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
2006	8.6%	6.4%	6.7%	6.9%
2007	7.0%	5.4%	6.0%	6.6%
2008	6.9%	5.6%	6.4%	6.4%
2009	5.7%	4.7%	5.7%	6.1%
2010	5.1%	4.4%	5.5%	6.1%
2011	4.4%	4.0%	5.0%	5.8%
2012	4.1%	3.8%	4.8%	6.1%
2013	3.8%	3.6%	4.5%	6.2%
2014	3.6%	3.6%	4.3%	6.3%
2015	3.4%	3.4%	4.0%	5.8%
2016	3.4%	3.5%	4.2%	6.1%

Source: IHS Global Insight 2016

In Mhlontlo Local Municipality the tourism spending as a percentage of GDP in 2016 was 3.37%. Tourism spending as a percentage of GDP for 2016 was 3.55% in O.R.Tambo District Municipality, 4.15% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.12%.

## 11. International Trade

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

### 11.1 Relative importance of international trade

In the table below, the Mhlontlo Local Municipality is compared to O.R.Tambo, Eastern Cape Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

TABLE 43. MERCHANDISE EXPORTS AND IMPORTS - MHLONTLO, O.R. TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2016 [R 1000, CURRENT PRICES]

	Mhlontlo	O.R.Tambo	Eastern Cape	National Total
Exports (R 1000)	53	18,218	56,022,132	1,104,212,999
Imports (R 1000)	8	2,433	55,585,538	1,089,676,997
Total Trade (R 1000)	61	20,652	111,607,670	2,193,889,996
Trade Balance (R 1000)	46	15,785	436,594	14,536,002
Exports as % of GDP	0.0%	0.0%	16.6%	25.4%
Total trade as % of GDP	0.0%	0.1%	33.0%	50.5%
Regional share - Exports	0.0%	0.0%	5.1%	100.0%
Regional share - Imports	0.0%	0.0%	5.1%	100.0%

<b>Regional share - Total Trade</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.1%</b>	<b>100.0%</b>
-------------------------------------	-------------	-------------	-------------	---------------

Source: IHS Global Insight 2017

The merchandise export from Mhlontlo Local Municipality amounts to R 53,300 and as a percentage of total national exports constitutes about 0.00%. The exports from Mhlontlo Local Municipality constitute 0.00% of total Mhlontlo Local Municipality's GDP. Merchandise imports of R 7,740 constitute about 0.00% of the national imports. Total trade within Mhlontlo is about 0.00% of total national trade. Mhlontlo Local Municipality had a positive trade balance in 2016 to the value of R 45,600.

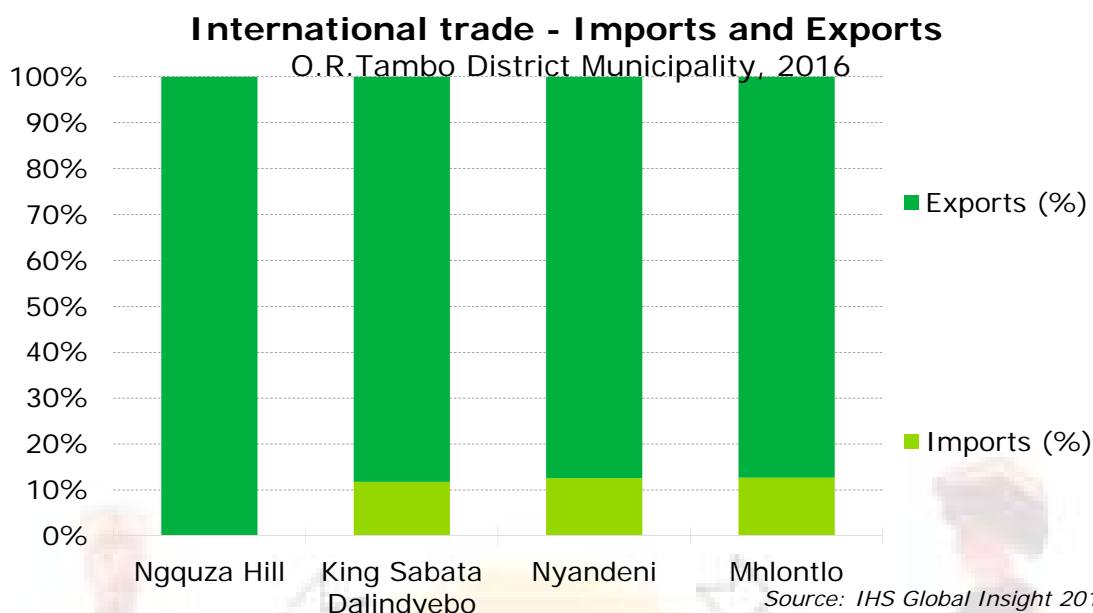
CHART 51. IMPORT AND EXPORTS IN MHLONTLO LOCAL MUNICIPALITY, 2006-2016 [R 1000]



Source: IHS Global Insight 2017

Analysing the trade movements over time, total trade increased from 2006 to 2016 at an average annual growth rate of 17.83%. Merchandise exports decreased at an average annual rate of 0.00%, with the highest level of exports of R 59,700 experienced in 2015. Merchandise imports decreased at an average annual growth rate of -4.16% between 2006 and 2016, with the lowest level of imports experienced in 2008.

CHART 52. MERCHANDISE EXPORTS AND IMPORTS - MHLONTLO AND THE REST OF O.R.TAMBO, 2016 [PERCENTAGE]



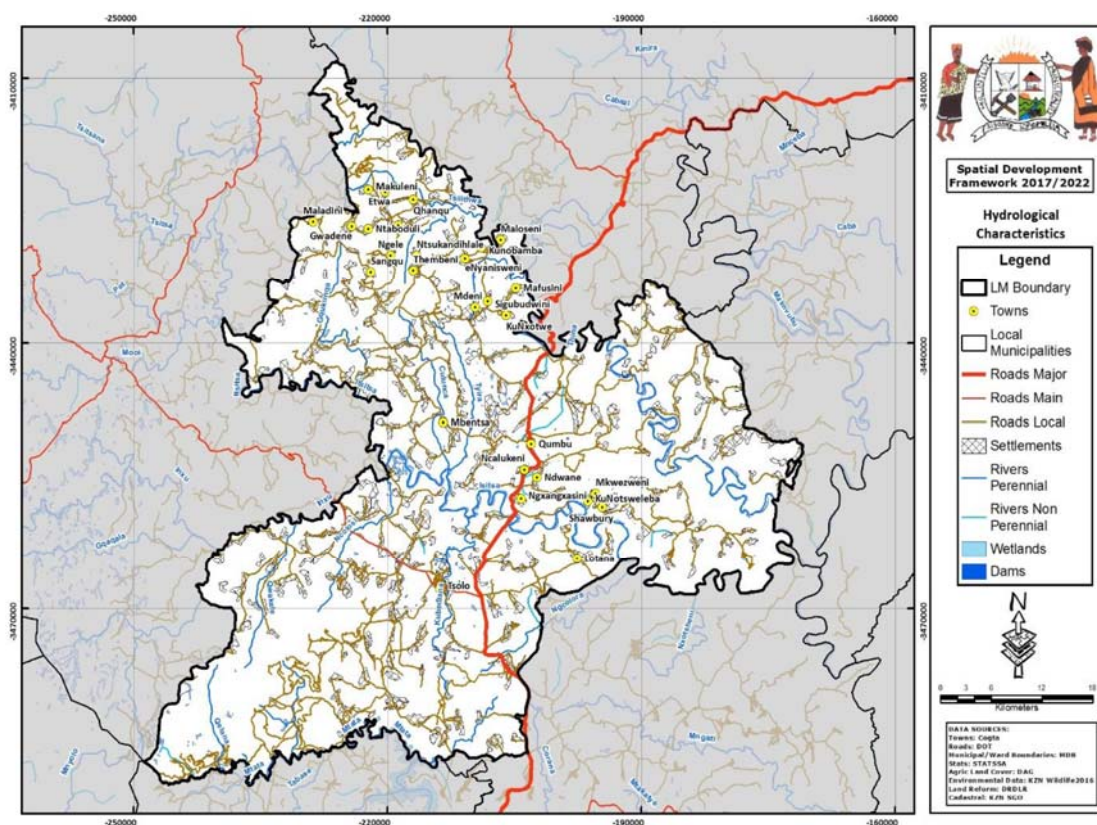
When comparing the Mhlontlo Local Municipality with the other regions in the O.R.Tambo District Municipality, King Sabata Dalindyebo has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 17.9 million. This is also true for exports - with a total of R 15.8 million in 2016. Port St Johns had the lowest total trade figure at R 0. The Port St Johns also had the lowest exports in terms of currency value with a total of R 0 exports.

## 12. ENVIROMENT

### 12.1 RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEM

Mhlontlo Local Municipality is transversed by two major perennial rivers which are Tsitsa River and Tina River. The municipality is located within UMzimvubu River Catchment and there are a number of additional wetlands and non-perennial rivers within the area. Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country. Mhlontlo is still faced with challenges of not being able to provide water in some areas.

Access to clean water is a deep challenge in rural areas because people there have no option but to utilise spring, dam and rivers as sources of water and are prone to a number of water borne diseases. The National Water Act (1998) recognises that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources. The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004). The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets in the Mhlontlo.

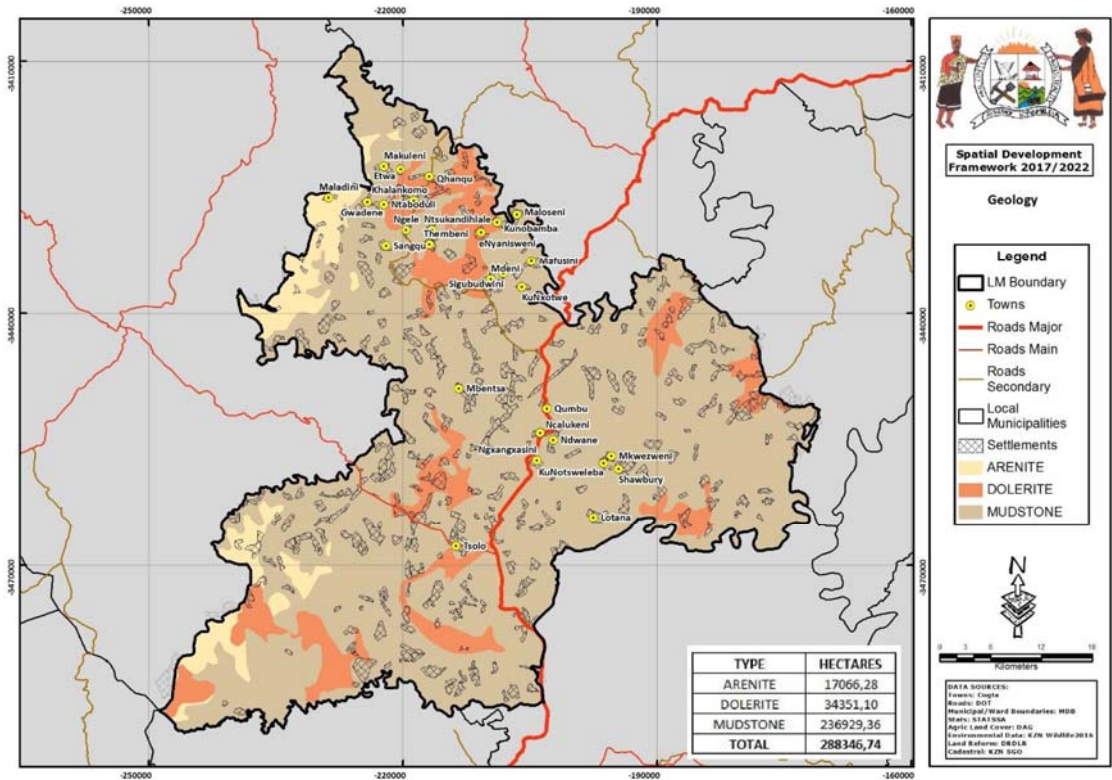


## 12.2 GEOLOGY

Mhlontlo Municipality comprises of a range of soil geology formations which includes Mudstone, Dolerite and Arenite. Mudstone (also called mudrock) is a fine grained sedimentary rock whose original constituents were clays or muds. Grain size is up to 0.0625 mm (0.0025 in) with individual grains too small to be distinguished without a microscope. With increased pressure over time the platy clay minerals may become aligned, with the appearance of fissility or parallel layering. This finely bedded material that splits readily into thin layers is called shale, as distinct from mudstone.

The lack of fissility or layering in mudstone may be due either to original texture or to the disruption of layering by burrowing organisms in the sediment prior to lithification. Mud rocks, such as mudstone and shale comprise some 65% of all sedimentary rocks. Mudstone looks like hardened clay and, depending upon circumstances under which it was formed, it may show cracks or fissures, like a sun-baked clay deposit.

In terms of construction mudstone is characterized with few serious geotechnical problems compared with other, soil but it is significant to the construction industry because it is frequently encountered in civil engineering activities involving foundations, excavations and earthworks. Its nature is such that its properties may vary between a soil and a rock depending on its detailed lithology and its state of weathering. Because of this, in some cases, weaker material may be found below stronger rather than the more normal weathering progression where the weakest material occurs at the surface and becomes fresher and stronger with depth. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.

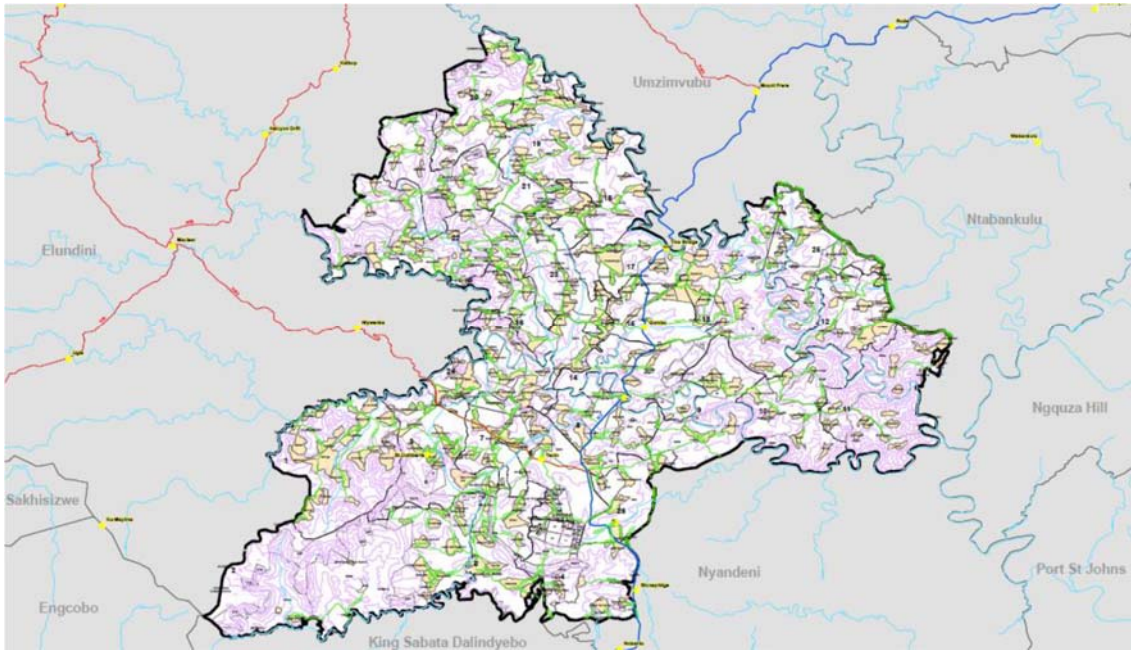


**12.3 TOPOGRAPHY**

The topography of Mhlontlo shows that the western area is relatively steep, while the eastern portion is relatively flatter. The major rivers in the municipality area are the Tina River and Tsitsa River, which cut through the eastern and western section of the municipality.

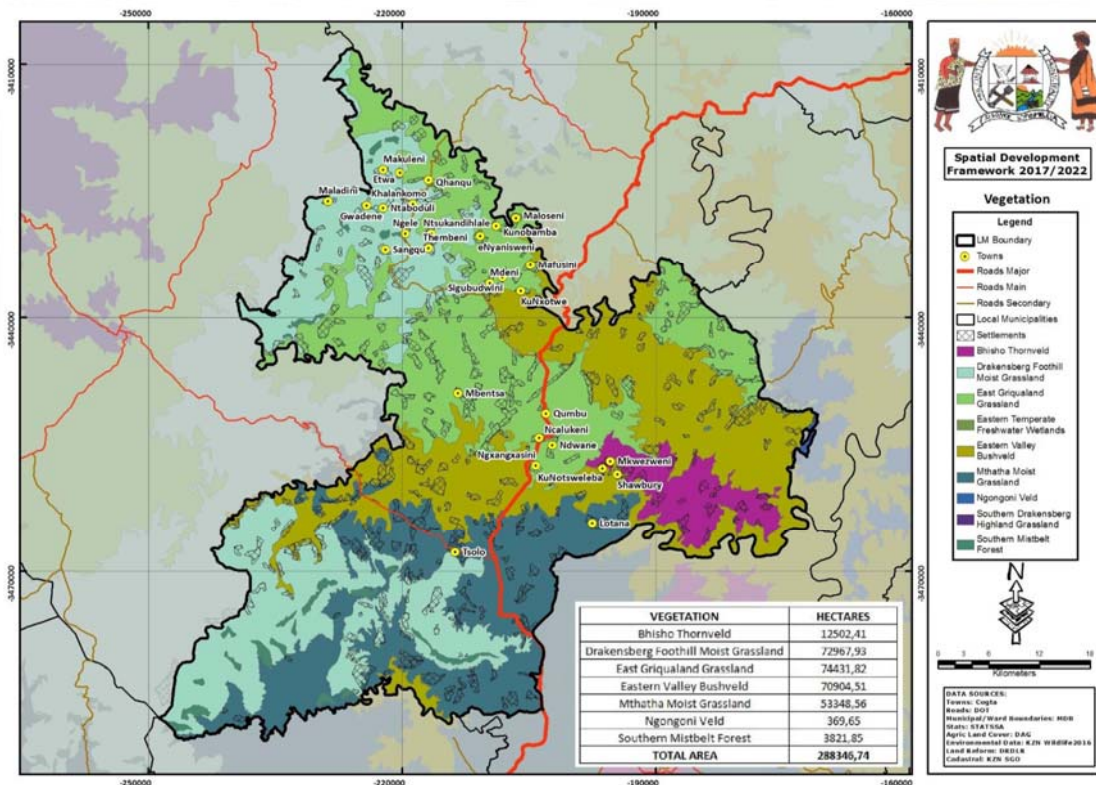
**12.4 CLIMATE**

Annual average rainfall for the majority of the area is between 701 and 800mm, with a portion of the western area having a higher rainfall and a small portion of the eastern area with a rainfall of less than 600mm per annum. The topography and rainfall together have implications for the potential productive use of the land, and this will be further examined under the sections dealing with land capability, land cover and vegetation.



### 12.5 VEGETATION TYPES

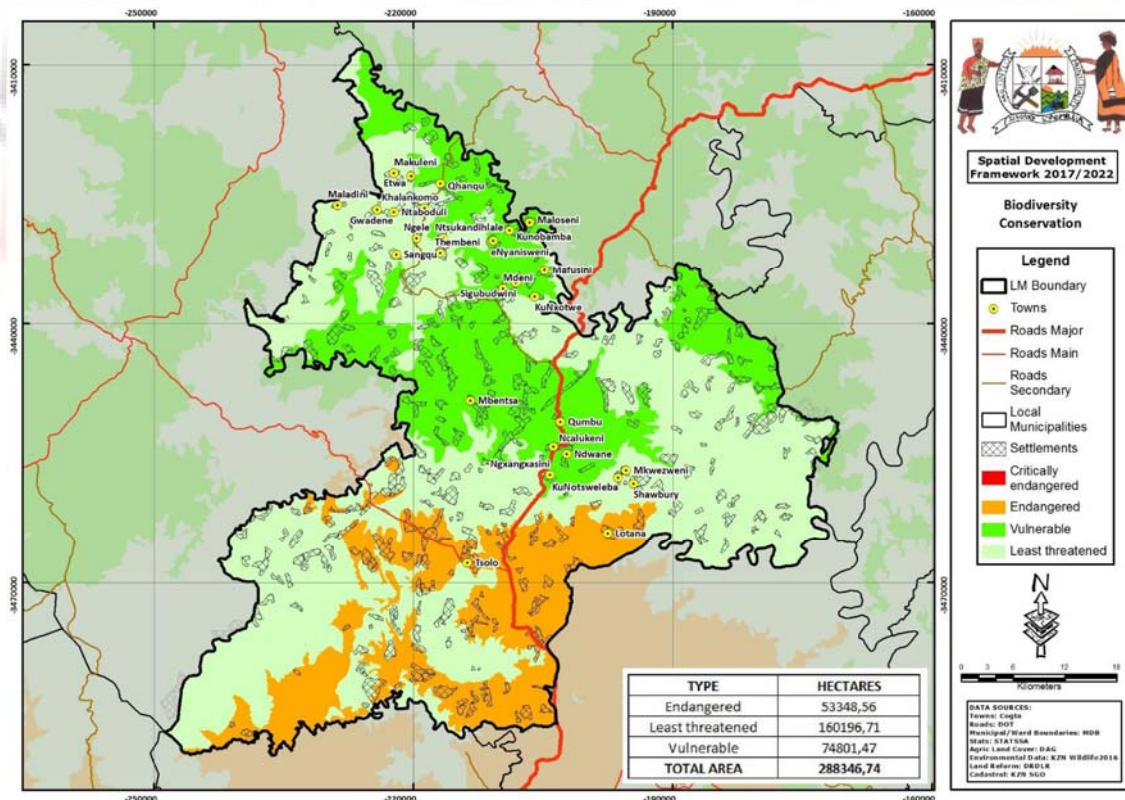
Majority of the area is Moist Upland Grassland, with a portion along the major water courses being Valley Thicket and a small pocket of North-Eastern Mountain Grassland in the extreme north of the area.



## 12.6 BIODIVERSITY

Biodiversity provides us with clean water, air and soil as well as medicinal plants, fuel wood, food products (from fishing, hunting and vodkas), building materials and grazing. Plants roots stabilise the soil and prevent erosion. All of these are vitally important for human wellbeing, Biodiversity also contributes significantly to rural livelihoods. The scenic beauty of the Province provides valuable products for the tourism and wildlife industry, with potential to generate considerable economic revenue from nature reserves, game farms and hunting lodges. At the global scale, we depend on nature, particularly forests, to absorb the carbon dioxide that is generated, and to regulate the climate. All of these resources depend directly on biodiversity. In terms of the Biodiversity Act (Act 10 of 2004), the Minister or the MEC for environmental affairs in a province may determine a geographic region as a bioregion for the purposes of the Act and publish a plan for the management of biodiversity in the region. There is an obligation for government on the one hand to promote rural development poverty alleviation and service delivery, and on the other hand to ensure that the rich natural capital of the Province is sustainably used and conserved such that both current and future generations may benefit.

Critical Biodiversity Areas (CBAs) are terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning. The ECBCP developed two maps, one showing terrestrial (land-based) CBAs and the other showing aquatic (freshwater) CBAs. The map of terrestrial CBAs was compiled by undertaking a systematic biodiversity planning analysis and adding all biodiversity priority areas identified by other systematic Biodiversity Planning projects (such as STEP) in the Province. Aquatic CBAs were identified on the basis of sub-quaternary catchments, addressing the linkages between catchments, important rivers and sensitive estuaries. Priorities were identified through a systematic conservation planning analysis.





## 12.7 NATURE CONSERVATION



There is a newly proclaimed Nature Conservation within Tshisa Falls. It covers the existing natural waterfall and ancillary facilities which include a lodge, viewing area and Tshisa River. It is home to a number of plant species and natural endowment. A need exists to protect the ecological integrity of this natural area.

## 12.8 ENVIRONMENTAL CHANGE, IMPACT AND PRIORITIES

Environmental change refers to the modification of the natural environment, either through humanly or natural (climate change) and human induced factors. These factors influence the biophysical environment and drives environmental change. These changes place pressures on the environment and create outcomes, which are not always desirable. Therefore, environmental pressures must be maintained within their limits to avoid sudden ecological change that can drastically reduce the flow of ecosystem services, and, thereby increase pressures on the social and economic systems. This is the basis of sustainability.

Key strategies include the determination of floodlines and the need for people to move out of flood plains, the preservation of grasslands and forests and the planting of trees. Increased fire risk means education on how to make homes safer, and the burning/creation of fire breaks. Infrastructure will need to be improved to be able to respond to increased storm water and higher temperatures. Farming and Conservation approaches will need to adapt.

## 12.9 ENVIRONMENTAL GOVERNANCE

The prevailing environmental governance system in the Mhlontlo Local Municipality has the potential to create change and undesirable outcomes for the people and the environment. Environmental governance is defined as “the exercising of authority over the use and management of natural resources, and the environment. It is essentially about making decisions and about who makes decisions. It includes rules, processes and behaviours that affect the manner in which decisions are made. These decisions ultimately determine whether the environment is harmed or improved” (DAEARD, 2010). Good Governance is identified in Mhlontlo Local Municipality as one of the Key Performance Indicators. Mhlontlo Local Municipality has prioritised this KPI and through good governance, the municipality aims to ensure efficient and effective public participation processes; ensure cooperative governance with the district, neighbouring municipalities and other stakeholders.

### 13. Health

The Constitution makes a distinction between health services -which is a concurrent national and provincial function- and municipal health services which is an exclusive municipal function. The National Health Act defines 'Health Services' as:

- a. Health care services including reproductive health care and emergency medical treatment, contemplated in section 27 of the Constitution,
- b. Basic nutrition and basic health care services contemplated in section 28 (1) (c) of the Constitution,
- c. Medical treatment contemplated in section 35(2) (e) of the Constitution, and
- d. Municipal health services.

Provincial departments of health continue to take primary responsibility for hospital services, with oversight and coordination from the national department. The National Health Act further defines 'Municipal Health Services' as:

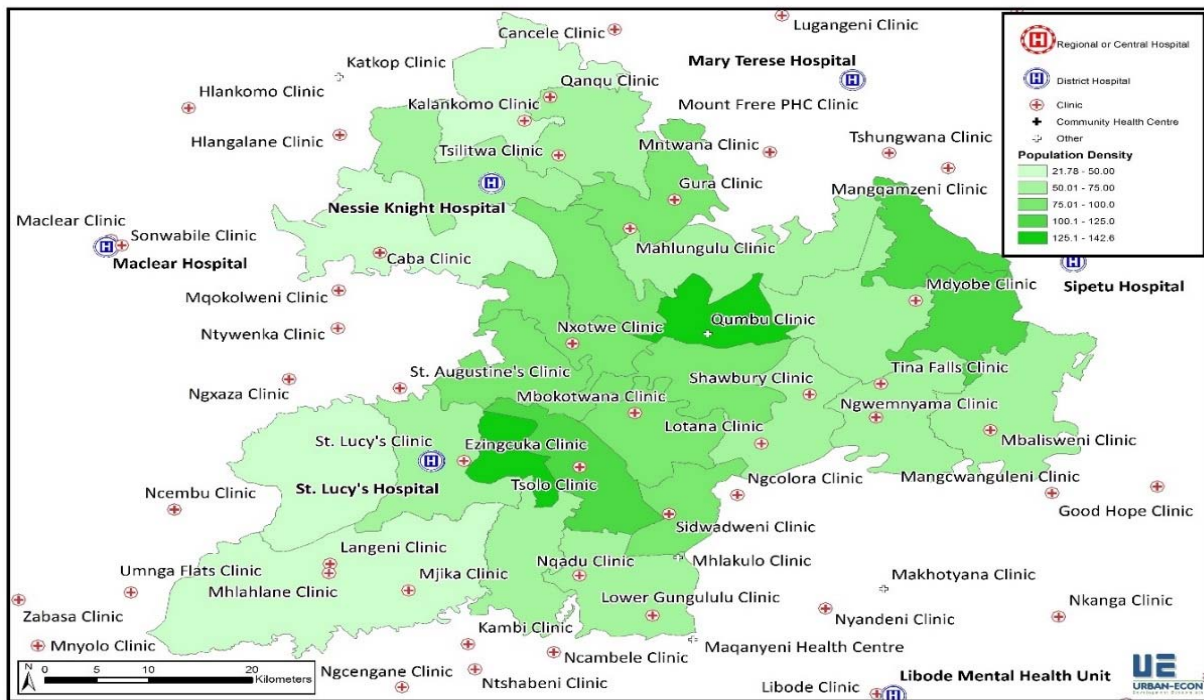
- a. Water quality monitoring,
- b. Food control,
- c. Waste management,
- d. Health surveillance of premises,
- e. Surveillance of prevention of communicable diseases, excluding immunisations,
- f. Vector control,
- g. Environmental pollution control,
- h. Disposal of the dead, and
- i. Chemical safety

#### MHLONTLO HIV/AIDS REPORT

Data Element	April 2017- December 2017
HIV test 15yrs and older (Excluding ANC)	30206
HIV test 19- 59 months	697
HIV test 5- 14 years	1700
HIV test positive 15yrs & older	2343
HIV test positive 19 – 59 months	36
HIV test positive 5 – 14 years	167
Children under 15years remaining on ART	5013
Adult remaining on ART	13574
HIV positive client not on ART	34
Number of Adherence clubs	17
Private Pick Up Points(External)	1

The Mhlontlo – Qumbu Health District has issued in the table **above** the HIV/Aids report. It shows that approximately 9.6% of the Mhlontlo population is on ARVs. All Hospital and clinics in Mhlontlo have access to issue ARVs. Nessie Night Hospital has 2 permanent doctors and 3 session doctors, Dr Malizo Mpehle has 12 permanent doctors and 5 session doctors and St Lucy's Hospital also has 1 permanent doctor. There are 9 contract doctors in clinics including 2 of Mhlakulo health centre and 1 of Qumbu health centre.

The Map below shows the location of the health posts in Mhlontlo Municipality.



## 14. Education

### 14.1 Infrastructure

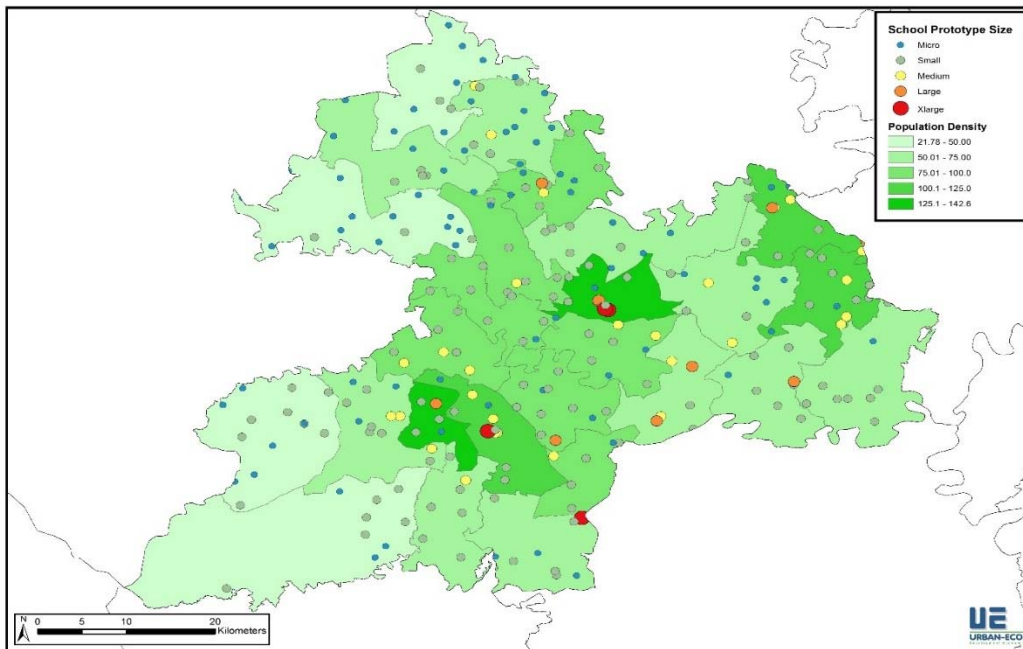
The Mhlontlo circuit has 2069 learners in 2016 sat for grade 12 exams and 1356 passed which is 66%. In 2017 1747 wrote the exams 1239 passed which is 71% and that shows an increase in the pass rate and in 2018 the number of learners wrote exams was 1814 and 1226 has passed the exams which is 68% of the learners. That shows a decrease from 71% in 2017 to 68% 2018..

50% of the total learners needing scholar transport are benefitting 5611 out of 10527. 245 schools with Mhlontlo has nutrition and 21 has scholar transport.

### 14.2 Over Crowded Schools

SCHOOL	ENROLMENT	Status
1. General Maqutyana Tech	440	New school
2. Little Flower SSS	1081	Overcrowded
3. Jongilizwe SSS	573	Overcrowded
4.K.T. Mchasa SSS	1247	Overcrowded
5. Shawbury SSS	1170	Overcrowded
6. Tsolo High	820	Overcrowded
7. Nqwiliso SSS	751	Overcrowded
8. Lutuka SSS	1004	Overcrowded

Map below shows location of schools in Mhlontlo municipality.



Stats SA, 2011

## 15. Housing

The provision of housing is currently a shared responsibility across the 3 spheres of government with provincial government being the main implementing agency. According to the National Housing Act; municipalities are required to undertake planning of housing development, provide the infrastructure for housing projects and take over responsibility for the management of housing developments. They are also expected to identify land for housing in relation to their spatial development framework. Furthermore, municipalities are responsible for the identification of people who are eligible for receiving housing subsidises and, in selected case they are responsible for contracting with developers. However, provinces retain control over housing subsidies and the approval of projects to be supported.

The most recent official government definition of Formal Housing comes from the Comprehensive Plan, passed by Cabinet in 2004 – and informed largely by the Housing White Paper, 1994. This definition, summarised, states that a formal dwelling should be;

- a. A permanent residential structure
- b. Under secure tenure
- c. Internally and externally private
- d. Able to provide sufficient protection from the elements
- e. Able to meet the sanitation, water and electricity demands of the occupants
- f. In an area that is close to social amenities, health and education services and employment opportunities

In planning for the provision of housing, municipalities are expected to ensure its integration with spatial planning, land use management, roads and other plot-based services, public transport, public places and community development. All of these are expected to be detailed in a Municipal Housing Sector Plan. While there is a sector plan in place, it requires a review to factor in the necessary updates to both ensure its bases

and analysis on the latest situational analysis as well as anchoring all proposed housing projects on the imperatives of the municipal spatial development framework.

The Municipality has conducted land audit in 2012. There is identified land that can be banked and the land that is available for new housing development purposes. The municipality has developed by-law on land invasion to control people from taking land that is on the commonage.

## 16. Land Claims

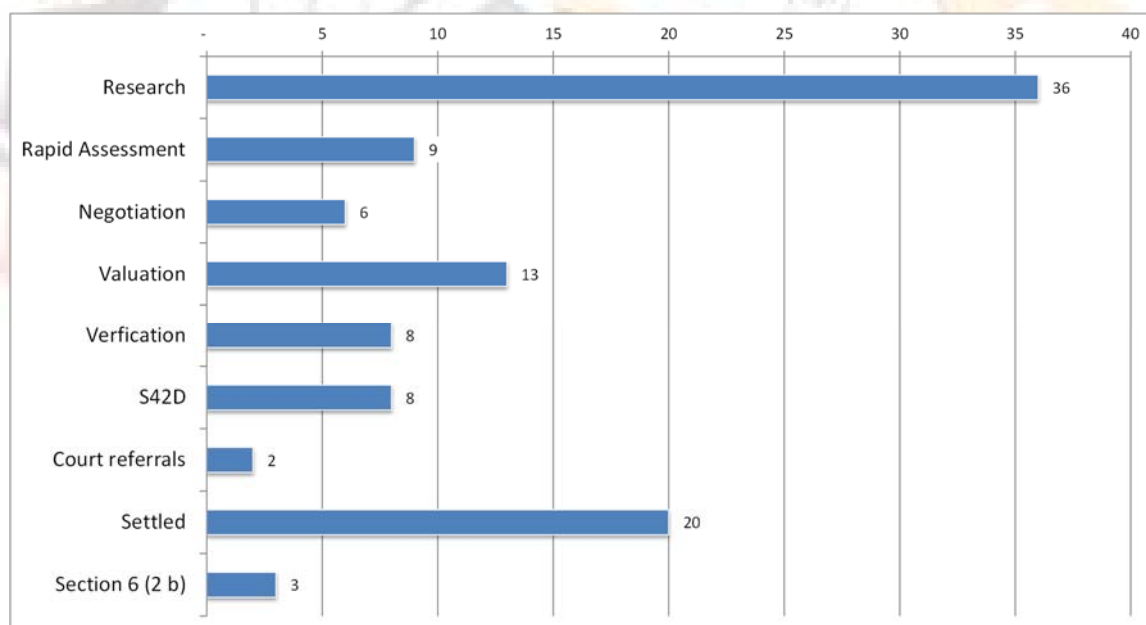
The following is the Land claims of the O.R. Tambo District Municipality

### Overall Land Claims In O.R. Tambo District Municipality, 2011

	Ngquza Hill Local Municipality	Port St Johns Local Municipality	Nyandeni Local Municipality	Mhlontlo Local Municipality	King Sabata Dalindyebo Local Municipality	Total
Research	13	-	2	3	18	36
Rapid Assessment	-	6	2	-	1	9
Negotiation	2	-	-	3	1	6
Valuation	2	6	2	1	2	13
Verification	1	-	2	2	3	8
S42D	7	1	-	1	-	8
Court referrals	-	-	-	-	2	2
Settled	6	5	5	3	1	20
6.2(b)	2	-	-	-	1	3
<b>Total</b>	<b>33</b>	<b>14</b>	<b>16</b>	<b>20</b>	<b>35</b>	<b>118</b>

The overall land claims in O.R. Tambo District Municipality amounts to a total of 118, but it is not necessarily all been approved. The land claims process is done by different approaches

### Overall land claims in O.R. Tambo District Municipality, 2011



Land claims under research amounts to 36 in 2011. The number of settled land claims amounts to 20 and the number of valuations under process amounts to 13. Court referrals is only 2 and the number of land claims still under rapid assessment is 9.

There is Amanxasane Land Claim, Lower Kroza Land Claim and and Xhokonxa land claim and the Municipality is busy negotiating with all the land claimants in trying to

resolve some of the issues. All the three land claims are validated and the municipality is also in process of speeding up the resolution of the land as it has a potential of hindering service delivery.

## **17. Public Places And Community Facilities**

The constitutional schedules have a number of functional areas which relates to public places and these need rationalising. Local government is responsible for public places within human settlements. Even Section 84 of the Systems Act is consistent with this notion. However, there are some concerns with the location and responsibility for municipal libraries. Municipal libraries are integral to public spaces and should be a key component of Multi-purpose Centres. There is a space to establish two libraries in both towns Tsolo and Qumbu. The Qumbu library is operating in a place set aside as youth development centre and the other library in Tsolo has been completed construction and operational. As such they belong with cities. However outside cities the importance of public places declines and the ability of provinces to manage libraries regionally become more important.

The first issue is the allocation of funding to such facilities, both on the capital and operating account. But then there is a problem of organisational arrangements to manage the facility. All too often municipalities are not able to do this well. In the case of operating expenditure municipalities serving economically weaker areas, B4s in particular, are not able to allocate revenue to cover the costs of running community facilities. Ten (10) wards within Mhlontlo Municipality have ward centres and 16 wards have not. There is also a lack of funding for office equipment and personnel to assist the communities in the centres.

## **18. Sport and Sporting Facilities**

The Mhlontlo Municipality has an annual sport event called Mayors Cup where all the wards are participating. The winning team participates at level of the District. All member municipalities with teams won at District compete in the Eastern Cape Provincial SALGA games.

There are two sport grounds in both towns and their condition is not conducive for sport. There are also another four sport grounds that are under construction in ward 02, 07, 09,13 and 14.

The Mhlontlo Traditional leaders in colabaration with the Municipality have an annual event where they celebrate the life of King Mhlontlo during the month of September. This event is revolving around the ethnic groups existing in Mhlontlo jurisdiction.

## **19. Roads Infrastructure**

There is clearly a hierarchy in the roads system with roads ranging from national roads (a 'plenary' function which is the responsibility of national government as it is not mentioned in the schedules), provincial roads and municipal roads. The hierarchy is continued further with respect to district roads, which are recognised through the provisions of Section 84 of the Structures Act.

The roads within human settlements, particularly larger ones, are an integral part of such settlements and in fact define the shape and density of settlements and the way people move within them. To a greater extent, planning local economies require clarity in terms of both planned and state of access to and linkage with major routes in-between economic hubs. However, the Municipal Spatial Development Framework clearly provide

a mapped detail in terms of the state of access roads to and the level of backlog to this service by category. For each category of roads, the mapped outline will indicate where the existing roads are and to what extent are such appropriately linked to the municipal strategic infrastructure provision and the local transport planning.

According to the Ward Based Needs analysis that was conducted during 2017/2018, the Mhlontlo Local Municipality is experiencing a big challenge on roads infrastructure. About 3500+/\_ km's of roads that are needed by the community of Mhlontlo. The Mhlontlo Municipality has developed a Road and Storm Water master plan and approved by the council and it details how to address the above backlog.

## 20. Access to Transport Services

Although this has been a trend only in urban municipalities, all municipalities are required to develop own Integrated Transport Plans. In the context of Mhlontlo the transport vision outlined in such Integrated Transport Plan would typically be weighted towards public transport. The proposed transport system in terms of mode, routes and interfaces including planned provision of related public facilities will be anchored on the imperatives of the Spatial Development Framework. The Mhlontlo Municipality has developed its Integrated Transport Plan and approved by the council. It identify and defined three implementation mechanisms that are relevant to the spatial development framework's movement policy and also the implementation of an appropriate public transport system. That is:

A **Strategic Public Transport Network** which links major areas with high impact economic activities and interventions

- a. A transportation nodal programme which outlines interfaces, interchanges and transfers amongst different modes and categories of roads
- b. Strategic Public Transport Network flagship projects, which will guide the municipality in terms which type of transport mode, will be responsible for which route etc.

In terms of the Strategic Public Transport Network (SPTN) which is more relevant for the context of Mhlontlo Municipal area, some of the important operating concepts will include following:

- a. All road-based services that are subsidised should be confined to the identified routes.
- b. Transfers should happen at identified interchange nodes.
- c. Routes should be serviced in the peak and off-peak times.
- d. The public transport (buses) routes need to be advertised and marketed.
- e. A standard fares system need to be introduced.
- f. Improve standards of living; by providing safe and affordable transport access to employment, education, recreation and markets.
- g. Poverty reduction, which includes providing, targeted interventions to support access to income opportunities and affordable transport for the poor.

Given the fact that majority of public transport users rely on minibus taxis and LDVs, worth noting would be the cost effect of the fluctuating fuel prices as well as the connectivity of different transport modes between, taxis and buses. The Municipality have four ranks, two taxi ranks and two bus ranks. There are 5 bus shelters within Mhlontlo Municipality jurisdiction.

The state of access to transport service will only be finalised after the consolidation of the IDP's situational analysis and that of the Municipal Spatial Development Framework that is under review process. It is expected that a number of relevant aspects are part of the critical questions which will be addressed in the SDF.

## 21. Access To Social Welfare

In order to understand this 'sector' it is necessary to unpack the terms 'economic development' and 'social development'. These are really outcomes rather than functions. It is suggested here that function associated with economic development is 'business and enterprise support' and that the social development incorporates the following functions:

- a. **Social services:** the 'public good' type of services provided to individuals and aimed at improving their individual well-being and at developing their ability to engage with the economy. This includes social welfare.
- b. **Social welfare:** a set of activities aimed at providing relief to those who are facing acute stress due to their individual circumstances, including: childcare and protection services; care and services to older people; HIV and Aids support; support to victims of crime; services to persons with disabilities; substance abuse; victim empowerment; and care and support services to families.
- c. **Social security (grants):** the transfer of funds to individuals who are unable, even in a well-functioning economy, to earn an income themselves sufficient to allow them to satisfy their basic needs.

## 22. Institutional Development And Transformation

This section is a detailed internal analysis of the municipal status quo, focusing on powers and functions, delegation framework, municipal composition, staff establishment and financial viability. The situation analysis provides a high level overview of the progress achieved towards the implementation of the priorities set for 2018/2019. In addition, the report emphasises issues raised by the Auditor General and the steps taken to address them.

### 22.1 Municipal powers and functions

Powers and functions of local municipalities are stipulated in Section 156 of the Constitution of the Republic of South Africa, 1996. Utilising information gathered from the annual capacity assessment report conducted by the Demarcation Board, **Table 13** below tabulates key priorities set out in the current IDP and a high level progress on each priority.



## High Level Progress review

Priority in IDP	Progress
Conduct assessments as per Section 78	Not completed
Establish service level agreements for functions outsourced and/or performed by another government entities.	Service Level Agreement for Billboards and display advertisement in public places. SLA for Disaster, Water and Sanitation with O.R. Tambo District Municipality.
Establishment of service level agreement with other organs of state and private organisation	SEDA, LGSETA, SASSETA
Increase functions performed by Mhlontlo Local Municipality	Licensing authority complete and is fully functioning. Construction of Weigh Bridge is still underway with the Department of Transport.
Projects that need Environmental Impact Assessment (EIA)	N2 via New Rest to Dilizintaba A/R, T162 via Stopiyeni to Hlabathi A/R, Kimbili1 to Kimbili2 A/R. Construction of Weigh Bridge

A review of functions performed or not performed by Mhlontlo; capacity levels to perform the respective function; details of any external arrangements related to the respective functions are shown in **Table 44** below.

**Table 44 Municipal Powers and Functions**

#	Local Government Function	Description of function performed by Mhlontlo Local Municipality <sup>1</sup>	Mhlontlo Performing (Yes/No) <sup>2</sup>	Comment by Management	Municipal Demarcation Board Assessment 2008/2009	Use of External Entity, Service Level Agreement in place and Section 78 completed
•	Air pollution control	NONE	YES	Working with DEDEAT	Not performing function	NO
•	Building regulations	Approve plans inspection	YES	Supporting Housing Department	Understands authority and has adequate capacity to perform function	NO

<sup>1</sup> Source: Municipal Demarcation Board Assessment of Capacity for 2012/2013 Period

<sup>2</sup> Source: Interviews with Municipal Management

• Child Care Facilities	NONE	NO	Facilities constructed and handed over to DoE	Authority not understood and no adequate capacity to perform function.	NO
• Fire-fighting services	NONE	NO	Done by O.R Tambo through a MOA	Authority for the function but function not performed. No agreement reported	NO
• Local Tourism	Promote Tourism Planning for LED	YES		Understands authority and has adequate capacity to perform function	
• Electricity and gas reticulation	NONE	NO	Managing reticulation of Electricity, funds received from DoM&E	Understands authority and does not have adequate capacity to perform function	
• Municipal Planning	Provide Strategic Planning and Heading IDP	YES		Understands authority have an adequate capacity to perform function	
• Municipal airport	NONE	NO	The nearest airport is Umtata Airport which is about 70kms	NO	
• Municipal health services	NONE	NO		Not an Authority	
• Municipal public transport	NONE	NO		Authority for the function but function not performed.	
• Pontoons, fairies, settees, piers and harbours	NONE	NO	Not Applicable	Authority for the function but function	

	excluding the regulations of international and national shipping				not performed.	
	Municipal public works only in respect of the needs of the municipalities		YES			
	Storm water management system	Provide water drainage system	YES		Understands authority and has adequate capacity to perform function	
	Trading regulations	Issue Trading Licences	YES		Understands authority and does not have adequate capacity to perform function	NO
	Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	NONE	NO	District Municipality	NO	NO
	Beaches and amusement facilities	NONE	NO	Not Applicable	There are no beaches but there are amusement facilities such as Tsitsa falls and Tina falls	NO
	Billboards and display advertisement in public places	Advertising	YES		Review and Enforcement of by-laws	SLA in place and Section 78 completed
	Cemeteries, funeral parlours and crematoria	Provide Cemetery Services	YES		YES	
	Cleaning	Cleaning of streets and roads	YES		YES	

•	Control of public nuisance	NONE	YES	Working with the Police Department	Authority for the function but function not performed.	Policy in place
•	Control of undertakings that sell liquor to the public	NONE	YES		Authority for the function but function not performed.	
•	Facilities for the accommodation care and burial of animals	NONE	YES		Authority for the function but function not performed.	
•	Fencing and fences	NONE	YES		Authority for the function but function not performed.	
•	Licensing of dogs	NONE			Authority for the function but function not performed.	
•	Licensing and controlling of undertakings that sell food to the public	NONE	YES	Done by the District Municipality	Authority for the function but function not performed.	Signing of SLA
•	Local amenities	Management and maintenance of Municipal amenities	YES		YES	
•	Local sport facilities	Maintenance of sports fields Fencing (ADHOC)	YES		YES	
•	Markets	NONE	YES		Authority for the function but function not performed. The nearest is Kei Fresh produce which is OR Tambo District which	

					is utilised by local farmers.	
•	Municipal abattoirs	NONE	NO		Authority for the function but function not performed.	
•	Municipal parks and recreation	Provision of recreation facilities	YES		YES	
•	Municipal roads	Construction and Maintenance of roads	YES		YES	
•	Noise pollution	NONE	YES		Authority for the function but function not performed.	
•	Pounds	Control of stray animals	YES		YES	
•	Public places	NONE	YES		Authority for the function but function not performed.	
•	Refuse removals, refuse dumps and solid waste disposals	Control and Management of Refuse and Solid Waste	YES		YES	
•	Street trading	Provide Trading licenses	YES		YES	
•	Street lighting	Provide and maintain street lights	YES		YES	
•	Traffic and parking	Traffic Control	YES		YES	

Source: Municipal Demarcation Board Assessment of Capacity for 2012/2013 Period  
 Source: Interviews with Municipal Management

In table 45 below is a tabulation of additional functions performed by Mhlontlo Local Municipality and resource allocation for the additional functions. Process for the construction of offices for the disaster unit in Mhlontlo local Municipality are unfolding.

**Table 45: Additional Functions Performed**

Function	Resource Allocation		Assigned by
	Budget	Staff	
Library		4	DSRAC
Disaster Management		4	OR Tambo District Municipality
Fire Management		5	OR Tambo District Municipality

Table 46 below lists functions not performed by Mhlontlo Local Municipality as well as reason there off.

**Table 46: Functions Not Performed by Mhlontlo Local Municipality**

Authorised Function	Reason not performed	Opportunity to generate revenue
Child Care Facilities	Municipal capacity and lack of adequate infrastructure	Low
Fire-fighting services	Service offered by O.R. Tambo district municipality	Medium
Electricity and gas reticulation	Municipal capacity and lack of adequate infrastructure	High
Municipal airport	No service requirement	Not Applicable
Municipal health services	Municipal capacity	Low
Municipal public transport	Municipal capacity and lack of adequate infrastructure	High
Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping	No service requirement	Not Applicable
Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	Service offered by the District Municipal. Capacity and lack of adequate infrastructure (District Municipality)	Medium
Beaches and amusement facilities	No service requirement	Not Applicable
Municipal abattoirs	Municipal capacity and lack of adequate infrastructure	Low

## 22.2 System of delegation within Mhlontlo Local Municipality

The Republic of South African Constitution states that the Legislative and Executive Authority of a Municipality is vested in its Municipal Council. Section 156 and 229 of the Constitution stipulates the functions and powers assigned to Municipalities. However, it is impractical for a municipal council to exercise both its legislative and executive authority efficiently and effectively without a delegation framework.

Section 32(1) of the Structures Act and Section 59(1) of the Systems Act require a municipal council to develop a system of delegation that will maximize administrative and operational efficiency and provide for adequate checks and balances, and, in accordance with that system, council may delegate appropriate powers to any of the municipality's political structures, political office bearers, Councillors and staff members, instruct any such political structure, political office bearer, Councillor or staff member to perform any of the municipality's duties; and withdraw any delegation or instruction.

The Mhlontlo Local Municipality council have reviewed and adopted a delegation framework but needs to develop a delegation register. The delegation framework clearly stipulates roles and responsibilities of the political office bearers, Council structures, the municipal manager and the departmental managers. It indicates the delegated power, the limitations and conditions under which those powers have been delegated. Delegation framework further points out the circumstances and manner in which the delegated power may and can be reviewed and/or withdrawn.

The municipal delegation policy document has identified issues like skills shortage and staff shortages as hindering factors to effectively segregate duties and enable fully functioning committees. Capacity challenges have been cited as negatively impacting in program delivery. The only thing that has been addressed is the hiring of staff.

Attention is drawn to a legal requirement as per section 32 (1) of the Structures Act to review delegation allocated to committees when a new council is elected and Section 65 of the Systems Act who stipules conditions under which delegated functions may be reviewed.

Priority in IDP	Progress
Employment Equity Plan and Work Place Skills Plan	EEP was developed and adopted by the council. EEP is in place and implemented all though there are challenges.
Critical appointment	90% achieved.
Development and review of policies and by-laws	Some of the policies are in place and reviewed by the council annually. Some of the by-laws are in place adopted, promulgated and implemented
Billing systems, Debtors and Creditors turnover rate	The Municipality is billing its consumers on a monthly basis. Debt aging 461 days and Creditors aging 37 days, Procurement Turn-around time 30 days.

TABLE 47: Human Resource Policies

Policy & Procedures	Developed	Council Approved	Under Review	Fully Implemented	Need Review
Work organization & Organizational Structure	√	√		√	
Recruitment Selection, Appointment, Probation, Promotion & Transfer	√	√		√	
Working and Hours of Working	√	√		√	
Benefits & Allowances Policy	√	√		√	
Leave of absence policy	√	√		√	
Employment relations	√	√		√	
Miscellaneous provisions	√	√		√	
Termination of Employment Policy	√	√		√	
Disciplinary Code and Procedures	√	√		√	
Acting Allowance Policy	√	√		√	
Dress code, uniforms and Protective clothing policy	√	√		√	
HIV and Aids Policy	√	√		√	
Health & Safety Policy	√	√		√	
Employee Assistance Policy	√	√		√	
Sexual Harassment Policy	√	√		√	
Declaration of Interest Policy	√	√		√	
Remuneration policy	√	√		√	
Promotion Policy	√	√		√	



<b>Municipal Housing Scheme/Assistance Policy</b>	√	√		√	
<b>Telephone usage policy</b>	√	√		√	
<b>Long service allowance policy</b>	√	√		√	
<b>Policy on the implementation of new policy procedures</b>	√	√		√	
<b>Subsistence &amp; Travelling Policy</b>	√	√		√	
<b>Internship Policy</b>	√	√		√	
<b>Training &amp; Development Policy</b>	√	√		√	
<b>Policy on ward committees</b>	√	√		√	
<b>Policy on the funeral of Councillors and Traditional Leaders</b>	√	√		√	
<b>Customer Care Policy</b>	√	√		√	
<b>PMS Policy</b>	√	√		√	
<b>Cellphone Policy</b>	√	√		√	
<b>EPWP Policy</b>	√	√		√	
<b>Pauper Burial Policy</b>	√	√		√	
<b>Pound Policy</b>	√	√		√	
<b>IGR Policy</b>	√	√		√	

## 22.3 Municipal composition

Table 48 below is an illustrative summary of the Municipal Profile.

**Table 48: Municipal Composition**

Gender, Race and Political Composition	Gender		Amakhosi	Race	Political Diversity					
	Female	Male	Traditional Leaders	Black	ANC	UDM	EFF	DA	CI	Ind.
	22	29	10	51	40	3	2	2	2	2
<b>Standing Committee</b>	<b>Committee</b>			<b>Number</b>	<b>Chairperson/Head</b>					
	Executive Committee			10	Cllr N Dywili (Mayor)					
	LED, Planning and Rural Development			1	Cllr E Pula					
	Infrastructure Development			2	Cllr L. Yalezo					
	Corporate Services			3	Cllr G. Mazitshana					
	Budget and Treasury Office			4	Cllr V. Mnyanda					
	Community Services			5	Cllr S.S. Mbangata					
	Special Programmes and Social Services			6	Cllr N. Ludidi					
	Human Settlement and Disaster Management			7						
	Planning, Research and Intergovernmental Relations			8	Cllr M Lingela					
	Member without portfolio			9						
<b>Departments</b>	Municipal Manager									
	Budget and Treasury Office									
	Infrastructure Development									
	Local Economic Development, Planning and Rural Development									
	Corporate Services									
	Community Services									

## 22.4 Staff establishment

Staff establishment statistics confirm that significant progress has been made towards filling vacant posts. While insufficient funding continues to be a challenge; more than 62.9% of the posts have been filled. The Institution is planning to fill all the vacant position during the 2018/2019 and 2019/2020 financial years. **Table 49** below tabulates a summary of the staff complement.

**Table 49: Staff Establishment**

Number of Approved Posts in 2018/19	Total number currently employed	Number of vacancies	% Of filled Posts	% of Vacances
283	178	105	62,9	37.1

**Table 50: Critical Vacant Posts**

Department	Post	Current Situation
Municipal Manager	Manager Legal Services	Unfunded

The Mhlontlo Municipality organisational structure has been reviewed and approved by the council. All the posts are approved with job description. The Critical positions are as mentioned in table 50 above. Institutional Social Development Unit, Environment Unit and Internal Audit Unit have been established with limited personnel and are part of the organisational structure.

## 22.5 Management profile

Table 51 below confirms that there are adequate human resources to deliver on municipal functions.

**Table 51: Management Profiles**

	Municipal Manager	Chief Financial Officer	Corporate Services manager	Technical Services Manager	LED Manager	Community Services
<b>Current Position</b>	MSA Section 54A	MSA Section 56	MSA Section 56	MSA Section 56 (Vacant)	MSA Section 56	MSA Section 56
<b>Qualifications</b>	MPA	National Diploma In Accounting	MBA		Masters in SCM (Business Logistics)	Dip ( Traffic)
<b>Years of Local Government Experience</b>	11	17	15		12	17
<b>Years in current position</b>	5	9	1		6	12

## 23. Good Governance and Community Participation Structures

In this section of the report, we reflect on structures in place to ensure effective public participation, accountability and transparency.

### 23.1 Ward Committees

256 ward committee members have been elected with 10 ward committees for each ward in 22 wards. Ward 12, 13, 15 and 21 have elected 9 ward committees for each ward. Ward centres still have no resources or support to adequately plan, conduct and record ward committee meetings. The municipality has eight community centres used for ward meetings, where such infrastructure does not exist; local churches, Traditional Authorities or schools are used for ward committee meetings. Ward Committees report about their challenges and complaints to the council through ward committee report to the office of the Speaker.

### 23.2 Community Development Workers (CDWs)

23 Community development workers were employed in the municipality. They form part of the municipal activities and ward structures. They are the secretaries in War rooms and also sit in the ward committee meetings and other municipal meetings. CDWs prepare reports of challenges of the wards and report to the office of the Speaker.

### 23.3 Council meetings

The council meetings are convened as per the Standing Rules as approved by the council. Transparency in the council meetings is promoted through various means including open council meetings advertised in the local newspaper and website for the public to attend.

### 23.4 Public participation

Community participation is conducted by the Office of the Mayor and Speaker through Mayoral Imbizo's, IDP Representative Forums, IDP Road Show and Ward committee meetings.

### 23.5 Corporate governance

**Audit Committee:** The Audit Committee was appointed by the council and is fully functional. The Audit Committee Charter was also approved by council with the terms of reference.

**Internal Audit:** Mhlontlo Local Municipality has established its Internal Audit Unit with two personnel Chief Audit Executive and Internal Auditor but still have shared service with the district municipality. It is fully functional and compile reports for the Municipal Audit Committee.

**Litigations:** The municipality has not yet employed a Legal Manager but it is part of the organisational structure with no funding. The litigation register is in place and is with the office of the Municipal Manager. The municipality hire the legal service provider as and when needed.

**Fraud and Anti-corruption Policy:** The Municipality has developed its Fraud and anti-corruption policy and in place.

**Risk Management:** The Municipality has established Risk Management Committee with Risk Committee Charter and Risk Register. Councillors have been workshopped on risk management.

### 23.6 Inter-governmental relations structures

Regulation governing Intergovernmental Relations (IGR) requires the establishment of structures and mechanisms aimed at enabling integrated planning and management within the different spheres of government. In striving towards effective intergovernmental relations, the IGR Policy was developed and approved by the council with terms of reference.

**Operation Masiphathisane (War Rooms):** Operation Masiphathisane was piloted in Mhlontlo Municipality by the Premier Phumulo Masualle in July 2016 as a service delivery model and 7 wards were launched. A programme was developed with the assistance of the OR Tambo District to launch the remaining 19 wards.

All the 26 wards of Mhlontlo have War Rooms and training conducted and it was facilitated by the District. There is a personnel allocated by the district in Mhlontlo to assist in ensuring the functionality of the war rooms. Reports are submitted to the office of the Mayor.

**District IGR Forum:** Political heads (Mayors) from the local municipalities, the district municipality and management of the sector departments constitute the district mayors forum (DIMAFO). The forum aims to provide political leadership in aligning planning, implementation and monitoring of government programs. The DIMAFO prepares a report to be tabled by the Executive Mayor to the Political MuniMEC.

**Local Inter-governmental Relations Forum (IGR):** The heads of sector departments residing with mhlontlo, District Municipality, District Sector Departments, municipal heads of departments, SOEs and NGOs constitutes the technical local IGR and is chaired by the municipal manager. It seats quarterly as per the approved council calendar. The forum precedes the political IGR that is chaired by the mayor. Sector Department District Directors and heads of Departments from Mhlontlo municipality, SOEs, NGO form part of the Political IGR.

**Municipal Manager's Forum:** Municipal Managers from the local municipalities under the leadership of the District Municipal Manager, and senior managers from the sector departments constitute the municipal manager's forum. The forum aims to integrate and align implementation of government programs. This structures precedes the sitting of the DIMAFO by preparing a report to be presented to the DIMAFO.

## 24. Financial Planning and Management

### 24.1 Valuation roll

The Mhlontlo Local Municipality is in a process to conducted its general valuation for the next four years 2019/2020 – 2022/2023 circle. The previous valuation roll is fully implemented. Supplementary valuation roll is done on annually basis.

### 24.2 Financial policies

Mhlontlo Local Municipality is a small municipality operating with a limited revenue base. This section of the report gives a high level overview of the progress achieved towards improving the financial viability of the municipality. Municipality has allocated resources towards ensuring that all policies critical to financial management have been developed

and are reviewed annually. Table 52 below tabulates the status of financial policies. Approved with Council resolution no.: CON -05-17/18

**Table 52: Status of Financial Policies**

Policy & Procedures	Developed	Council Approved	Under Review	Fully Implemented	Need Review
Budget Preparation Policy	✓	✓		✓	
Asset Management	✓	✓		✓	
Irregular, Un- authorised, Fruitless & Wasteful Expenditure	✓	✓		✓	
Supply Chain Management Policy	✓	✓		✓	
Banking & Investment Policy	✓	✓		✓	
Credit Control & Debt Collection	✓	✓		✓	
Indigent Policy	✓	✓		✓	
Property rate Policy	✓	✓		✓	
Fleet Management Policy	✓	✓		✓	
Risk Management Policy	✓	✓		✓	

### 24.3 Municipal funding

The municipality has a limited revenue base in terms of size and our ability to innovatively generate revenue is further constrained by our social and economic situation. While we constantly strive to maintain a balanced budget by ensuring that our income covers our expenditure; challenge of dependance on grants remains. As indicated **Table 53** below. The Municipality is financially liquid, there are no threats on the finances as the municipality does not have loans and overdraft. The assets exceeds the current liabilities.

**Table 53: Income Sources (2017/2018)**

INCOME	Actual	% Of income	Actual	% Of income
	2018	in 2018	2017	in 2017
<b>Grants and Subsidies</b>				
<b>Central Government</b>	234 100 653	91.63	227 938 299	83.57
<b>Provincial Government</b>	350 000	0.14	350 000.00	0,13
<b>District</b>	600 000	0.23		

<b>Operating Income</b>				
<b>Assessment Rates</b>	8 883 222	3.48	33 561 153	12,30
<b>Refuse Removal</b>	1 360 252	0.53	1 278 064	0,47
<b>Other Income</b>	10 192 249	3.99	9 637 027	3,53
	<b>255 486 376</b>	<b>100</b>	<b>272 764 543</b>	<b>100</b>

#### 24.4 Municipal budgeting framework

<b>Municipality Activity</b>	<b>Accountability</b>	<b>Target Date</b>
Budget implementation	AO, CFO & HOD's	July 2018
Mayor begins planning for next three-year budget in accordance with IDP Mayor tables in Council the schedule of budget key deadlines setting the time table for: preparing, tabling and approving the budget; developing IDP (as per s 34 of MSA) and budget related policies and consultation processes. <b>MFMA s 21,22, 23; MSA s 34, Ch 4 as amended</b> Council establishes IDP and budget committees for the process	Mayor – s53 MFMA AO, CFO & HOD's- s68, 77 MFMA AO, CFO & HOD's- s76- 81 MSA	Sep 2018
Municipality review options and contracts for service delivery Council through the IDP development process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans.	Mayor AO, CFO & HOD's	Sep 2018
Council engages on consultative processes for IDP Development Council reviews budget plans to be national policies potential price increases of bulk resources	AO,CFO & HOD's- MFMA s 35, 36, 42; MTBPS	Nov 2018
IDP development processes continue	Mayor AO, CFO & HOD's	Nov 2018
Council considers tariff (rates and service charges) policies for next financial year <b>MSA s 74, 75</b> Mayor tables MFMA s72 report to justify necessity for municipal adjustments budget, resolutions, plans, and proposed revisions to IDP	Mayor AO, CFO & HOD's	Feb 2019
Council considers approval and adoption of adjustments budget and reviewed SDBIP's	Mayor AO, CFO & HOD's	Feb 2019
Council budget committees consider initial budget drafts	Mayor AO, CFO & HOD's	Feb 2019

Council adopts tabled draft budget on before the end of March 2017	Mayor, AO, CFO	31 <sup>st</sup> Mar 2019
Community participation process and input soliciting and interaction on the budget EXCO and budget committees to deal with inputs from consultation process	Mayor AO, CFO	Apr 2019
Council considers views of the local community, NT, PT, other provincial and national organs of state and neighbouring municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget, related policies and plans at least 30 days before start of budget year. <b>MFMA s 23, 24; MSA Ch 4 as amended</b>	Mayor AO, CFO	May 2019
Mayor must consider for approval of SDBIP and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. <b>MFMA s 53; MSA s 38-45, 57(2)</b> Council must finalise a system of delegations. <b>MFMA s 59, 79, 82; MSA s 59-65</b>	Mayor AO, CFO	June 2019

## 24.5 Expenditure

### 24.5.1 Operating Expenditure

Expenditure for salaries, wages and allowances (**see Table 54**) has increased as a result of the posts filled and annual salary increment including the critical posts identified in the last IDP. The Municipality is using e-filling system to keep records.

Salaries, wages and allowances have increased from 29.91% from 2016/2017 to 35.78% in 2017/2018 of total operating expenditure. The implementation of the reviewed expenditure controls and monitoring mechanisms, general expenses have decreased from 69.07% in 2016/2017 to 62.79% in 2017/2018 and Repairs and maintenance have increased from 1.02% in 2016/2017 to 1.43% in 2017/2018 .



**Table 54: Operating Expenditure (2017-2018)**

EXPENDITURE	Actual	% total expenditure	Actual	% total expenditure
	2018		2017	
Salaries, wages and allowances	98 767 166	35.78	95 232 630	29.91
General Expenses	173 356 765	62.79	219 946 795	69.07
Repairs and Maintenance	3 954 323	1.43	3 253 735	1.02
<b>Total</b>	<b>276 078 254</b>	<b>100</b>	<b>318 433 160</b>	<b>100</b>

### 24.5.2 Capital Expenditure

In line with our priorities, the municipal capital expenditure increased by 13.7% from R48 321 156.00 during the 2015/2016 financial year, to R55 985 044.00 in 2016/2017.

**Table 55: Analysis of Capital Expenditure**

Capital expenditure category	Actual	% of total	Actual	% of total
	2016/2017	Expenditure	2017/2018	Expenditure
<b>INFRASTRUCTURE</b>				
Roads, Pavements, Bridges & Storm water.	R14 669 473	30.36%	35 102 141.40	55.71
Water Reservoirs & Reticulation	0		0	
Car Parks, Bus Terminals and Taxi Ranks	0		0	
Electricity Reticulation	0		0	
Sewerage Purification & Reticulation	0		0	
Housing	0		0	
Street Lighting	0		3 020 163.95	4.79
Refuse sites	0		286 200.00	0.45
Gas	0		0	
Other	R21 287 392	44.05%	1 120 347.20	1.78
<b>Sub-total Infrastructure</b>	<b>R35 956 865</b>	<b>74.41%</b>	<b>39 528 852.55</b>	<b>62.73</b>
<b>COMMUNITY</b>				
Establishment of Parks & Gardens	0		0	0
Sports fields	0		20 535 920.58	32.59
Community Halls	0		445 935.19	0.71%

Libraries	0		0	
Recreational Facilities	0		0	
Clinics	0		0	
Museums & Art Galleries	0		0	
Other	R5 208 352	10.77%	199 949.60	0.32
<b>Sub-total Community</b>	<b>R5 208 352</b>	<b>10.77%</b>	<b>21 181 805.37</b>	<b>33.62%</b>
<b>HERITAGE ASSETS</b>				
Heritage Assets	0		0	
<b>Sub-total Heritage Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INVESTMENT PROPERTIES</b>				
Investment Properties	0		0	
<b>Sub-total Investment Properties</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER ASSETS</b>				
Other motor vehicles	R6 656 120	13.77%	333118.40	0.53%
Plant & equipment	R59 897	0.12%	0	0
Office equipment	R410 922	0.85%	1375415.17	2.18
Abattoirs	0		0	
Markets	0		0	
Airports	0		0	
Security Measures	0		0	
Civic Land and Buildings	0		0	
Other Land and Buildings	0		0	
Other	R29 000	0.06%	585820.89	0.93
<b>Sub-total Other Assets</b>	<b>R7 155 939</b>	<b>14.80%</b>	<b>2 294 354.46</b>	<b>3.64%</b>
<b>SPECIALISED VEHICLES</b>				
Refuse	0		0	
Fire	0		0	
Conservancy	0		0	
Buses	0		0	

<b>Sub-total Specialised Vehicles</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>AGRICULTURAL ASSETS</b>				
Agricultural Assets	0		0	
<b>Sub-total Agricultural Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BIOLOGICAL ASSETS</b>				
Biological Assets	0		0	
<b>Sub-total Biological Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTANGIBLES</b>				
Intangibles	0		0	0
<b>Sub-total Intangibles</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>R48 321 156</b>	<b>100%</b>	<b>63 005 012.38</b>	<b>100%</b>

## 24.6 Fiscal Oversight and Control

### 24.6.1 Internal Audit function

The internal audit has been functional within Mhlontlo Local Municipality. Internal audit processes and/or reports from this section were available on quarterly basis. It improve internal controls and successfully address issues raised in the auditor general's report.

The municipality has developed Annual Financial Statements Process Plan for the financial year 2017/2018.

### 24.6.2 Auditor General's Findings

Financial year	Audit Opinion Issued
2015/2016	Unqualified
2016/2017	Unqualified
2017/2018	Unqualified

Auditor General has issued unqualified opinion on the financial statements submitted for the financial year ended 30 June 2018. There are recurring issues raised by AG like Performance, Human Resource Management and Irregular, Fruitless and Wasteful Expenditure.

The Mhlontlo Local Municipal management has developed an audit action plan to address the issues raised by the auditor general.

### 24.6.3 Audit Action Plan

Component	Finding	Auditors Recommendation	Root cause	Action Plan	Municipal Department	Municipal Sub Department	Municipal Official	Deadline	Completion Stage	Progress	Information to be submitted to AG	Progress as at 02 January 2019
Commitments	ISS.42 - Coaf 10 Commitments – Amount disclosed is incorrectly valued. During our testing of commitments, differences were noted between balances per commitments register and the auditor’s recalculation (please refer to the annexure for details calculations) as a result of the	Management needs to ensure that the amount disclosed in the financial statements agrees to the supporting schedule and that financial statements are properly reviewed against the supporting documents	This was caused by different interpretations on GRAP standards with regards to the disclosure of commitments. Also there was lack of reviewing of contracts register prepared.	BTO Assistant Director will prepare the payment schedule for a project and update it as to ensure that the amount remaining	Budget and Treasury Office	Budget and Reporting	Ms Malindi	31-Dec-18	Completed		None	

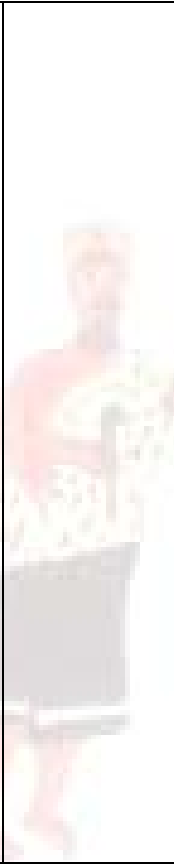

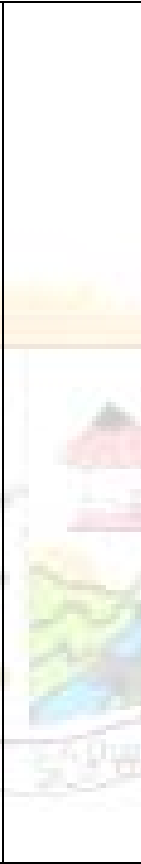
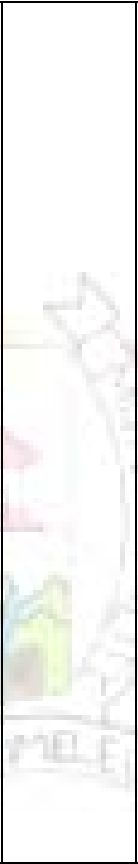

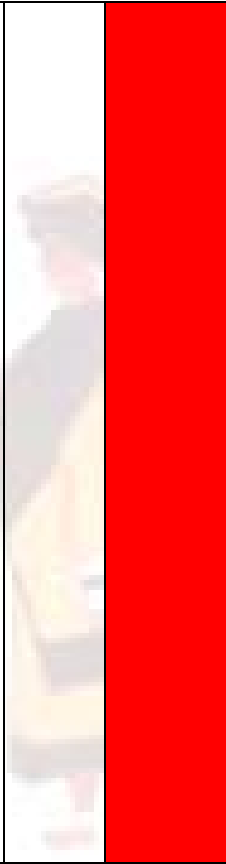
	<p>following:</p> <ul style="list-style-type: none"><li>· Commitments balance at year end is incorrectly valued as management included a portion of retentions which are already recorded as part of payables from exchange transactions.</li><li>· Contract amount was not correctly recorded for one of the suppliers.</li><li>· Some of the expenditure incurred in respect of the contracts was not deducted from the contract value when the</li></ul>	<p>prior to submission for audit.</p>										
--	---	---------------------------------------	--	--	--	--	--	--	--	--	--	--

	calculating the commitments balance,										
Contingent liabilities	SS.8- CoAF 06 - Contingent liabilities balance disclosed in the notes to the financial statements does not agree to contingent liability schedule and legal confirmations. During the audit of Annual Financial Statements, we noted differences	Management should ensure that the financial statements and the accompanying schedules are properly reviewed prior to submission of AFS for audit. Management	This was due to non-compliance to the AFS work plan deadlines and also some last minute changes to the financial statements. Limited review period before	No action required. Matter was resolved with AG	Municipal Manager's Office	Chief Operations Officer	Mr Mhloli	31-Dec-18	Completed		None

	<p>between contingent liability schedule and the amounts disclosed in the annual financial statements for pending legal claims:</p> <p>2. In addition, it was noted that the amount disclosed in note 34 to that AFS does not agree to the amounts per the legal confirmations. It was also noted that an amount of R135 000 that is held as collateral by First National Bank has been incorrectly disclosed as a</p>	<p>nt should update the commitments register and adjust the financial statement so as to ensure that commitments are accurately recorded.</p>	<p>submission of AFS.</p>								
--	--	---	---------------------------	--	--	--	--	--	--	--	--

	contingent liability.										
Employee costs	ISS.46-CoAF 18: Compliance: Performance appraisals not done for all municipal employees. During the audit, it was noted that performance appraisals are only performed for sections 56 and 57 managers and not performed for the rest of the employees of the	Management should ensure that internal controls are in place to monitor and evaluate performance of all employees.	Management has not fully implemented the adopted PMS for s56 managers alone and thus has made it difficult to implement for the rest of the employees.	Director HR should ensure that the PMS Plan is implemented as the policy covers all the municipal employees. All municipal employees are to	Corporate Services	Human Resources section	Mr Zwane	31-Jul-19	Not started		Reports on implementation of PMS



	<p>municipality. Management has not designed and implemented controls relating to performance management if employees. Under performance by employee may not be detected and corrected on time which might result is the municipality not being able to achieve its set objective. This also results in non-compliance with MSA</p>			<p>be evaluated and reported to the accounting officer bi-annually.</p>							
--	---	--	--	---	--	--	--	--	--	--	--

Employee costs	ISS.19-Coaf 5: Employee costs - Differences in amount disclosed in the statement of financial performance and notes to the financial statements. During testing of the employee costs presentation and disclosure; the following differences were noted with regards to presentation and disclosure in the annual financial statements: Amount of employee related cost per the statement of	Management should ensure that financial statements are reviewed early to ensure that errors and omissions are identified and corrected before the due date. Management should adjust the financial statements to correct the misstatements identified.	This was due to non-compliance to the AFS work plan deadlines and also some last minute changes to the financial statements. Limited review period before submission of AFS.	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Ms Boti	31-Dec-18	Completed		None	
----------------	--	--	--	---	----------------------------	-------------------------	---------	-----------	-----------	--	------	--

	financial performance does not agree to the total of employee costs as reflected the note to the financial statement.										
Immovable assets	ISS.73 – Coaf 19: Investment property: Management expert assumption not verifiable. During the audit of investment property, it was noted that the used a management expert to fair value its investment property at year end. The reasonability of	Management should adjust the financial statements to reverse the fair value adjustment. Management should ensure controls relating to use of consultants are implemented and	This was due to the property valuar requested to perform fair valuing of investment property did not submit sufficient documentation for an auditor to reperform calculations	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Ms Boti	31-Dec-18			None

	the amounts assigned by the management expert to the investment property cannot be assessed. Fair value adjustment and investment property are overstated by R12 143 882.	information received from consultants is always verifiable and supported by valid supporting evidence.									
Irregular, unauthorised, fruitless and wasteful expenditure	ISS.71-CoAF 19 Irregular and unauthorised expenditure: discrepancies identified in the write-off an authorisation processed followed.	Management will adjust the financial statement to reverse the irregular expenditure write-off and the authorisation of unauthorised	Management did not follow the due processes and also the information was requested close to the late stages of audit and the write was performed	Provide AG with resolutions appointing investigating committee, investigation report, and council	Budget and Treasury Office	SCM unit	Ms Mditshwa	31-Jul-19	In progress	Provide AG with resolutions appointing investigating committee, investigation report, and council resolution	



		expenditure and ensure that proper processes are followed to write-off the irregular expenditure and authorise the unauthorised expenditure.	in the 2016 year so some supporting documentation was not readily available and also there was limited and thus why the irregular from prior year's remained unchanged.	resolution on the investigations							on the investigations	
Statement of Comparison of Budget and Actual amounts	SS.69-Coaf 9 Statement of Budget and Actual amounts not completely disclosed. The approved budget report submitted for auditing encompassed	Management should adjust the AFS and include the statement of budget and actual amounts for	This was due to non-compliance to the AFS work plan deadlines and also some last minute changes to	No action required. Matter was resolved with AG	Budget and Treasury Office	Budget and Reporting	Ms Malindi	31-Dec-18	Completed		None	

	<p>the full set of financial statements, however the statement of budget and actual amounts included in the annual financial statements only discloses the Statement of financial performance, which is inadequate as per GRAP 24 requirements. The above omission is as a result of lack of timely and proper review of financial statements.</p>	<p>the other primary statements included in the approved budget report</p>	<p>the financial statements. Limited review period before submission of AFS.</p>									
--	--	--	--	--	--	--	--	--	--	--	--	--

<p>Statement of Comparison of Budget and Actual amounts</p>	<p>ISS.82-CoAF 20: Statement of budget comparison: Material differences in amounts per budget statements and approved budget. During audit of statement of budget comparison, it was noted that there are material differences on approved budget, adjustments and final budget. 1. Differences between the Statement of budget comparison and</p>	<p>Management should ensure that financial statements are reviewed appropriately before they are submitted for audit.</p>	<p>This was caused by the differences between reporting template (b-schedule) and the financial statements and the alignment could not be completely performed as there was some limited time before AFS submission.</p>	<p>No action required. Matter was resolved with AG</p>	<p>Budget and Treasury Office</p>	<p>Budget and Reporting</p>	<p>Ms Malindi</p>	<p>31-Dec-18</p>	<p>Completed</p>		<p>None</p>	
---	--	---	--	--	-----------------------------------	-----------------------------	-------------------	------------------	------------------	--	-------------	--

	the approved budget:										
Predetermined objectives	SS.9 - COAF 17: AoPO Basic Service Delivery - measures taken to improve performance not disclosed or inadequate. During the audit of predetermined objectives, it was noted the disclosed measures taken to improve performance were inadequate for the following indicators: . Further it was noted that	Management should implement appropriate internal controls to ensure that actual performance information is properly recorded and presented Management should adjust the annual performance reports to include	This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the auditor general	PMU manager will ensure that the Annual Performance Report has an Work Plan approved by the Accounting Officer and submitted for review by the Internal	Infrastructure	PMU	Ms Petse	28-Feb-19	In progress		Annual Performance Report



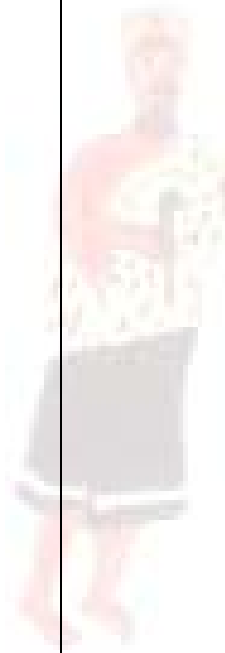


	<p>measures taken to improve performance were not disclosed for the following indicators: The cause of this finding is a lack of implement of controls relating to performance management as well as lack of proper and timely review of the annual performance report (APR). Indicators and related targets are not properly presented and disclosed in accordance with the requirements of MSA</p>	<p>adequate and verifiable measures taken to improve performance.</p>		<p>Audit Unit and also the Audit Committee. The above mentioned committees will also audit whether the reported targets do meet the SMART Criteria in terms of the legislated prescripts</p>								
--	--	---	--	--	--	--	--	--	--	--	--	--

<p>Predetermined objectives</p>	<p>ISS.20 - COAF 11 AOPO: Basic Services – Reported performance is not consistent with planned and reported targets. During the audit of predetermined objectives, it was noted that actual performance has been reported as “not applicable” and no further explanation was given in the annual performance report for the indicators as depicted in the table below: Reported actual performance for the targets listed</p>	<p>Management should implement appropriate internal controls to ensure that actual performance information is recorded and reported, and is consistent with planned target. Management should adjust the annual performance reports to indicate actual performance</p>	<p>This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the auditor general</p>	<p>PMU manager will ensure that the Annual Performance Report has an Work Plan approved by the Accounting Officer and submitted for review by the Internal Audit Unit and also the Audit Committee. The</p>	<p>Infrastructure</p>	<p>PMU</p>	<p>Ms Petse</p>	<p>28-Feb-19</p>	<p>In progress</p>		<p>Annual Performance Report</p>	
---------------------------------	---	--	--	---	-----------------------	------------	-----------------	------------------	--------------------	--	----------------------------------	--

	below is not consistent with the planned and reported target due to the actual achievement being documented as not applicable in the APR.	the achievement for the year.		above mentioned committees will also audit whether the reported targets do meet the SMART Criteria in terms of the legislated prescripts							
Predetermined objectives	ISS.21- CoAF 1 - AOP Non-submission of information (Iss.21)planned and reported targets	Management should ensure that information requested for audit is submitted within the agreed upon time	This is due to the turn around time on submission of information to the Audit controller. Also the	Senior managers will ensure that there are sub-departmental Audit Controller	Infrastructure	PMU	Ms Petse	28-Feb-19	In progress		Management minutes on progress

		<p>lines. Additionally, management should ensure that proper record management is implemented to ensure information is readily available when required.</p>	<p>municipal departments have not appointed sub departmental audit controllers as to assist with the audit.</p>	<p>rs that will assist the delegated municipal audit controller with the submission of the requested information by the auditors. The Sub-Audit Controllers will also be invited to attend the Audit Steering Committee meetings as to be</p>											
--	--	---	---	---	--	--	--	--	--	--	--	--	--	--	--

				aware of the outstanding information.								
Predetermined objectives	ISS.28-COAF: 16 APO basic services - actual performance reported in the annual performance report is invalid and inaccurate. During the audit of basic services, the following differences were identified: The municipality indicated that it has actually achieved the targets, but as per the audit	Management should ensure that the information reported in the annual performance report is properly reviewed with all its supporting documents before submitting the APR for audit.	This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the	PMU manager will ensure that the Annual Performance Report has an Work Plan approved by the Accounting Officer and submitted for review by	Infrastructure	PMU	Ms Petse	28-Feb-19	In progress		Management minutes on progress	

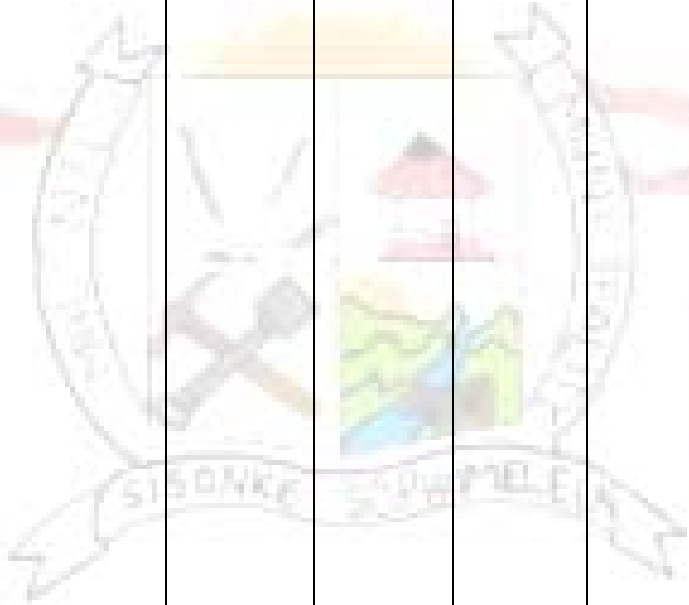
	<p>evidence the target were not yet completed as indicated in the below table:</p>		<p>auditor general</p> 	<p>the Internal Audit Unit and also the Audit Committee. The above mentioned committees will also audit whether the reported targets do meet the SMART Criteria in terms of the legislated prescripts</p>								
--	--	--	---	---	--	--	--	--	--	--	--	--

<p>Predetermined objectives</p>	<p>ISS.24 - COAF 11: AOPO: Local Economic Development - Reported performance is not consistent with planned and reported targets</p>	<p>Management should implement appropriate internal controls to ensure that actual performance information is recorded and reported, and is consistent with planned target. Management should adjust the annual performance reports to indicate actual performance</p>	<p>This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the auditor general</p>	<p>LED manager will ensure that the Annual Performance Report has an Work Plan approved by the Accounting Officer and submitted for review by the Internal Audit Unit and also the Audit Committee. The</p>	<p>LED and Planning</p>	<p>Local economic development</p>	<p>Mr Zipete</p>	<p>28-Feb-19</p>	<p>In progress</p>		<p>Management minutes on progress</p>	
---------------------------------	--	--	--	---	-------------------------	-----------------------------------	------------------	------------------	--------------------	--	---------------------------------------	--

		e achieveme nt for the year.		above mentione d committe es will also audit whether the reported targets do meet the SMART Criteria in terms of the legislated prescripts								
--	--	---------------------------------------	--	---	--	--	--	--	--	--	--	--



<p>Predetermined objectives</p>	<p>ISS.38-COAF 11 APOPO – Comparison between 2017/18 and 2016/17 indicators not made at an indicator level. During the audit of predetermined objectives, it was noted that the annual performance report was not prepared in accordance with the requirements of MSA Section 46 1(b) as indicated above. The indicators disclosed in the annual performance</p>	<p>In terms of section 46 of the Municipal System Act: Annual performance reports: A municipality must prepare for each financial year a performance report reflecting - (a) the performance of the municipality and of each external service provider during that financial</p>	<p>This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the auditor general</p>	<p>Develop a template that will ensure that prior year comparative information is included in the Annual Performance Report. The municipality should ensure that not do they compare overall performance but compare</p>	<p>Municipal Managers Office</p>	<p>Chief Operations Officer</p>	<p>Mr Mhloli</p>	<p>28-Feb-19</p>	<p>In progress</p>		<p>Annual Performance Report</p>	
---------------------------------	--	--	--	--	----------------------------------	---------------------------------	------------------	------------------	--------------------	--	----------------------------------	--

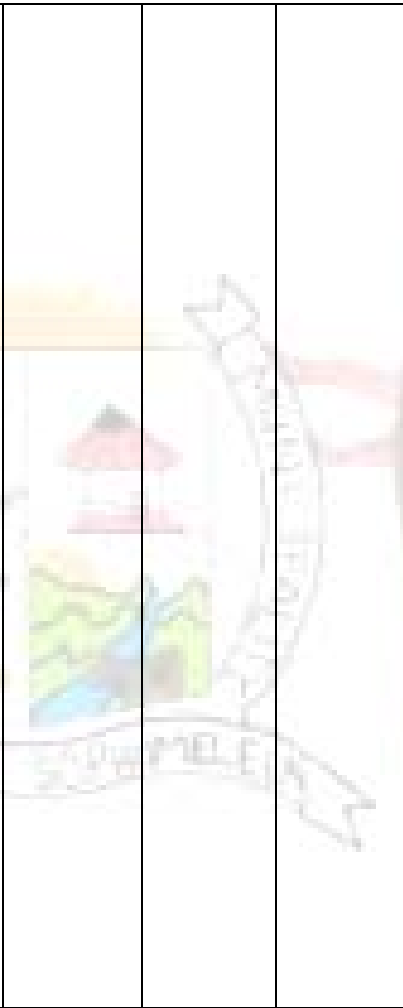
	<p>report for the 2017/18 financial year were not compared to the 2016/17 indicators at an indicator level, but at a programme level which is in contradiction with the requirements of MSA section 46 1(b). This is due to the annual performance report not being properly reviewed by management to ensure that it complies with all the relevant laws and regulations. The APR is not</p>	<p>year; (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year and; (c) measures taken to improve performance.</p>		<p>objectives.</p>								
--	---	---	---	--------------------	--	--	--	--	--	--	--	--

	accurately presented and disclosure are not complete.										
Procurement and contract management	ISS.18-CoAF 14 - SCM: Value of award above the required amount per CIDB requirements. The below suppliers were awarded contracts with a value that is above their maximum contract values allowed for their grade per CIDB regulations.	Management will ensure that prior to awarding any contract the various SCM committees confirm that the winning supplier meet all the requirements of the	This is due to lack of formal training provided to SCM officials as well as the all bid committee members. Also lack of continuous monitoring of implementation of	SCM Manager will ensure that the projects that were confirmed as Irregular Expenditure by the Auditors are included in the	All Departments	SCM unit	Ms Mditshwa				Reports on the progress of the s32 MFMA process

	<p>1 MIG/EC/R/13810 /16/17 Construction of Nqgakaqheni Bridge Msalela Transport CC R18 791 399 7 6CE PE 2 MIG/EC/CS/13/8 09/16/18 Rehabilitation of Mvumelwano Sportsfield IPM Plant Hire R21 905 329 7 6CE PE</p>	<p>applicable laws and regulations.</p>	<p>supply chain managem ent policies and procedures.</p>	<p>irregular expendit ure to be updated by the SCM Manager and reviewed by the HOD. S32 of the MFMA needs to be followed according ly. SCM Manager will also ensure that the Bid Committe es are trained.</p>								
--	--	---	--	---	--	--	--	--	--	--	--	--

<p>Procurement and contract management</p>	<p>ISS.22-CoAF 13 - SCM: Points awarded for criteria that is different from the one stipulated in the original invite. The functionality criteria per the request for quotations/bidding documents was not specific and objective. Additionally, the request for quotations/bidding documents did not indicate the evaluation criteria for measuring function that was used to score bidders.</p>	<p>Management need to ensure that there is continuous training of SCM officials and bid committees to ensure comply with the regulations. The AFS and irregular register will be adjusted with the above irregular amount.</p>	<p>This is due to lack of formal training provided to SCM officials as well as the all bid committee members. Also lack of continuous monitoring of implementation of supply chain management policies and procedures.</p>	<p>SCM Manager will ensure that the projects that were confirmed as Irregular Expenditure by the Auditors are included in the irregular expenditure to be updated by the SCM Manager and reviewed by the HOD. S32</p>	<p>All Departments</p>	<p>SCM unit</p>	<p>Ms Mditshwa</p>	<p>In progress</p>		<p>Reports on the progress of the s32 MFMA process</p>	
--	---	--	--	---	------------------------	-----------------	--------------------	--------------------	--	--	--

				of the MFMA needs to be followed accordingly. SCM Manager will also ensure that the Bid Committees are trained.							
Procurement and contract management	ISS.59-CoAf 14 - SCM: Local content requirements not adhered to. For the below contract, the local content procurement requirements were not adhered to by the municipality	Management will ensure that when making awards for acquisition of designated products the local production	This is due to lack of formal training provided to SCM officials as well as the all bid committee members. Also lack of continuous	SCM Manager will ensure that the projects that were confirmed as Irregular Expenditure by the	Budget and Treasury Office	SCM unit	Ms Mditshwa				Reports on the progress of the s32 MFMA process

	<p>as the bid specification did not specify the minimum threshold local production and content; and the winning provider did not furnish the municipality with the declaration on local production and content. Supply and delivery of Office Furniture for old Qumbu Town Hall (HR-01-SC-BCLT-2017/2018) R623 191</p>	<p>and content requirements are specified and in the bid specification and are applied in when evaluating the awards. Management will adjust the irregular expenditure disclosed in the AFS to include the above amount.</p>	<p>monitoring of implementation of supply chain management policies and procedures.</p>	<p>Auditors are included in the irregular expenditure to be updated by the SCM Manager and reviewed by the HOD. S32 of the MFMA needs to be followed accordingly. SCM Manager will also ensure that the Bid Committee</p>								
--	--	--	---	---	--	--	--	--	--	--	--	--

				es are trained.							
Procurement and contract management	ISS.62-CoAF 13-Contract Management: Contract performance measures not adequately implemented and monitored	Management will ensure that proper contract management is implemented to ensure following: · Contract performance measures for all contract are defined and implemented ·	This is due to lack of formal training provided to SCM officials as well as the all bid committee members. Also lack of continuous monitoring of implementation of supply chain management policies	Budget & Treasury Office to email contracts SCM Manager template on a monthly basis for HoDs to complete and monitor. Discuss projects monthly at SCM Manager meetings.	All Departments	SCM unit	Ms Mditshwa				Contracts Monitoring Reports

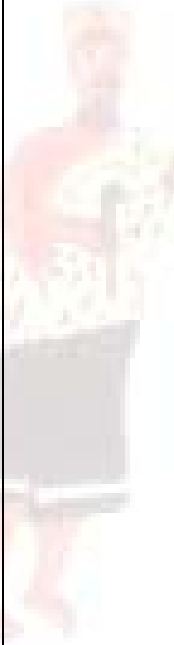
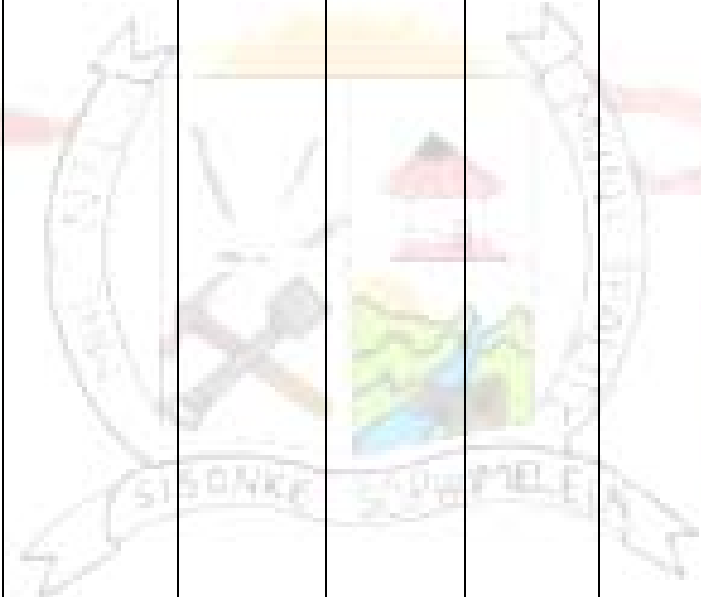

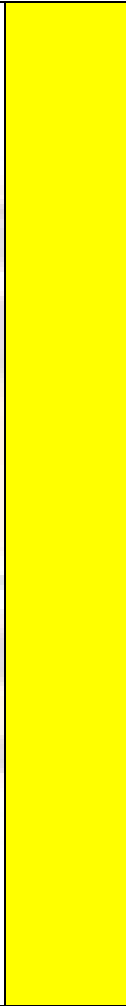


		Performance of suppliers is regularly monitored · Indicators of non-performance are addressed and corrected in a timely manner.	and procedures.	Ensure that progress reports are tabled quarterly to council, and monthly on standing committee meetings.							
Procurement and contract management	ISS.55-COAF 13 SCM: Bidder with highest score not awarded bid and reason not justifiable	Management will monitor that all SCM policies are complied with and all expenditure relating to	This was due to incomplete recording and documentation of bid committee reasons as well as lack of formal	SCM Manager will ensure that the projects that were confirmed as Irregular Expendit	Budget and Treasury Office	SCM unit	Ms Mditshwa				Reports on the progress of the s32 MFMA process



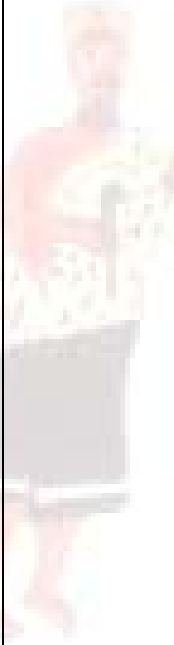

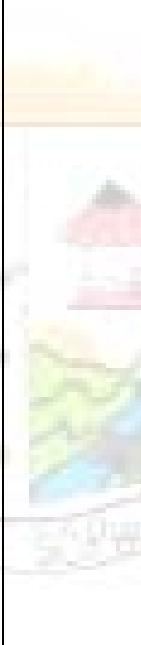
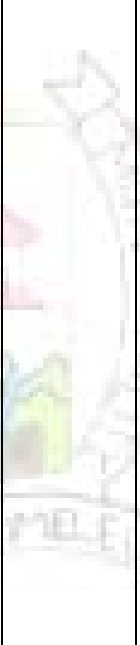

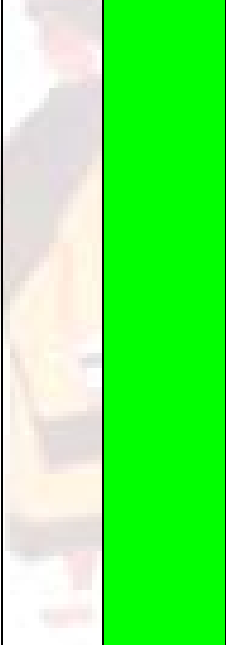

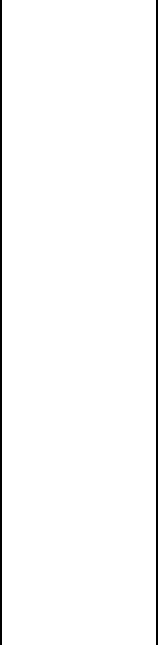



	<p>Statement of financial position and statement of financial performance.                  2.The restated accumulated surplus as at 30 June 2016 per prior period error note does not agree to the restated balance per statement of net changes in assets. 3.                  Comparative information for disclosures that were included in prior year annual financial statements have been omitted from the financial statements: 3.                  Operating</p>	<p>statements to correct the misstatements identified.</p>									
--	--	--	--	--	--	--	--	--	--	--	--

<p>deficit/surplus for the year is duplicated in the statement of financial performance and reflected as R9 985 163 and R10 606 715.</p> <p>4. Heading for accounting policy note no.1.5 relating to property plant and equipment on page 14 and 15 of the AFS is incorrectly recorded as Investment property.</p> <p>5. The narration in note number 18 to the financial statements, property rates, refers to the</p>										
---	--	---	--	--	--	--	--	--	--	--

	<p>general valuation roll coming into effect on 01 July 2019 which is after year end. The above misstatements are as a result of lack of timely and proper review of financial statements.</p>											
<p>Cash and cash equivalents</p>	<p>ISS.44-Coaf 9 Cash and cash equivalents – bank balance per bank confirmation does not agree to balance per</p>	<p>Management should ensure that a confirmation of the bank balance is</p>	<p>This was due to disparities between the amounts confirmed by the legal</p>	<p>No action required. Matter was resolved with AG</p>	<p>Budget and Treasury Office</p>	<p>Chief Financial Officer</p>	<p>Ms Boti</p>	<p>31-Dec-18</p>			<p>None</p>	
									<p>Completed</p>			

	AFS. While auditing cash and bank it was noted that the balance for the following bank account disclosed in notes to the annual financial statements does not agree to the balance per bank confirmation received.	obtained from the bank and the financial statement are adjusted to agree with the bank confirmation balance.	representative.								
Cash flow statements	ISS.67-Coaf 17: Cash-flow statement: inaccuracies identified in the cash flow statement. While auditing the statement of cash flows the following was noted: 1. Differences	Management should ensure that financial statements are reviewed appropriately before they are submitted for audit.	This was due to the workings to the cashflow not being understood by the Auditor but subsequently after engagement	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Mr Lwana	31-Dec-18	Completed		None


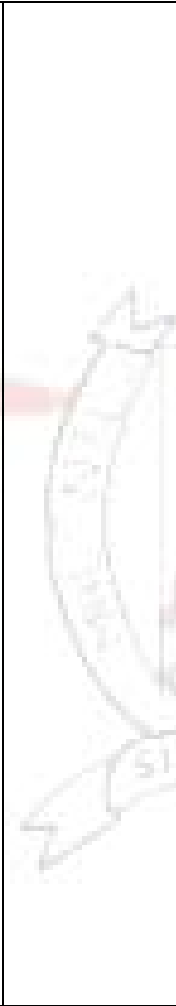
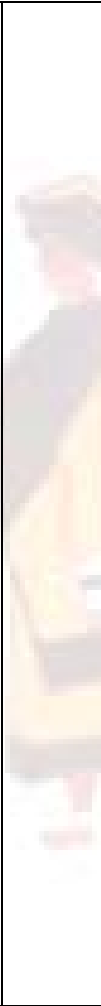
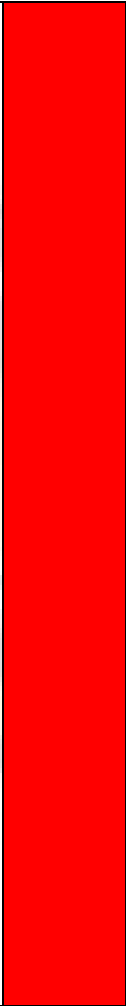
	<p>were identified between the cash flow statement presented in the AFS and the cash flow calculations performed by the auditor. Refer to attached annexure for detailed calculation and differences identified.</p> <p>2. Cash flow from investing activities was not split between cash payments to acquire property, plant and equipment and cash receipts from sales of property, plant and equipment,</p>		<p>t it was resolved</p>								
--	--	--	--------------------------	---	--	--	--	--	--	--	--



	<p>intangibles and other long-term assets have been presented as one item Purchase of property, plant and equipment.</p> <p>3. Changes in prior year cash flow comparatives figures as a result of prior period error were not made in prior period error note.</p>											
Commitments	<p>ISS.16-CoAF 15: Commitments: Accounting policy for commitments is not consistent to prior year and is incomplete. During commitments testing it was</p>	<p>Management should ensure adequate review of AFS prior to submission for audit. Management should further</p>	<p>This was caused by the differences between reporting template (b-schedule) and the financial</p>	<p>No action. Matter was resolved with AG</p>	<p>Budget and Treasury Office</p>	<p>Chief Financial Officer</p>	<p>Ms Boti</p>	<p>31-Dec-18</p>	<p>Completed</p>		<p>None</p>	

	<p>noted that the accounting policy relating to Commitments was not adequately described in the notes to the financial statements. The only description which is included in the notes is as follows:          "Contracts should relate to something other than the routine, steady, state business of the entity therefore salary commitments relating to employment contracts or social security</p>	<p>adjust the financial statement to address the finding above.</p>	<p>statements and the alignment could not be completely performed as there was some limited time before AFS submission.</p>									
--	--	---	---	--	--	--	--	--	--	--	--	--

	benefits are excluded.”											
Employee costs	ISS.5-CoAF 2 Planning: Performance appraisal not done for all employees (Iss. 5). Performance of employees of the municipality, other than senior managers, is not regularly monitored and evaluated based on predetermined criteria and signed performance agreements in	Management should ensure that the performance management system is fully implemented and performance of all employees is evaluated regularly.	Management has not fully implemented the adopted PMS for s56 managers alone and thus has made it difficult to implement for the rest of the employees.	Director HR should ensure that the PMS Plan is implemented as the policy covers all the municipal employees. All municipal employees are to be evaluated	Corporate Services	Human Resources section	Mr Zwane					Reports on implementation of PMS

	<p>order to identify areas of improvement and areas where employees are performing well. Management has not implemented a performance management system for employees other than senior managers. Poor performance by employees may not be identified and addressed in a timely manner. Uncorrected poor performance by employees may adversely impact the performance of the</p>			<p>and reported to the accounting officer bi-annually.</p>								
--	---	--	--	--	--	--	--	--	--	--	--	--

	municipality and achievement of the objectives of the municipality.										
Employee costs	ISS.29-CoAF 13 - Employee costs - Allowances paid based on incorrect rates. When auditing allowances, the following differences were noted: a) For no.1 below: overtime hourly rate was erroneously based on the shift allowance	Management should ensure that employee cost schedules are calculated based on the correct rates per the signed contracts and also that the updated	This is due to lack of review of monthly salaries paid. Also lack of reviewing of tax tables/ parameters programmed at the of the year of assessment.	No action. Matter was resolved with AG	Corporate Services	Payroll	Mr Nkonzo mbi	31-Dec-18	Completed		None

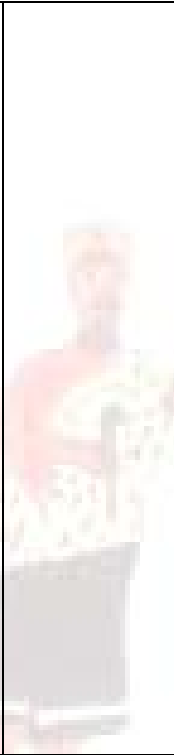
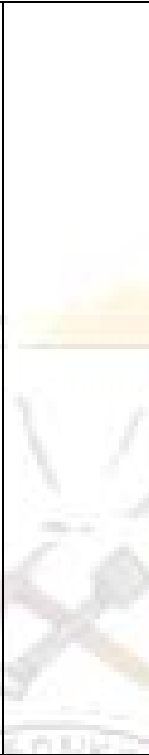

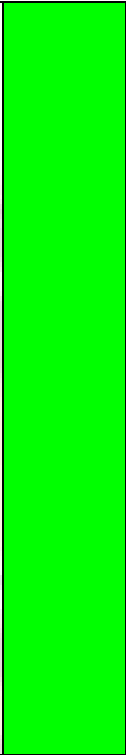
	<p>instead of hourly salary rate.                  b) For no.2 below: the cell-phone allowance was based on the latest salary structure, however there was no subsequent signed salary structure provided to collaborate this cell-phone allowance.</p>	<p>signed salary structures are included in the employee file.</p>									
Employee costs	<p>ISS.64-CoAF 15: Employee related - Disagreements between recalculated amount for basic salaries, PAYE and skills development levy and the</p>	<p>Management should ensure the following:                  1. Basic salaries and allowances paid to employees are in accordance</p>	<p>This is due to lack of review of monthly salaries paid. Also lack of reviewing of tax tables/ parameters</p>	<p>No action required. Matter was resolved with AG</p>	<p>Corporate Services</p>	<p>Payroll</p>	<p>Mr Zwane</p>				

	<p>amount recorded in AFS. During the audit of employee costs, the following misstatements were noted:</p> <ol style="list-style-type: none"> <li>1. Basic salary paid does not agree to the recalculated basic salary.</li> <li>2. PAYE as you earn deducted from the employees below does not agree to recalculated amount using PAYE standard formula.</li> <li>3. Skills development levy deducted from the following</li> </ol>	<p>with the employee contracts.</p> <ol style="list-style-type: none"> <li>2. Management should ensure that the payroll system is updated to ensure that PAYE is calculated based on correct PAYE standard formula.</li> </ol>	<p>programmed at the of the year of assessment.</p>								
--	--	--	---	--	--	--	--	--	--	--	--



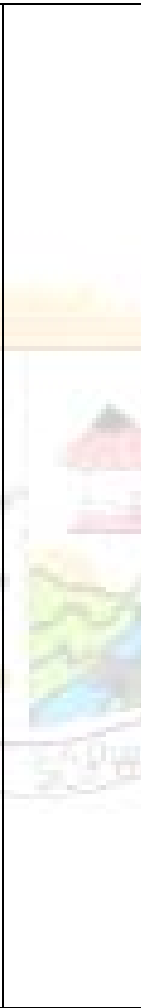
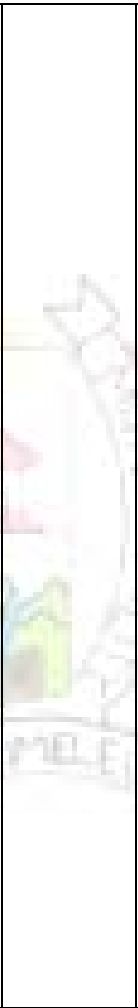

	employees is incorrectly calculated. Employee related costs disclosed in the financial statements are understated by R1 149 678.										
Employee costs	ISS.65-CoAF 14 - Employee benefits - Recalculated amount for leave pay provision does not agree to the recorded amount. During audit of employee benefits it was identified that the recalculated amount for leave pay provision does not agree to the recorded	Management should update the disclosure note 8 on the Annual Financial Statements and should ensure all the calculations are correct.	This is due lack of review of leave reports before submission to the AG	No action required. Matter was resolved with AG	Corporate Services	Personnel	Mr Zwane			None	
								Not started			



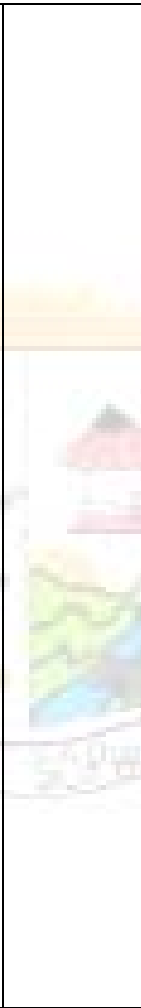
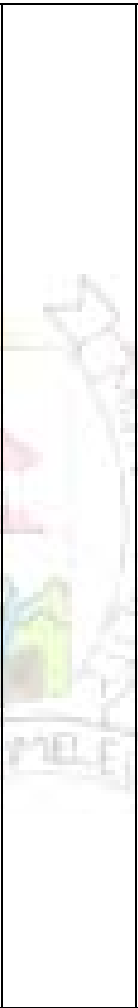


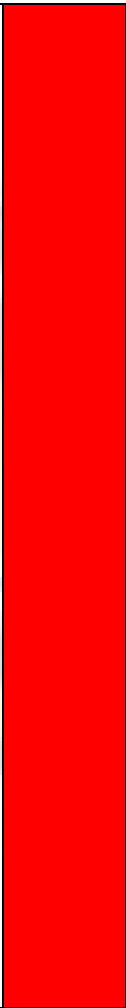



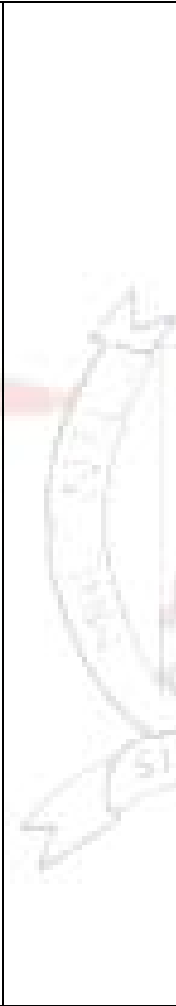
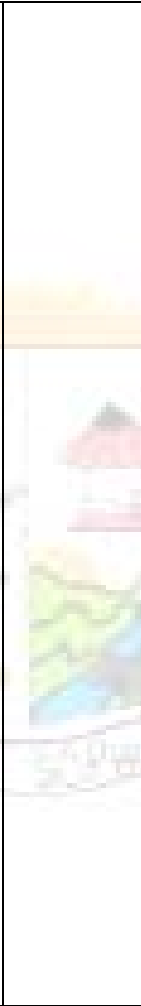
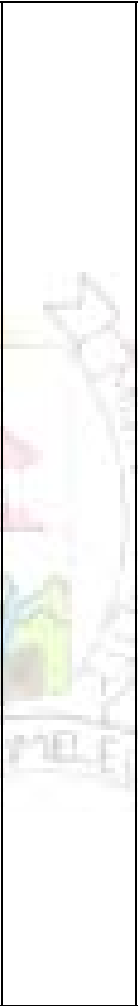

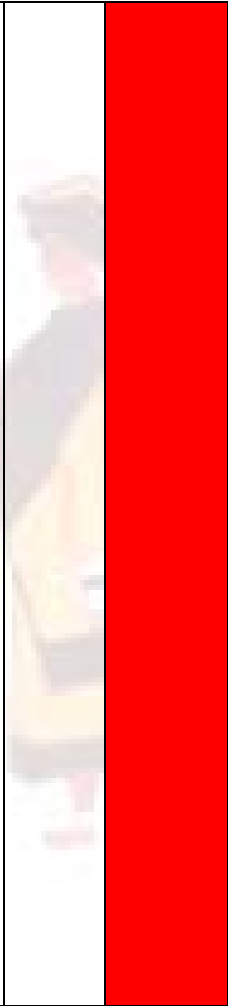
	amount as the number of forfeited days used in the calculation were incorrect.										
Immovable assets	ISS.49-CoAF 14 - Property, plant and equipment - WIP not properly disclosed on the AFS. During the performance of our work on property, plant and equipment we noted the following: 1. Work-in progress expenditure was not disclosed as a separate class of assets and not aggregate per class of asset on the note of property, plant	Management should ensure that timely review of the financial statement. Management should adjust the financial statement to include the above GRAP disclosure requirements.	The projects taking longer periods to complete were omitted from disclosure as this was the first year where they projects could not be completed. The difference were caused by	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Mr Lwana	31-Dec-18	Completed		None

	<p>and equipment. 2. In respect of the work in-progress, the following was not disclosed in the AFS: i. reasons for the projects taking longer periods of time to complete than expected ii. reasons for halting the construction of the asset 3. There was also no evidence that the assets below were assessed for impairment</p>		<p>lack of review and limited time remaining before submission.</p>									
--	---	--	---	---	--	--	--	--	--	--	--	--

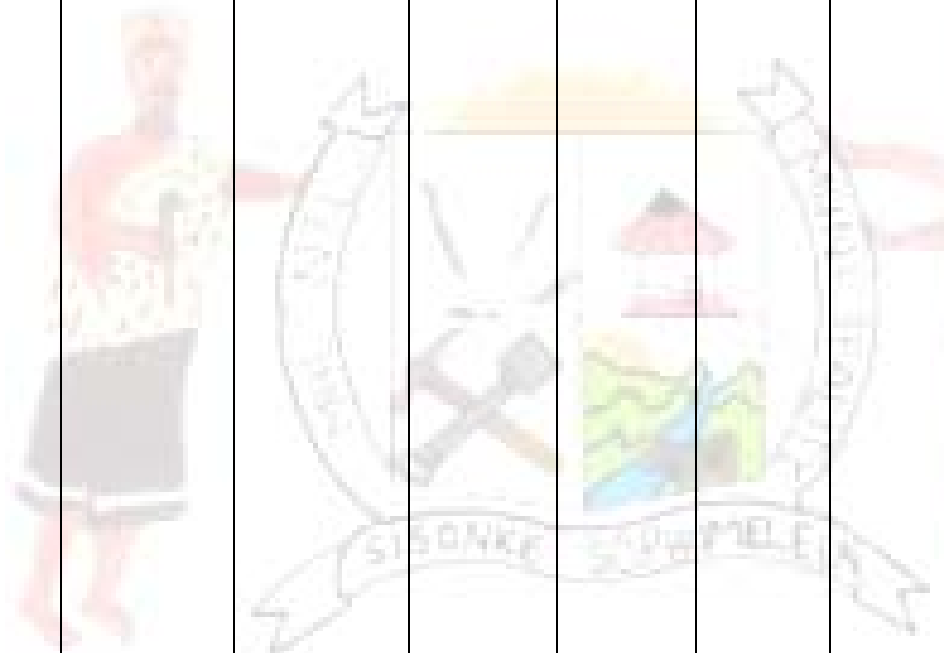
<p>Information technology</p>	<p>ISS.75-CoAF 15: IT weaknesses identified. The following weaknesses were identified on the municipality's ICT environment:                      1. There is no approved IT Strategic plan.                      2. The ICT steering committee in place is not effective as it did not have meetings from the start of the financial year to date.                      3. There is no patch management system in place.                      4. There are no processes in</p>	<p>Management should ensure that the municipality has a properly functioning IT unit with formally documented controls, policies and processes in place. Patch management procedures and processes should be developed, approved and implemented.</p>	<p>This is due to non-functioning of the ICT steering committee and also the IT Unit being inadequately staffed</p>	<p>1. Director HR needs to ensure that the IT Strategic Plan is developed and submitted to the ICT Steering Committee for review.                      2. The ICT committee needs to convene at least quarterly meeting as per the Terms of reference</p>	<p>Corporate Services</p>	<p>IT section</p>	<p>Mr Gqwetha</p>	<p>Not started</p>		<p>ICT Steering Committee minutes, Approved Strategic Plan, Approved Backup Plan and ICT Quarterly Reports.</p>	
-------------------------------	---	---	---	---	---------------------------	-------------------	-------------------	--------------------	--	---	--

	<p>place to ensure that users' access and privileges on all financial systems are periodically reviewed to confirm that such privileges are still commensurate to their duties.                      5. There are no processes in place for the independent review of activities of the person granting users access to the network, application systems and performance reporting systems.                      6. There is no approved backup</p>			<p>3.                      No Action Required as the municipality doesn't perform patches and these are performed through assistance of financial management system providers and the IT Administrator receives reports and shall be submitted</p>							
--	---	--	--	--	--	--	--	--	--	--	--

	<p>and retention strategy.                  7. The IT unit is not adequately staffed as it only has two staff members, the IT administrator and one IT technician.                  8. The Information security and corporate governance ICT responsibilities are not formally delegated: &gt; Information security and &gt; Corporate Governance of ICT                  9. The IT security policy was approved, but not dated.                  The above</p>			<p>d to auditors as proof of patch management taking place.                  4-5The IT Administrator to send quarterly reports on review of users access to be submitted to Corporate Services HOD for approval.                  6. IT Administrator to ensure</p>								
--	---	--	--	---	--	--	--	--	--	--	--	--

	<p>findings are as a result if IT unit not being adequately staffed and lack of implementation of monitoring controls over the IT department. This may result in material misstatement in financial statements and other reports due to IT systems deficiencies</p>			<p>that the backup and retention strategy is submitted to the ICT Steering Committee for approval. 7. Corporate Services Director to review the organogram and ensure that the department is adequately staffed. 8. ICT</p>							
--	---	--	--	---	--	--	--	--	--	--	--




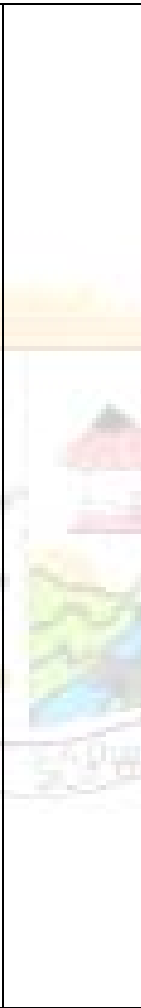
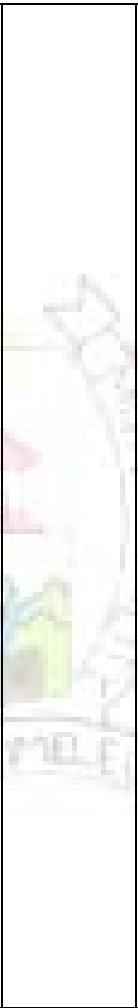


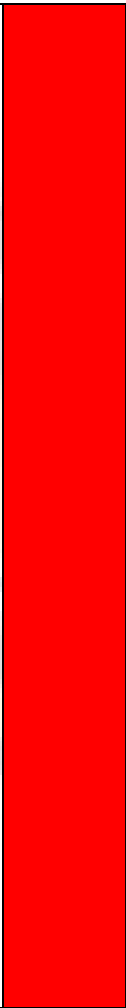
				<p>Steering Committee to ensure that the Information security and corporate governance ICT responsibilities are formally delegated 9. Management to ensure that the approved documents are signed and dated as to</p>									
--	--	--	--	---	--	--	--	--	--	--	--	--	--

			confirm the occurrence of such activity.								
--	--	---	--	--	--	--	--	--	--	--	--

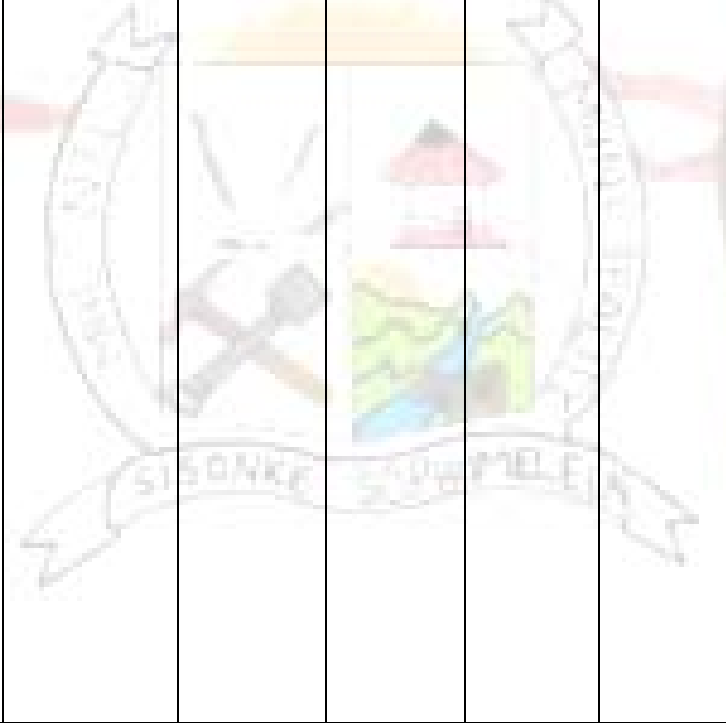


<p>Internal audit</p>	<p>ISS.1-CoAF 2 Internals audit: Planning: No Quality reviews performed on internal audit (Iss.1). During planning phase of the audit it was noted that no external review of the internal audit function of the municipality was conducted. There are no controls implemented to ensure that effectiveness of the internal audit function is periodically reviewed. The internal audit unit might not be</p>	<p>Audit committee should ensure that internal audit function is periodically assessed by an independent external reviewer as required by IIA.</p>	<p>The external reviews of internal audit unit were mistakenly omitted from internal audit plan</p>	<p>Chief Audit Executive to ensure that the quality reviews aof internal audit is performed by the relevant committee e.g.Council Audit Committee and also the Accounting Officer must ensure that the external reviews are</p>	<p>Municipal Managers Office</p>	<p>Internal audit</p>	<p>Mr Sotshon gaye</p>	<p>Not started</p>		<p>Quality Reviews Report</p>	
-----------------------	---	--	---	---	----------------------------------	-----------------------	------------------------	--------------------	--	-------------------------------	--

	effectively and efficiently executing its duties in accordance with the IIA Standards and the approved internal audit methodology.			conducted.								
Internal audit	ISS.2-CoAF 2 - Internal audit: Internal Audit not adequately and appropriately staffed. During the process of obtaining understanding of municipality, the following has been identified: The internal audit unit of the municipality is not adequately	Management should ensure that the municipality has an adequately staffed internal audit unit in order to ensure that the unit is able to execute its duties satisfactorily.	The internal audit unit posts were not budgeted for in 2017-18 budget.	Municipal manager will ensure that the one vacant post is funded and filled as to ensure the internal audit unit is adequately staffed	Municipal Manager's Office	Internal audit	Mr Sotshongaye					Appointment letter



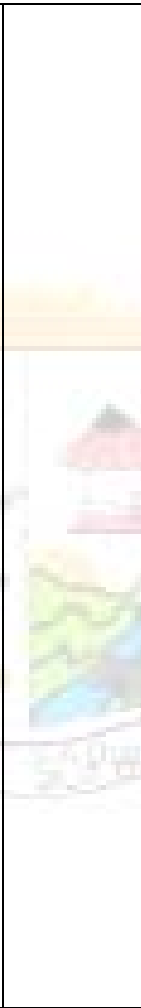
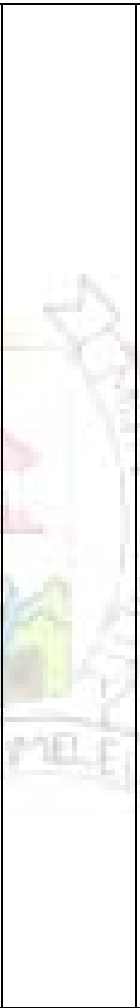

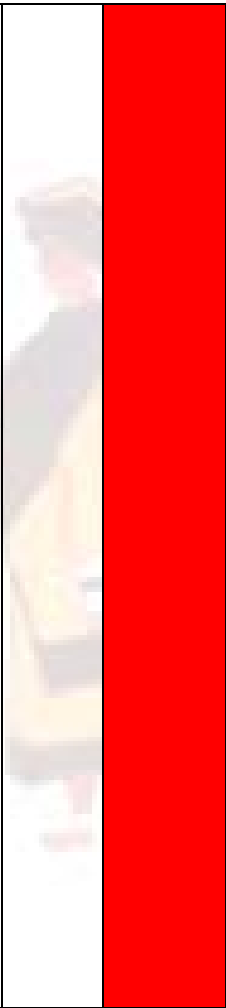
	<p>and appropriately staffed as it is only capacitated with the Chief Audit Executive, one intern and one student and two other students sourced in from OR Tambo District Municipality. Two posts of internal auditors that were vacant from the beginning of prior year are still vacant while Management has not prioritised the filling of internal audit unit positions as the vacant posts are unfunded.</p>											
--	--	--	--	---	--	--	--	--	--	--	--	--

	Internal Audit function does not have sufficient capacity to be able to fulfil all its duties and responsibilities.										
Planning	ISS.6 Planning: No evidence of communication of fraud risk and ethical behaviour (Iss.6). No evidence could be obtained to substantiate that management has implemented the following processes as documented in the fraud	Management should ensure that fraud risk assessment process as well as management's views on business practices and ethical behaviour is communicated to	Lack of implementation of the fraud prevention plan.	Director HR should ensure that there is a workshop conducted on fraud and corruption as well as the business practices and	Municipal Manager's Office	Internal audit	Mr Sotshongaye	Not started		Workshop Report and attendance register	

	<p>representation letters submitted:</p> <p>1. Management regularly communicates its processes for identifying and responding to the risks of fraud with those charged with governance through management meeting.</p> <p>2. Management regularly communicates with employees regarding management's views on business practices and ethical behavior are made through</p>	<p>those charged with governance and employees of the municipality on a regular and timely basis.</p>		<p>ethical behaviours. Also the Fraud and risk plan should be reviewed</p>								
--	--	---	---	--	--	--	--	--	--	--	--	--

<p>department meeting. Management does not regularly review implemented controls to ensure that they achieve the desired objectives. Fraud risks and unethical conduct may not be prevented, detected and corrected.</p>											
--	--	--	--	--	--	--	--	--	--	--	--

<p>Information technology</p>	<p>ISS.4-CoAF 02 Planning: Documents not approved . During the planning of the audit we identified the findings listed below relating information technology:                      i. The municipality does not have an approved IT governance framework.                      ii. There is no approved disaster recovery plan and no approved backup and retention strategy                      iii. Backups are not performed on a regular/</p>	<p>Management should have an effective system in place to ensure that monitoring documents are in place and are tendered for review and are complied with. This process should also be consistent and clearly documented in all the municipal departments.</p>	<p>This is due to non-functioning of the ICT steering committee.</p>	<p>1. Director HR will ensure that the IT Strategic Plan is developed and submitted to the ICT Steering Committee for review and approval.                      2-3 IT Administrator to ensure that the backup and retention strategy</p>	<p>Corporate Services</p>	<p>IT section</p>	<p>Mr Gqwetha</p>	<p>Not started</p>		<p>ICT Steering Committee minutes, Approved Strategic Plan, Approved Backup Plan and ICT Quarterly Reports.</p>	
-------------------------------	--	--	--	---	---------------------------	-------------------	-------------------	--------------------	--	---	--

	<p>frequent basis. iv. IT security policy is not approved This is as a result of lack of proper management oversight over design and implement formal controls over information technology systems to ensure the reliability of the systems and the availability, accuracy and protection of information Information technology risks might not be identified and addressed and these risk might have a negative</p>			<p>is submitted to the ICT Steering Committee for approval. 4. ICT Steering Committee to ensure that the Information security and corporate governance ICT responsibilities are formally delegated . Management to</p>							
--	--	--	--	--	--	--	--	--	--	--	--




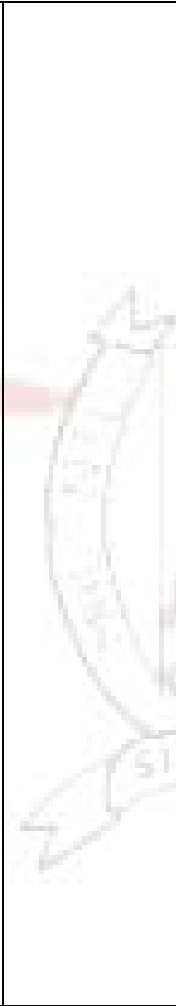
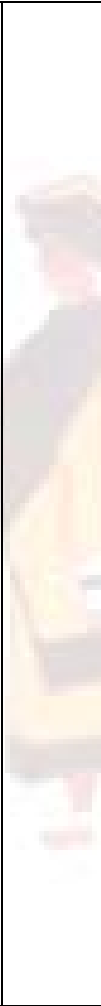
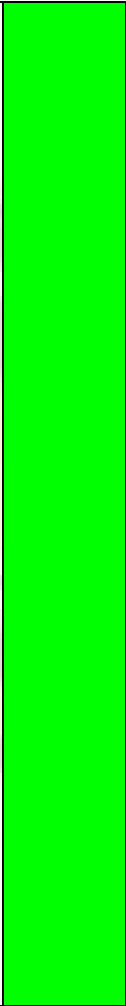
	impact on business continuity as well as municipality's ability to achieve its objectives.			ensure that the approved documents are signed and dated as to confirm the occurrence of such activity.							
Operating expenditure	ISS.26-Coaf 5: Repairs and maintenance: Break down of repairs and maintenance in note 25 does not agree to the amount in the statement of financial performance. During the audit of expenditure,	Management should ensure that the annual financial statements are appropriately reviewed prior to submission for audit.	This was due to non-compliance to the AFS work plan deadlines and also some last minute changes to the financial statements. Limited	Update of caseware working papers, update of accounting policies at beginning of financial year.	Budget and Treasury Office	Expenditure section	Ms Boti	31-Dec-18	Completed		Accounting Policies

	the following were identified: 1. The amount of repairs and maintenance per note 25 in the AFS does not agree to the amount as per trial balance.		review period before submission of AFS.								
Payables	ISS.23-CoAF 9: Unspent Conditional Grants: Disagreement identified. During the audit of conditional grants, the following has been noted: 1. The amount of revenue from conditional grants recognised per note 19 does not agree to the	Management should ensure adequate review of AFS for accuracy and completeness prior to submission for audit. Management should further adjust the annual financial	This was due to non-compliance to the AFS work plan deadlines and also some last minute changes to the financial statements. Limited review period before	Update of casework papers, update of accounting policies at beginning of financial year.	Budget and Treasury Office	Budget Office	Ms Malindi	31-Dec-18	Completed		Accounting Policies

	explanatory details/ reconciliation contained in the note.	statements to correct the misstateme nt identified above	submission of AFS.								
Payables	ISS.25-Coaf 9: Payables – Retentions calculated using the rates that are different from those recorded in the contract with suppliers. During the audit of payables, it was noted that the amount of retentions is calculated using rates that do agree to those specified in the contract with the suppliers.	Managem ent should ensure that retentions balance at year end is calculated based on the agreed percentage per the signed contract agreement.	This was caused by a separate engangeme nt that was entered between the municipal representat ive (Consultant and the contractor to deduct or withhold an additional percentage on each	Review the signed contracts and amend the retention s register according ly	Infrastru cture	PMU	Mr Mase	30- Jun- 19	In progres s		Project Contracts

	The following disagreements were noted between the amount recorded by management and the liability recalculated based on the rates per contract:		certificate submitted for payment purposes.								
Payables	ISS.40-CoAF 15 Provision: Amount of legal fee provision does not agree to the amount per legal confirmation. During the audit of provision, the auditor noted that the following provision for legal fees was provided for at	Management should improve communication with the its legal representative and ensure that the legal representatives continuously inform management of any	This was due to disparities between the amounts confirmed by the legal representative.	The Municipal Manager had to inform the legal representative of the discrepancies as this has caused some audit findings.	Municipal Manager's Office	Chief Financial Officer	Ms Boti	31-Jul-19	Completed		None

	an understated amount: TDH Tsolo Junction PTY LTD // Mhlontlo LocalMunicipality - Case Number 463/2011	changes in their estimate.										
Payables	ISS.48-Coaf 9 Payables - Overstatement of income received in advance & incorrect classification of debtors' balance. 1. During testing of payables it was noted that the following debtors were included in the schedule of payments received in advance, however per	Management should ensure that Payables are reconciled and reviewed appropriately.	This was due that the system was not programmed to automatically allocate an amount received on to different balance types as certain debtors had different balance types	No action required. Matter was resolved with AG. Also the system has been set up to use a different code to be able to allocate the amount received against the	Budget and Treasury Office	Revenue	Ms Dyomfana	31-Dec-18			Completed	None

	<p>inspection of supporting documentation it was noted that these debtors have multiple municipal accounts however the payment received from the debtors were split and allocated to the other accounts resulting thus resulting in the accounts below reflecting overpayment. 2. The following debtors with balances owing at year-end were incorrectly included in the schedule of debtors with</p>			<p>balance types outstanding.</p>								
--	---	--	--	-----------------------------------	--	--	--	--	--	--	--	--

	overpayments, due to inaccurate calculations made by management in preparing the schedule.											
--	--	--	--	--	--	--	--	--	--	--	--	--



Payables	ISS.32-Coaf 03 Payables: Non-submission of requested information. Information requested through the requests for information (RFIs) listed below has not been submitted for audit: 35 Expert report/valuation report stating objectives, scope, limitations, methodology used and conclusion for the expert used for valuation of investment property. 17/09/2018 In	Management should ensure that information requested for audit is submitted within the agreed upon timelines. Additionally, management should ensure that proper record management is implemented to ensure information is readily available when required.	This is due to the turn around time on submission of information to the Audit controller. Also the municipal departments have not appointed sub departmental audit controllers as to assist with the audit.	Management will ensure that there are sub-departmental Audit Controllers that will assist the delegated municipal audit controller with the submission of the requested information by the auditors. The Sub-Audit Controllers will	Budget and Treasury Office	Expenditure section	All	In progress		Management minutes on progress	
----------	--	--	---	---	----------------------------	---------------------	-----	-------------	--	--------------------------------	--



	<p>relation to work performed on the components listed below, written representation from the expert about any interests or relationships with the municipality of which the expert is aware of that may affect its objectivity were not submitted</p> <ul style="list-style-type: none"> <li>· Employee benefits</li> <li>· Investment property</li> <li>· Valuation of property, plant and equipment</li> </ul> <p>41 Commitments</p> <ul style="list-style-type: none"> <li>· Contracts for security services for Qumbu sites</li> </ul>			<p>also be invited to attend the Audit Steering Committee meetings as to be aware of the outstanding information.</p>								
--	---	--	--	---	--	--	--	--	--	--	--	--

	<p>and supply and delivery of vaccines 24/09/2018 45 Payables · Invoices and or payment certificates or any other supporting information for retentions · Creditors statements and invoices for creditors 01/10/2018</p>											
--	--	--	--	--	--	--	--	--	--	--	--	--

<p>Predetermined objectives</p>	<p>ISS.3 Coaf 16 - AOPD: Number of roads per progress report not traceable to APR. During the audit of pre-determined objectives, the following inconsistency was identified between the fourth quarter progress report and the reported progress per the APR. The number of roads per the progress report could not be traced to the number of road reported per the actual performance in</p>	<p>Management should implement appropriate internal controls to ensure that actual performance information is recorded and reported appropriately.</p>	<p>This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding sufficient time to review the reports before submission to the auditor general</p>	<p>PMU manager will ensure that the Annual Performance Report has an Work Plan approved by the Accounting Officer and submitted for review by the Internal Audit Unit and also the Audit Committee. The</p>	<p>Infrastructure</p>	<p>PMU</p>	<p>Ms Petse</p>	<p>28-Feb-19</p>	<p>In progress</p>		<p>Annual Performance Report and Management Minutes on progress</p>	
---------------------------------	---	--	--	---	-----------------------	------------	-----------------	------------------	--------------------	--	---	--

	the approved APR. Tsolo Street Surfacing			above mentioned committees will also audit whether the reported targets do meet the SMART Criteria in terms of the legislated prescripts							
Predetermined objectives	ISS.31-COAF 11 - AOP: Local Economic Development – Indicators and targets are not well defined	Management should ensure that the service delivery and budget implementation plan is properly reviewed to	Management did not follow the SMART criteria as well as alignment of IDP and SDBIP.	LED manager will ensure that the Annual Performance Report has an	LED and Planning	Local economic development	Mr Zipete	28-Feb-19	In progress		Annual Performance Report and Management Minutes on progress



				do meet the SMART Criteria in terms of the legislated prescripts							
Predetermined objectives	ISS.14 CoAF 18 Value Add / AOPO: No indicator on spending and target on spending on local suppliers and SMMEs (Iss.14)	Management should ensure that they develop indicators and targets relating to spending on SMMEs and local suppliers Management should further develop processes and procedures	This was an oversight from the department as part of the target on supporting local farmers was part of SMMEs.	LED Manager will ensure that an indicator on spending and target on spending on local suppliers and SMMEs is included during the adjustment of	LED and Planning	Local economic development	Mr Zipete	28-Feb-19	In progress		Revised SDBIP

		to ensure that priorities of the national and provincial government are incorporated into the municipality's performance planning documents.		municipal budget and revision of SDBIP							
Predetermined objectives	ISS.36-CoAF 17: AoPO: Local economic development - Measures take to improve performance not disclosed or inadequate	Management should implement appropriate internal controls to ensure that actual performance information is properly	This is due to late submission of departmental Annual Performance Reports and also resulting the reports not finding	LED manager will ensure that the Annual Performance Report has an Work Plan	LED and Planning	Local economic development	Mr Zipete	28-Feb-19	In progress		Annual Performance Report and Management Minutes on progress





				SMART Criteria in terms of the legislated prescripts							
Procurement	ISS.37-CoAF 13: SCM: Awards made to suppliers in service of the state	Management will exercise increase oversight over implementation of SCM policies and procedure. Management will keep a register of suppliers that have been identified as being in-service of	This is due to the fact that the municipality doesn't have the same privileges as the AG office to this DATA/information of people in the service of the state and therefore we only rely on supplier	Request National Treasury for assistance	Budget and Treasury Office	SCM unit	Ms Mditshwa				None

		the state and use the register to ensure awards are not made to the same supplier.	declarations								
Procurement	ISS.50-CoAF 12 - SCM: Award made to a supplier that is not tax compliant	Management will verify that the tax status of the suppliers who submit quotations and tenders is verified prior to making award. Management will further ensure that awards are	This is due to the CSD practice that has always been performed for transactions below R30 000 by and thus verification of tax status when compiling documents for payment. Also there	Tax verification status to be done for all procurement thresholds.	Budget and Treasury Office	SCM unit	Ms Mditshwa				Irregular expenditure register
								In progress			

		not made to suppliers that a with a non-compliant tax status. Management will update the irregular expenditure register and AFS with the amount above.	was a confusion on the validity period of a CSD report.								
Procurement	ISS.53 COAF 12 SCM: Date per bid evaluation committee (BEC) report is different to the date on the evaluation score sheets (Iss.53)	Management will implement a strict control environment at the municipality and all employees will always write the	This was due to a typo on the report compiled to be submitted to the BAC Committee	Bid committees to confirm the accuracy of the reports prior to signing off.	All Departments	SCM unit	Ms Mditshwa	In progress		Contract Files	

		correct date when signing documents. Management will further ensure that reports and documents used in the SCM processes are prepared on a timely basis and reviewed for accuracy prior to being filed.									
Procurement	ISS.54 COAF 13 SCM: Declaration of interest form not submitted for auditing	Management will monitor that all SCM policies are	The auditors could not find the declaration in the	No action required. Matter was resolved with AG	Budget and Treasury Office	SCM unit	Ms Mditshwa	31-Dec-18	Completed		None

		complied with and all expenditure relating to this contract will be added to the irregular expenditure register	tender document as this was a different electrification project but it was shown to the auditors and they were fine with it.									
Procurement	ISS.68-CoAF 13: Contract Management: Retention paid to contractor before project is completed	Management will ensure that contract terms and conditions are adhered to. Management will further ensure that compliance with applicable laws and	The consultant released the partial retention before project ended and there was no supporting legislative prescript to release the amount.	PMU Manager to ensure that when payment are made out to the contractor the project managers with project account	Infrastructure	PMU	Ms Petse					

		regulations is monitored.		perform a reconciliation between the contracted amount as well as the payments made before submission to Finance Department for payment.							
Procurement	ISS.17-CoAF 14 - SCM: Quotations testing: Points calculation not done for all bidders	Management will ensure that the SCM policy is properly applied when making awards.	This is caused by non-compliance to the SCM policy by BEC committee members	Ensure that BEC and BAC reports clearly indicate all steps followed to point scoring	Budget and Treasury Office	SCM unit	Ms Mditshwa		In progress		

Procurement	ISS.13 CoAF 8 Contract Management: Contracts/Service Level Agreements not submitted for auditing	Management will strengthen record keeping controls to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	This is due to the turn around time on submission of information to the Audit controller. Also the municipal departments have not appointed sub departmental audit controllers as to assist with the audit.	No action required. Matter was resolved with AG	Budget and Treasury Office	SCM unit	Ms Mditshwa	31-Dec-18	Completed		None	
Procurement	ISS.56 CoAF 12 SCM: Council meeting minutes reporting deviations not submitted	Management will monitor that all deviations from the SCM	This was due to the auditors incorrect understanding of the municipal	No action required. Matter was resolved with AG	Budget and Treasury Office	SCM unit	Ms Mditshwa	31-Dec-18	Completed		None	

		processes are reported to council as requires by the SCM regulations.	reporting on deviations and it was subsequently resolved									
Procurement	ISS.57 SCM: Non-compliance in relation to procurement process for banking services	Management will ensure that prior to making awards all SCM processes have been complied with. Management will further implement regular monitoring controls over SCM processes	The finding was caused by not having the previous banking contract documentation to be submitted and this was reported to AG.	No action required. Matter was resolved with AG	Budget and Treasury Office	SCM unit	Ms Mditshwa					None



		and procedure.									
Receivables	ISS.66-CoAF 18: Indigent debtors – Indigent debtors included in the municipality’s indigent register have companies that traded with the state	Management should ensure that prospective indigent debtors meet all the requirements for indigent debtors as per policy before they are approved.	The municipal indigent register is not integrated to the financial management system. Also the CSD does not assist in identifying such information of indigency.	Request for a system to manage indigent data that is connected to procurement and receivables	Budget and Treasury Office	Free Basic Services	Ms Dolo		Not started		
Statement of budget comparison	ISS.63-CoAF 15: Budget vs Actual: Reasons for variances are not reasonable	The AFS should be adjusted with appropriate	This was due to limited time before submission	No action required. Matter was	Budget and Treasury Office	Budget Office	Ms Malindi		In progress		None

		reasons for variances between budgeted and actual amounts	of AFS and last minute changes that needed to be effected. This has caused lack of reviewing.	resolved with AG							
Statement of changes in net assets	ISS.74-CoAF 10: Statement of Changes in Net Assets: the statement is not accurate	Management should ensure that annual financial statements are properly reviewed to be in accordance with the requirements of applicable guidance	This was due to limited time before submission of AFS and last minute changes that needed to be effected. This has caused lack of reviewing.	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Mr Lwana	In progress		None	

		and legislation.										
Use of consultants	ISS.78 CoAF 18: Use of consultants: Specifications to monitor contract performance and delivery not recorded in the contract and no proper monitoring	Management should ensure that the contract specifies actual work to be performed which will be used as a monitoring tool and states the monitoring process to be followed and how skills will be transferred.	The tender specification did not include the work plan developed by COGTA as this was treated as a separate monitoring tool to be reviewed by the provincial department.	Management to include monitoring of contract performance during specification of projects and also the Bid Committee members to attend training on contract management.	All Departments	N/A	All					

<p>Use of consultants</p>	<p>ISS.81-CoAF 18 Use of consultants: Consultant appointed to address needs/ requirements that are permanent/ continuous in nature</p>		<p>This was caused by the municipality not having their own physical verification system and also that there are no suitable employees capacitated with the skill of componentisation of infrastructural assets.</p>	<p>Asset manager to request for a budget of verification system as to reduce on use of consultant for verification. Also submit the issue to the municipal strategic planning session e.g. Implementing the SWOT analysis as tool.</p>	<p>All Departments</p>	<p>N/A</p>	<p>All</p>	<p>Not started</p>		<p>Strategic Planning Report</p>	
---------------------------	--	--	--	--	------------------------	------------	------------	--------------------	--	----------------------------------	--

Overall	ISS.12-COAF 15: Prior period error note: Discrepancies in amount disclosed in the prior period error note.	Management should ensure that financial statements are properly reviewed for accuracy and completeness prior to submission for audit. Management should adjust the AFS to correct the above misstatements	This was due to limited time before submission of AFS and last minute changes that needed to be effected. This has caused lack of reviewing.	No action required. Matter was resolved with AG	Budget and Treasury Office	Chief Financial Officer	Mr Lwana	31-Dec-18	Completed		None	
Overall	Infrastructure: The municipality did not develop a strategic brief for the project	The MLM's infrastructure directorate should	This was due to a different style of compiling a	PMU Manager to ensure that all future	Infrastructure	PMU	Ms Petse		Not started		Project Files	

		ensure that project managers are trained on the requirements of the SIPDMS.	project plan and the tender document as the strategic brief for the project was added as part of another section and not a stand alone section	projects to be conducted to develop a standard template that will include all sections that from part of the bid document e.g. do have a strategic brief that is developed.							
Overall	ISS.80 Infrastructure - Project implementation- The project was delayed	<ul style="list-style-type: none"> <li>The project manager should oversee the principal</li> </ul>	This was caused by poor planning within the department	PMU Manager should ensure that the projects	Infrastructure	PMU	Ms Petse		Not started		Project manager monthly reports



				in progress.							
Overall	ISS.83 - CoAF 20: Infrastructure projects - road maintenance plan is incomplete	management should ensure that roads maintenance plan is prepared appropriately and should include all the infrastructure projects.	This was caused by the fact that the two documents (road maintenance plan & priority list) were not prepared during the same period and that has caused non alignment.	PMU Manager should ensure that the road maintenance plan includes all the approved projects (Urban and Rural) that are planned to be maintained in financial year.	Infrastructure	Maintenance section	Ms Petse		Not started		Maintenance Plan





## 25. Local Economic Development and Rural Development

### 25.1 Development Corridors

With regards to the development corridors; whilst they are strongly influenced by access to, and key roads, they can be defined as areas of greatest activity that should be managed in a particular long term planning manner to catalyse social and economic development as growth anchors. They have major implications in terms of zones of activity be it:

- a. Hazards and risk factors
- b. Potential revenue
- c. Potential businesses and investment potential
- d. Potential development
- e. Potential contributory capacity in terms of economies of scope and scale

In most municipalities and from a planning perspective, there are generally two levels of development corridors. These are secondary and primary corridors based on the extent and magnitude of socio – economic and development impact. In the case of Mhlontlo, the two urban spaces linked to Tsolo junction and Elangeni will be considered primary corridors to some extent including the corridor linking neighbouring towns such as Mthatha, Maclear and Mt Frere through N2 whilst the road network linking Tsista Falls, Tina Falls and or Selunkama to Caba or St Cuthbert's to Tsolo will be considered secondary corridors.

### 25.2 Development Nodes

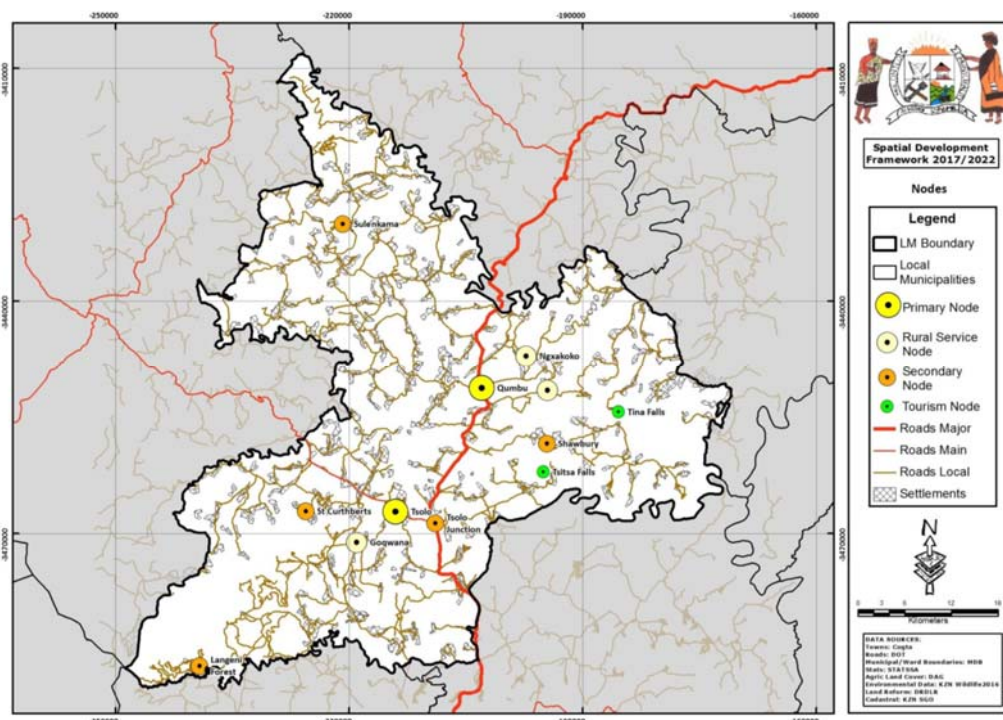
On the other hand, development nodes are the main centres, which are being fed by development corridors in terms of traffic flow, people and physical thresholds. Development nodes are important points providing concentration of different social, services and economic activities. Development nodes can be used to concentrate activities, which could have a multiplier effect to a broader municipal area. Accordingly, Mhlontlo plans to use nodes such as Qumbu and Tsolo urban centres as growth poles to anchor future growth. Some work has been done towards realising this planning approach in the municipality. The Spatial Development Framework has been reviewed during 2017/2018, the municipality plans to anchor its urban or corridor planning in the two urban areas.

The municipality will therefore consider putting mixed land uses together for economies of scale and scope. High order services will be accessed by the public from these two major urban spaces with essential services accessible from all secondary nodes. The municipality will in the reviewed spatial development framework consider grading its development nodes into three categories:

- a. Primary nodes such as Tsolo and Qumbu main urban centres – it is the most strategically located commercial and administrative centre which is centrally positioned to service the entire municipality. It has been identified as a municipal development node.
- b. Secondary nodes such as Sulenkama, Shawbury, Tsolo Junction, St Cuthbert's and Langeni Forest – they provide higher-level administrative services that cannot be found in settlement development nodes and offer

vocational and secondary education, health, childcare services and rural commercial services. The secondary nodes boost with a number of unique advantages which have not been explored and taken advantage of and these include:-

- Tsolo Junction boosts with a high level of visibility due to a very close proximity in relation to N2 and R396;
  - Laneni Forest is located along R61 and R412 to Engcobo; and
  - Linkages with Qumbu and Tsolo which raises a number of opportunities.
- c. Tertiary nodes such as Tsitsa and Tina Falls – these serves as a link between the local communities and the major towns as such they should locate in accessible areas along or at the intersection of the public transport routes. There are currently limited developments in these areas.



In addition, the municipality has several areas of strategic importance though the measure of development impact is not similar to those listed above. The municipality has thus identified through its Spatial Development Framework a number of sectors. These will be clearly depicted in the final SDF maps as areas of potential investment such as agriculture (various sub sectors by soil type) forestry, tourism, and manufacturing.

## 25.3 High Impact Catalytic Projects

### 25.3.1 Mzimvubu Multi-Purpose Project

The Mzimvubu Multi-Purpose Project is a Strategic Integrated Project (SIP3 project) that is intended to inject stimulus for economic development and social upliftment in the project area.

The project scope entails the development of a multipurpose dam on Tsitsa River, a tributary of the Mzimvubu River, to supply irrigated agriculture, domestic and industrial water requirements and hydropower generation. The project footprint spreads over OR Tambo, Alfred Nzo and Joe Gqabi District Municipalities. The Mhlontlo Municipality with the assistance of the District Municipality has developed the LSDF for Mzimvubu Multi-purpose dam and Ntabelanga dam and both are still at draft stage.

### 25.3.2 Ntabelanga-Laleni Conjunctive Scheme

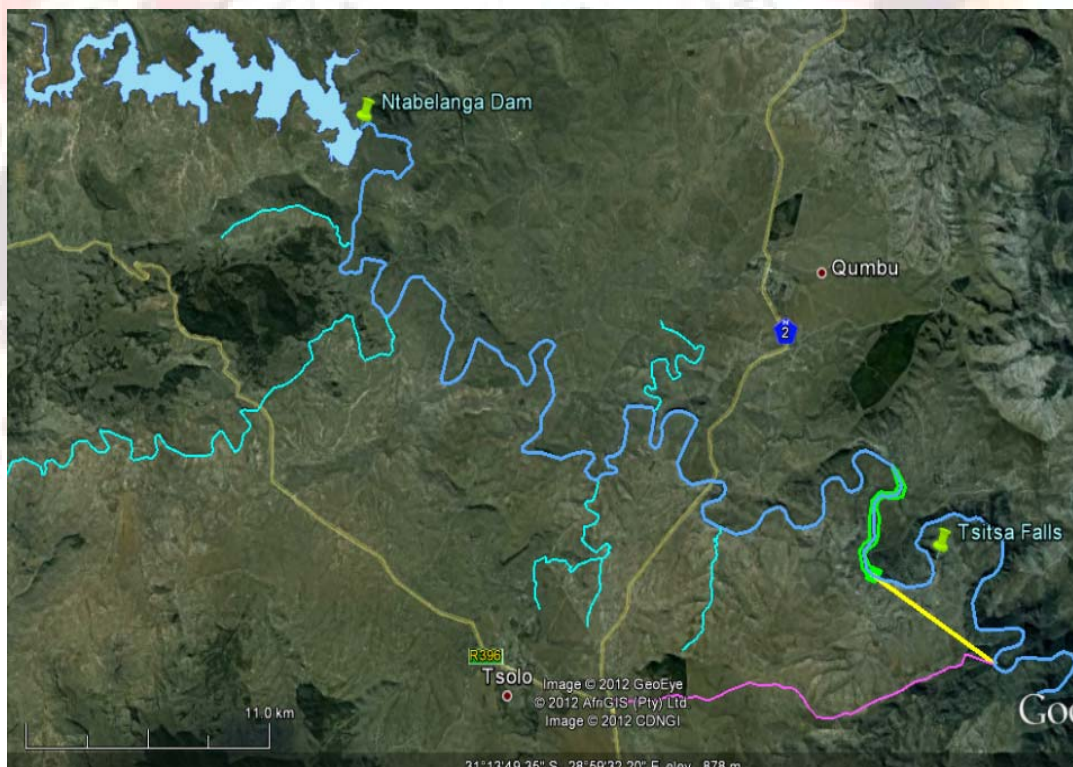
The scheme being investigated is a conjunctive scheme comprising a large dam at Ntabelanga and a smaller dam at Laleni, both to be operated as an integrated scheme.

In addition to supplying domestic and irrigation water, the upstream Ntabelanga dam will also serve to regulate stream flow required to generate hydropower at Laleni.

While Ntabelanga dam is investigated at detailed level of feasibility, Laleni hydropower scheme has so far only been investigated at preliminary level.

The conjunctive scheme marks the initial phase of a broader development programme of the Mzimvubu Catchment to be phased over time.

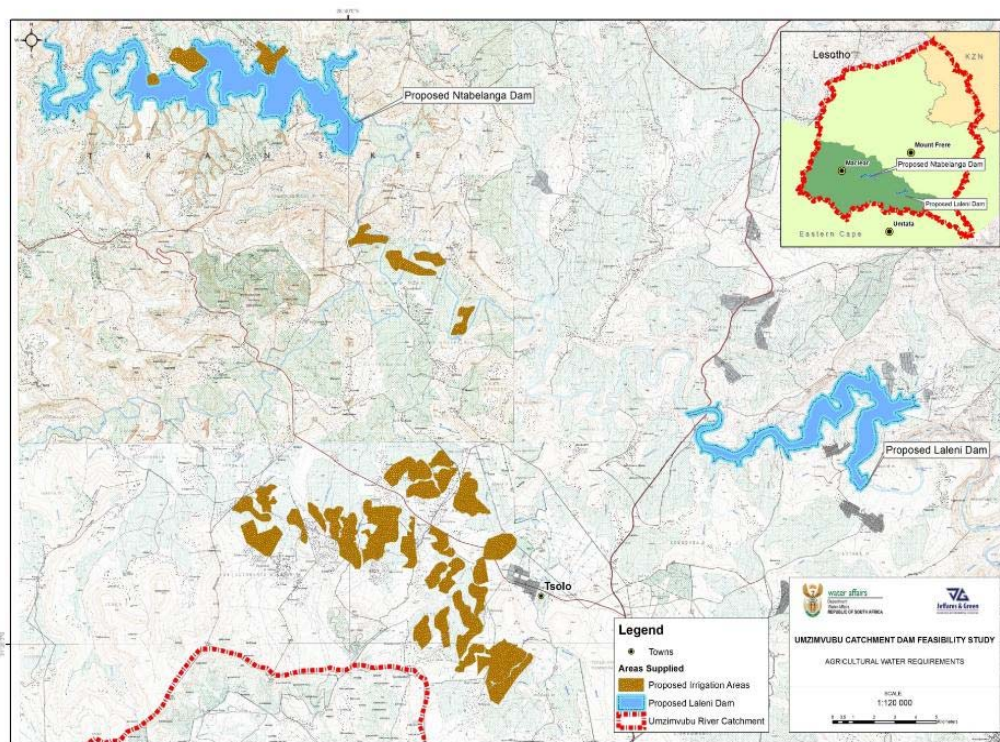
### Ntabelanga-Laleni Conjunctive Scheme



### 25.3.3 Irrigation Water Requirements

Study has identified 2 868 ha of high potential land suitable for irrigated agriculture. 2 450 ha in the Tsolo area and the rest near to the dam and along the river. Water requirements based upon average of 880 mm per annum application rate which includes losses/wastage.

### 25.3.4 Proposed Irrigation Areas



### 25.3.5 Determination of Farm Unit Size

Commercial irrigation farming relies on planting and harvesting at certain times. Timing can be critical. Shared use of implements sounds good in theory, but seldom works in practice. Everyone wants the implements at the same time. One method to determine farm size is according to justified economic use of a typical tractor and cultivation implements per farming unit: each farmer owns his own.

Implement	Number Required	Work rate
50kw Tractor	1	
Plough	1	6 ha/day
Disc	1	15 ha/day
Planter	1	15 ha/day
Cultivator	1	20 ha/day

A 60ha farming unit would justify its own implements, based on the above work rates and a 35 calendar day (21 productive day) critical planting window. The identified lands can be divided up into 45 rationalised farming units of between 40 and 90 ha each (ave 63.7ha).

### 25.3.6 Combined Bulk Water Requirements

Including system losses:

- Potable water: 32.86 million m<sup>3</sup>/a
- Irrigation water: 27.76 million m<sup>3</sup>/a
- Total requirements to be supplied by Ntabelanga dam = 60.62 million m<sup>3</sup>/a
- excludes hydropower requirements

### 25.3.7 Hydropower Potential

Hydropower generation is possible:

- At Ntabelanga Dam - 0.75 MW to 5 MW (average 2.1 MW)
- At Laleni Dam & Tunnel (used conjunctively with Ntabelanga) - 15 to 30 MW continuous base load output

### 25.3.8 Establish Wild Coast Special Economic Zone (WC SEZ) Hub

- WC SEZ Project Management Office Established with specialized personnel.
- Feasibility study completed by team of consultants.
- WC SEZ Hub foot print around Mthatha Airport.
- Finalize Business case.
- Process to facilitate land acquisition for the SEZ Hub (500 ha).
- Ensure backward linkages to primary production & stimulate value chains.
- Submit SEZ designation application.



## 25.4 Africa's Best 350 Ltd

Africa's Best 350 Ltd (AB350) is a public company based in the Eastern Cape with its core business which is simply passenger bus services. The business boasts of 116 buses offering safe, reliable and affordable transport services to the people of the Eastern Cape. The company is building its structure for mechanical and body repair workshop in ward 4 Gungululu village in Tsolo. It has currently employed 420 permanent employees with indirect social impact spinoffs within the Eastern Cape.

## CHAPTER THREE: DEVELOPMENT STRATEGIES

### 26. Vision

***A responsive, stable and accountable municipality that improve lives.***

### 27. Mission

To achieve the above vision, the Mhlontlo Municipality ***“aims to deliver sustainable quality services, in an effective and efficient manner, through meaningful participation by all stakeholders”***.

#### 27.1 Our Strengths

- Council consistently meeting as legislated and Council Committees functional
- Natural resources (arable lands)
- Tourist destinations
- Perennial rivers
- Oversight structures fully functional and anti-corruption policy in place
- Compliance with national and provincial legislation
- Ability to address service delivery protests
- Inclusive community participation in IDP processes
- Good relations with traditional leaders
- Established ward committees
- Critical posts adequately staffed
- Policies, by-laws and procedure manuals in place
- Political stable
- HR Policies and administrative procedures in place
- Ownership of plant and machinery
- In-house capacity to carry out limited roads maintenance
- Financial stable
- Communication with stakeholders
- Four police stations within our jurisdiction

#### 27.2 Our Weaknesses

- Limited revenue base
- Lack of staff retention strategy (critical and scarce skills)
- Limited own capacity to roll out and maintain roads infrastructure
- Inadequate hard and soft infrastructure management
- Dependency on grants

### 27.3 Our Opportunities

- Natural Resources
- Wild District municipal support
- Umzimvubu multi-purpose project
- Broadband
- Tourism
- Agri parks programme
- Bajodini horse racing
- Weigh bridge
- Recycling
- Commercial farming
- Spaulding (religious tourism)

### 27.4 Our Threats

- N2 Wild Coast development corridor
- Natural disaster
- Crime and corruption
- Unemployment
- Land claims
- Community unrest
- Climate change

## CHAPTER FOUR: SPATIAL RATIONALE AND ANALYSIS

### 28. Spatial Development Framework

In terms of Section 26(e) of the Municipal Systems Act (Act 32 of 2000), every municipality is required to formulate a Spatial Development Framework (SDF) as part of its Integrated Development Plan (IDP). Taking into account the current pattern of land use and the nature of development in the municipal area, a Spatial Development Framework is required to describe in words and illustrations how the Municipality sees desirable future patterns of land use and development in its area of jurisdiction. In essence, it serves as an anchor document which guides the Municipality's spatial "Vision" of what the Mhlontlo Municipal area will look like in many years to come.

The Spatial Development Framework was adopted by the council on the 15/03/2011 and has been reviewed during the year 2018/2019. It is a legally enforceable component of the IDP, which indicates both to the Municipality (councillors and officials) and to the public (investors, developers and land owners etc.) where certain types of land use and associated developments are permissible, and where certain activities are unlikely to be permitted. As such, it forms the basis for land use management and serves as a guideline to inform the Mhlontlo Local Municipality in its decisions on land development (new development and changes to existing land uses) in its area of jurisdiction. Therefore, the Spatial Development Framework (SDF) also functions as a framework for public and private sector investment in different types or levels of



development in those areas of Mhlontlo that have been identified as appropriate or suited to such development.

### **National Spatial Development Perspective and Spatial Distribution of Development Potential in Mhlontlo**

The release of the National Spatial Development Perspective (NSDP) in 2004 has provided planners with a further tool in assessing the logical and most efficient arrangement of spatial priorities in a planning area.

For the purposes of the Mhlontlo SDF, it is useful to review briefly the proposed categories of development potential identified in the NSDP and to assess how and where this may apply in Mhlontlo Area, based on what is set out in the Mhlontlo IDP. These categories are set out in the Mhlontlo SDF, from the interpretation of the Mhlontlo IDP, it is proposed that they may be applied in the Mhlontlo Municipal Area as set in the Mhlontlo Municipal SDF.

## **CHAPTER FIVE: DEVELOPMENT OBJECTIVES**

### **29. Municipal Priority Objectives**

The municipal strategic objectives are formulated in line with Local Government's Back To Basics Approach. In addition, and in recognition of the selection of Mhlontlo as a rural development pilot project, rural development has been added under LED key performance area.

#### **29.1 Five Year Priority Objectives**

<b>Strategic Focus Area (1)</b>	<b>Delivery On Basic Services</b>
Strategic Goal	To ensure universal access to basic socio-economic services to communities and households.
<b>Strategic Priority Area (2)</b>	<b>Institutional Capacity Building and Transformation</b>
Strategic Goal	To build a strong and capable municipal administration
<b>Strategic Focus Area (3)</b>	<b>Sound Financial Management</b>
Strategic Goal	To be a financially viable municipality
<b>Strategic Focus Area (4)</b>	<b>Good governance and Public Participation</b>
Strategic Goal	A responsive, accountable, Inclusive municipal governance and administrative capacity
<b>Strategic Focus Area (5)</b>	<b>5. Local economic development</b>
Strategic Goal	A thriving economy that creates wealth, employment, and sustainable livelihoods for all

## CHAPTER SIX: REVIEW OF MUNICIPAL SECTOR PLANS

### 30. Status of Sector Plans

As part of the IDP, municipalities are required to formulate specific sector plans and policies. The purpose thereof is to ensure that clear and workable plans that interface and complement each other, in support of the IDP are in place. Sector plans must be updated or reviewed annually as part of the IDP formulation and review in to ensure their alignment. As the municipality we have covered considerable ground towards formulating the required sector plans. However, and as shown in the table 56 below, a number of these plans remain outstanding or need review.

**Table 56: List of Current and Outstanding Sector Plans**

Sector Policy	Developed (Yes/No)	Year of Adoption	Last Review	Planned Development / Review
Water Services Development Plan (WSDP)	No			
Integrated Transport Plan (ITP)	Yes	2013		2019/2020
Integrated Waste Management Plan (IWMP)	Yes	2006	2015/2016	
Spatial Development Framework (SDF)	Yes	2007	2018/2019	
Local Economic Development Strategy (LED)	Yes	2007	2018/2019	
Storm Water Management Plan	Yes	2013		2019/2020
Integrated energy plans	No			
Communications Strategy/Plan	Yes	2011	2017/2018	
Infrastructure investment plan (IIP)	Yes	2013		2019/2020
Comprehensive Infrastructure Plan (CIP)	No			
Strategic Environmental Assessment (SEA)	Yes			2018/2019
Land Use Management Plan	Yes			
Housing Sector Plan	Yes	2006		2019/2020

Forestry and agricultural development plan	No			2019/2020
HIV & Aids Plan	Yes			
Tourism master plan	Yes	2011/2012		2018/2019
Ward Based Plans (Ward 02 & 13)	Yes	2014/2015		

While critical, the development of the under-listed sector plans resides with other spheres of government.

**Table 57: Delineation of Responsibility for Sector Plans**

Sector Plan	Responsible Sphere of Government
Integrated Transport Plan	Local Municipality
Waste management plan	Local Municipality
Water sector plan	District Municipality
Energy management plan	Local Municipality (working closely with ESKOM)
Disaster management plan	District Municipality and local Municipality
Environmental management and conservation plan	Local Municipality

The municipality is accordingly, building capacity to develop and implement the above-mentioned sector plans as well as review the existing sector plans. Special attention will be given to those sector planning areas which are consistent with the development priorities of the Mhlontlo Municipal area and therefore alignment with other spheres of government and the IDP priorities.

### 30.1 Performance Management Systems

Performance Management System refers to a framework that describes and represents how the municipality's processes of performance planning, monitoring, measurement, review and reporting will take place and be organised and managed, while determining the role of different role-players

The Mhlontlo Municipality has developed a PMS framework and was adopted in December 2011. Performance contracts for the section 56 managers were signed by all section 56 managers. The individual performance contracts are not cascaded down yet up to the lower level of employees as per the framework. The policy is in place and reviewed annually in order to align it with the IDP and to make it applicable to all the employees of the municipality.

### 30.2 Housing Sector Plan

In terms of Section 9 (1) of the National Housing Act 107 of 1997, every Municipality is required to prepare an IDP (Integrated Development Planning) as its macro development plan. In the preparation of such IDP the Municipality has to identify suitable land within its area of jurisdiction for various land uses, amongst those uses, housing is one of the critical aspects of development. The Municipality is required to prepare a Municipal Housing Sector Plan to guide housing related investment decisions as well as interplay of housing with other land uses. The Municipality is in process of reviewing its Housing Sector Plan where the Informal Settlements sections will be aligned to the Migration Plan. The Municipality is in a process of reviewing its housing sector plan, it will cover the purpose of housing sector plan and Housing demand profile of the municipality

### 30.3 Local Economic Development Strategy

The current LED Strategy was reviewed in 2018/2019 and due to be adopted by the council. The LED Strategy is aligned with the National, Provincial and District objectives. This includes the Spatial and economic investment choices.

#### 30.3.1 Mhlontlo Local Economic Strengths

#	What are we good at?	How can we take advantage of these?
1	Leveraging our indigenous forests and plantations	Expansion of labour intensive job opportunities
2	Rapid growth in the number of cooperative / SMME's development initiatives	Strengthen our support measures for cooperatives and SMMEs in respect of registration and finance
3	Ability to attracting new investments	Maintain a stable and investor-friendly economic environment
4	Tourist attraction	Continue to grow the Perennial Tsitsa falls and Tina falls as viable tourism products
6	Have a thriving trade sector	Ensure proper land use management can promote tourism. Create more job opportunities
8	Effective skills development programmes	Ensure skills capacity development programmes are aligned to the local economic priorities
9	Abundance of historical heritage	Protect, develop and maintain heritage sites
10	Good relations with sister departments	Accelerate economic growth, job creation and reduce poverty
11	Effective and efficient municipal administration	Accelerate service delivery, and grow capacity to generate own revenue

**30.3.2 Mhlontlo Local Economic Weaknesses**

#	Where are we most challenged by?	How can we overcome these challenges
1	Inability to manage litter in Qumbu and Tsolo towns	Improve current waste collection and management strategies. Implement small town regeneration strategies
2	Poor enforcement of by-laws	Strengthen capacity to enforce by-laws
3	High levels of economic leakages	Develop processing capacity in the strategic sectors in particular agriculture and forestry
4	Weak implementation of SDF, Land Use Management	Ensure strategic coherence and improve implementation capacity
5	Limited equipment and plant to support agricultural development	Fast track agri-parks implementation. Build strong public and private sector partnerships
6	Limited expertise in livestock value chain development (access to feed, channel to market)	
7	Underdeveloped community tourism infrastructure	Align infrastructure development plans with LED priorities
8	Poor support for construction business (especially small contractors)	Develop and vigorously implement small contractor development programmes
9	Weak alignment between projects and budgets allocations Limited capacity to undertake integrated development and infrastructure plan	Strengthen internal planning capacity
10	Poor stakeholder relations management between traditional leaders and government departments with respect to land claims	Enhance the stakeholder management and communication strategies with traditional leaders and land claims

**30.3.3 Mhlontlo Local Economic Opportunities**

Nature	Opportunity	How Can We Exploit It
Political	Stable political environment in Mhlontlo	Retain and expand investments

<b>Economic</b>	Natural endowments: Tsitsa Falls and Tina Falls, indigenous and forestry plantations, good climatic conditions, mining resources (quarry and sand)	Accelerate agro-tourism industry growth and development. Create opportunities for beneficiation and facilitate informal and formal sector integration
	Natural and heritage resources (including san paintings, arts and crafts, caves)	Implement the Tourism Master Plan
	Subsistence livestock farming	Facilitate access to market, finance and inputs.
<b>Social</b>	Social cohesion	Expand opportunities for public private partnership
<b>Technological</b>	Being part of the broad band pilot	Diversify the economy, grow the knowledge driven sectors, to improve competitiveness
<b>Environmental</b>	Good climatic conditions	Accelerate growth and development of the agricultural sector

### 30.3.4 Mhlontlo Local Economic Threats

<b>Nature</b>	<b>Nature of the threat</b>	<b>Likely Impact on the municipality</b>
Political	Political Killings	Threatens safety and security
	Increased risk of political stability (nationally)	Negative investment climate nationally likely to dampen economic growth prospects
	Perceptions of political interference	
Economic	High unemployment rate	Reduced capacity to address poverty and inequality
	Stagnant economic growth	
	Unstable markets	

Social	Immigration influx	Xenophobic attacks
	Drug / Substance abuse	Increased levels of violent crime
Environment	Global warming, drought	Threatens food security
Legal	Land Invasion	Threatens development
	Crime and Robbery	Threatens investment opportunities

### 30.3.5 Vision for Mhlontlo Local Economy

*To be a thriving economy that creates wealth, employment, and sustainable livelihoods for all.*

### 30.3.6 Mission

### 30.3.7 LED Strategic Objectives

The LED Strategy is built anchored on four strategic objectives as shown below:

<b>Strategic Objective (1)</b>	Accelerate employment creation, and alleviate poverty
<b>Strategic Objective (1)</b>	Target strategic economic sectors for growth and development
<b>Strategic Objective (3)</b>	Retain, expand, and attract investment
<b>Strategic Objective (4)</b>	Enhance municipal capacity to drive LED

As the Mhlontlo Local Municipality was announced as pilot site for rural development, the rural development is under the directorate of LED. The LED forum was converted to be a broader forum that is Council of Stakeholders. It is composed of Senior Officials from Sector Departments, Mhlontlo Municipality Managers, Portfolio Councillors, Mayor, Community Development Workers, Traditional Leaders, Council of Churches, Government Parastatals and other Community Based organisation. The role of the Council of Stakeholders is to play and oversight roll to the LED and rural development programmes.

**Comparative advantage.** In 2017, Mhlontlo has a very large comparative advantage in the community services sector followed by the agriculture sector. The trade also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. Mhlontlo has a comparative disadvantage when it comes to the mining and manufacturing sector.

Mhlontlo has a potential in animal production as result the number of cattle is 86 130, sheep 676 995 and goats 148 929.

### 30.4 Disaster Risk Management Policy Framework

The term disaster risk management refers to integrated, multi-sectoral and multi-disciplinary administrative, organisational, and operational planning processes and capacities aimed at lessening the impacts of natural hazards and related environmental, technological and biological disasters. Disaster Management Act 57 of 2002 has define. The Mhlontlo Local Municipality has adopted the District Disaster Risk Management Policy Framework in order to develop the Mhlontlo Disaster Plan which is still under development.

### 30.5 Human Resources Development Strategy

The Human Resource Development Strategy was developed and approved by the council during 2011/2012, in its many forms and formats and was last reviewed in 2017/2018, it provides an understanding of when and how team members will be applied to the projects and to what degree. A natural extension of the projects plan, the human resource strategy defines what resources are required to achieve the programme goals. A Human Resources Development Strategy should reflect on staff establishment policy, critical and scarce skills required by the municipality to be able to implement its strategic objectives. The Strategy should include *inter alia* recruitment, replacement and retention policies. It should also build internal and external capacity through training, development and skills development.

### 30.6 Communication Strategy

This Communication Strategy is a guiding framework for communication in the Mhlontlo Local Municipality and their agencies. An integrated and effective local programme will also serve as a backbone of an overall societal communication system that will be anchored by growing partnership among various sectors of civil society.

Institutional challenges to be addressed by this strategy include ensuring that the centre led by the Mhlontlo Local Municipality assisted by the Office of the Premier and GCIS in the Province. It is able to hold and lead local communication and Information Management System.

### 30.7 Ward Based Plans

The Mhlontlo Local Municipality has conducted ward based planning in two wards in collaboration with the Department of Rural development and Land Reform. The ward based plans were piloted in ward 02 and ward 13. This Ward Based Planning program in Mhlontlo Local Municipality started with a launch of the program on the 6<sup>th</sup> of February 2015. Ward Councillors from affected wards, Traditional Leaders, School principals, Business Fraternity, Ministries from churches, Labour Unions, NGOs, National Department of Rural Development and Land Reform and Municipal Officials.

- **Prioritised Outcomes for ward 13**

Prioritiesd Outcomes	Number of Votes
a. Better education and skills	127
b. Accessibility by roads and communication networks	124
c. Food security by households	107
d. Sustainable income from crops and livestock	75
e. Better health for people and livestock	55



• **Prioritised Outcomes for ward 02**

Prioritiesd Outcomes	Number of Votes
a. Access to roads for mobility	36
b. Improved health	26
c. Sustainable income	22
d. Skills development	14
e. Better education	14



### 31. Municipal Scorecard

<b>Strategic Area</b>	<b>Focus</b>	<b>1. BASIC SERVICES DELIVERY</b>							
<b>Strategic Goal</b>	<b>To ensure universal access to basic socio-economic services to communities and households</b>								
<b>NDP</b>	Bringing about faster economic growth, higher investment and greater labour absorption								
<b>PDP</b>	Vibrant, equitable enabled communities								
<b>Delivery Agreement</b>	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure <b>Outcome 7:</b> Vibrant, equitable and sustainable rural communities with food security for all <b>Outcome 8:</b> Sustainable human settlements and improved quality of household life								
<b>Priority Area</b>		<b>Municipal Objective (MO)</b>							
<b>1.1 Road and storm water</b>		1.1.1 To construct and maintain 100kms of access roads with storm water management							
		1.1.2 To construct 8km surfaced roads.							
		1.1.3 To maintain 8km of access and urban roads annually							
		1.1.4 To ensure maintenance of provincial roads (T-Roads) – 107 kms of blading. 4.5 km of re-gravelling per quarter							
		1.1.5 To construct Qumbu side walks							
		1.1.6 To construct 120km gravel access roads							
		1.1.7 To Rehabilitate 50.8 km of gravel access roads							
		1.1.8 To provide storm- water facilities in Tsolo and Qumbu towns							
MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.1.1	Maintenance of 100km access roads	25 Km access roads completed	Existing roads	ISD	25km Access roads maintenance	25km Access roads maintenance (blading or patching)	25km Access roads maintenance (blading or patching)	25km Access roads maintenance (blading or patching)	25km Access roads maintenance (blading or patching)
1.1.2	Construction of 8kms	Completed 6.73 in Qumbu site	Gravel road	ISD	6.51km Road surfacing in	1.17km Road surfacing	Planning for Qumbu internal	N/A	Surfacing of 4km in Qumbu

	surfaced roads	and 9,05km in Tsolo site			Qumbu and Tsolo		surface & Tsolo internal surfacing	Engagement of sector department for assistance in completion of surfacing in both towns	and 4km in Tsolo
1.1.3	Maintenance of 14km access and urban roads	14Km access road completed	Existing roads	ISD	8kms access roads and urban roads	8kms access roads and urban roads	8kms access roads and urban roads	8kms access roads and urban roads	8kms access roads and urban roads
1.1.4	Maintenance of provincial roads (T-roads)	450Kms T-roads completed. 25km of re-gravelling completed	Existing Provincial roads	Roads and Public Works	450kms of T-Roads blading and 25km of re-gravelling	450kms of T-Roads blading and 25km of re-gravelling	450kms of T-Roads blading and 25km of re-gravelling	450kms of T-Roads blading and 25km of re-gravelling	450kms of T-Roads blading and 25km of re-gravelling
1.1.5	Construction of Qumbu side walks	2.7kms completed	Virgin road	OR Tambo DM	N/A	2.7km of Qumbu Sidewalks construction	N/A	N/A	N/A
1.1.6	Construction of 2km Qumbu Landfill Site surfaced road	2km completed	Virgin road	OR Tambo DM	N/A	Finalising sourcing of funds and 2km construction	Conduct planning and design for landfill site access road	N/A	Planning and design for landfill site access road
1.1.7	Construction of 120 km gravel access roads	Number of completed construction of gravel access roads	Virgin road	ISD	Planning for construction of 15km access roads and	Construction of 15 km access roads and Ngqakaqeni bridge, 10.52 km	Mdeni A/R, Dumba- Tina falls A/R, Machibi to Dumaneni,	Mhlangala A/R, Debeza access road, Hlangani access road, Mthonyameni –	N/A

					Ngqakaqeni bridge	for N2 via new rest to Ndilizintaba construction 3,9km for T162 via Sitopiyeni to Hlabathi construction 5km in Kimbili-1 to Kimbili-2 construction	Nxotwe A/R, N2 via Newrest to Dilizintaba A/R, T162 via Stopiyeni to Hlabathi A/R, Kimbili 1-Kilimbili 2 A/R, Ngqakaqeni A/R	Mqobiso access road T-101 lower Lwandlana tar to Suthwini Mhlangala access road	
1.1.8	Rehabilitation of 50,8 km of gravel access road	25.6km gravel access road rehabilitated	Existing roads	ISD	N/A	Rehabilitation of 26,8 km gravel access road	5.2km Zimbengwini A/R, 6.5km Nyanisweni A/R, 6.1km Kwam-Gongo A/R, 7.8km Ngxakolo A/R,	Rehabilitation of 8 km gravel access road	Rehabilitation of 8 km gravel access road
1.1.9	Provision of storm water facilities in Qumbu and Tsolo towns	Km of storm water facilities installed	Business case for storm water requirement indicating the required amount of storm water and cost thereof	ISD	N/A	N/A	Preliminary design and final design of storm water	Installation of 7,5 km storm water drainage system	Installation of 6,0 km storm water drainage system

Priority Area		Municipal Objective (MO)							
1.2 Electrification		1.2.1 To ensure that all indigent people have access to free basic electricity (FBE)							
		1.2.2 To construct 15 high mast and street lights							
		1.2.3 To eliminate electricity backlogs (6 000 households)							
MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.2.1	Free basic electricity (FBE)	No of indigent households receiving FBE	Indigent regist	BTO	Update indigent register and provisioning of free basic electricity	Update Indigent register and 25% of indigent households receive FBE	Update Indigent register and 50% of indigent households receive FBE	Update Indigent register and 75% of indigent households receive FBE	Update Indigent register and 100% of indigent households receive FBE
1.2.2	Connection and energizing of 1600 households	No. of households connected	94% of historic backlog had been addressed	ISD	Planting of poles to 200 households network and cable stringing	Connection of 394 households for phase 2 and 298 households for phase 3	Connection of 1500 households for phase 3	Connection of 1054 households and 5,5km link line for phase 3	Connection of 372 households for phase 3
1.2.3	Construction of 15 high mast lights and	No. of high masts constructed and	Existing high mast lights and street lights	ISD	Construction of 15 high mast lights	Maintenance of high mast and street lights	Maintenance of high mast and street lights	Maintenance of high mast and street lights	Maintenance of high mast and street lights

	maintenance of street lights	street lights maintained			and 45 street lights				
--	------------------------------	--------------------------	--	--	----------------------	--	--	--	--

<b>1.3 Water &amp; Sanitation</b>		1.3.1 To ensure elimination of water backlogs (29 000 households)							
		1.3.2 To eliminate household waterborne sewer backlogs in urban centres							
		1.3.3 To eliminate sanitation backlogs to rural areas (20 400 households)							
MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.3.1	Access to clean water	No. of households connected	N/A	ORTDM	Connection of 6, 000 households	Connection of 6, 000 households	Connection of 6, 000 households	Connection of 6, 000 households	Connection of 6, 000 households
1.3.2	Elimination of household water borne-sewer backlogs	No. of households connected	N/A	ORTDM	Compilation of the water borne sanitation backlog	Backlog reduced by 25%	Backlog reduced by 50%	Backlog reduced by 75%	Backlog reduced by 100%
1.3.3	Elimination of rural sanitation backlogs	No. of new VIP toilets constructed	20 400 rural households without VIP toilets	ORTDM	5000 VIP toilets constructed	5000 VIP toilets constructed	5000 VIP toilets constructed	5000 VIP toilets constructed	5000 VIP toilets constructed

<b>1.5 Waste Management</b>	1.5.1 To ensure full compliance with waste management laws and regulations
-----------------------------	--

MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.5.1	Implementation of integrated Waste Management Plan	Work completed towards Tsolo Waste Transfer station	Approval IWMP	ISD	Establishment of Tsolo Waste Transfer station	Ensure compliance	Establishment of Tsolo Waste Transfer Station	Ensure compliance	Ensure compliance
		Maintenance completed as schedule	Landfill site	Community Services	Maintenance of Qumbu landfill site	Maintenance of the Qumbu landfill site	Maintenance of the Qumbu landfill site	Maintenance of the Qumbu landfill site	Maintenance of the Qumbu landfill site
		Number of waste management EPWP programmes undertaken	EPWP programmes	Community Services	Implement EPWP programmes on waste management	Implement EPWP programmes on waste management	Implement EPWP programmes on waste management	Implement EPWP programmes on waste management	Implement EPWP programmes on waste management
	Refuse collection	Number of urban households reached	Refuse bags provided for 1611 urban households.	Community Services	Distribution of R600 000 refuse bags to all urban households	Distribution of 600 00 refuse bags to all urban households	Purchase of 600 000 refuse bags to all urban households	Purchase of 600 000 refuse bags to all urban households	Purchase of 600 000 refuse bags to all urban households
	Waste Recycling	Progress made with the establishment of transfer sites	No transfer sites	LEDPARD	Establishment of recyclable waste transfer sites	Promote waste recycling coops	Assist waste recycling coops	Assist waste recycling coops	Assist waste recycling coops
1.5.2	To maintain 4km of urban roads and storm water management	No. of existing urban roads and storm water drainage	EPWP programmes	ISD	N/A	Maintenance of 1km urban roads and storm water drainage	Maintenance of 1km urban roads and storm water drainage	Maintenance of 1km urban roads and storm water drainage	Maintenance of 1km urban roads and storm water drainage

1.6 Sporting Facilities			1.6.1 To construct and maintain arts, culture and sporting facilities in all wards						
MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.6.1	Promotion and development of sport, arts and culture activities	Completed sport field	Dilapidated sport field	ISD	Rehabilitation of Mvumelwano sports fields	Rehabilitation of Tsolo and Qumbu sports field Mvumelwano sport fields	Rehabilitation of Tsolo, Qumbu and Mvumelwano Sport fields	Rehabilitation of Tsolo, Qumbu and Mvumelwano sport fields	N/A

1.9 Social Services and Infrastructure			1.9.1 To ensure construction of 4 new libraries, promotion of learning and educational activities and maintenance						
			1.9.2 To revitalize the urban centers of Tsolo and Qumbu towns						
			1.9.3 To provide integrated transport management services						
			1.9.4 To coordinate effective implementation of safety and security plan						
			1.9.5 To provide adequate pound and cemeteries management service						
			1.9.6 To promote the interests of special and vulnerable groups						
MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.9.1	Promotion of culture of life-long learning	Progress with construction	No. of existing libraries	DSRAC	Resource mobilisation for library construction	Library construction	Development of designs	Library construction	Library construction
		No. of successfully completed services	Promotional activities currently undertaken	Community Services	Promotion of education and learning activities	Promotion of education and learning activities	Promotion of education and learning activities	Promotion of education and learning activities	Promotion of education and learning activities



1.9.2	Revitalisation of Urban Centres	No of successfully completed projects	No revitalisation projects	Community Services	Cleaning and greening	Cleaning and greening	Cleaning and greening	Cleaning and greening	Cleaning and greening
1.9.3	Construction of Qumbu Hall and offices	Completed social infrastructure	Social Infrastructure	ISD	Construction of Qumbu hall and municipal offices	Construction of Qumbu hall and municipal offices	Construction of Qumbu hall and municipal offices	Construction of Qumbu hall and municipal offices	N/A

MO Ref	Municipal Programmes	(KPI)	Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
1.9.3	Transport Management Services	Progress with the construction of the VTC	Registering Authority Office	Community Services	Produce design for Vehicle Testing Centre	Construction of VTC	Construction of VCT	Construction of VCT	VTC management
		No. of licensed and registered vehicles	Registering Authority Office	Community Services	Licensing of 500 vehicles and registration of 700 vehicles	Licensing and registration of 2 000 vehicles	Licensing 1 000 and registration of 40 vehicles	Licensing 1 000 and registration of 40 vehicles	Licensing 1 000 and registration of 40 vehicles
		No. of learners tested and	2000 learner	Community Services	Testing of 2000 learner driver testing	Testing of 2000 learner driver testing	Testing of learners licence 1200	Testing of learners licence 1200	Testing of learners licence 1200

		learner drivers tested	drivers tested				and driving licence 800	and driving licence 800	and driving licence 800
1.9.3		Number of signs and markings maintained	Signs and markings irregularly maintained	Community Services	N/A	Maintain road signs and markings	Maintain road signs and markings	Maintain road signs and markings	Maintain road signs and markings
	Public Transport infrastructure	Progress with the construction of public infrastructure	Transport terminal	SANRAL	Construction of Tsolo Bus-Taxi Rank	Construction of Qumbu Bus-Taxi Rank	N/A	N/A	N/A
1.9.4	Safety and security	Progress with the implementation of the Community safety and security plan	Community safety Strategy and forum	Community Services	N/A	Review of community safety and security plan as well as provision of security services	Implement and monitor safety and security plan	Implement and monitor safety and security plan	Implement and monitor safety and security plan
	Traffic law Enforcement programme	Ensure a safe environment and public roads	Traffic services	Community services	N/A	N/A	Enforcement of traffic regulations , NRTA and NLTA	Enforcement of traffic regulations , NRTA and NLTA	Enforcement of traffic regulations , NRTA and NLTA
		Ensure safety in communities and business areas	By - laws	Community services	N/A	N/A	Enforcement of municipal by-laws	Enforcement of municipal by-laws	Enforcement of municipal by-laws
1.9.5	Pound Management	Progress in relocation of pounds	2 pounds sites existing in Tsolo and Qumbu	Community Services	Relocation of Qumbu pounding site and	Relocation of Qumbu pounding site and		Relocation of Tsolo and Qumbu pounding site and	Impounding of stray animals and Maintenance

					impounding of stray animals	impounding of stray animals		impounding of stray animals	
					Management of Pound Sites	Management of Pound Sites	Management of Pound Sites	Management of Pound Sites	Management of Pound Sites
	Cemetery Management	Clean and secure cemeteries and tagging	2 cemeteries in Qumbu and Tsolo. No of existing cemeteries tagged	Community Services	Cleaning and provision of security of all cemeteries	Cleaning and provision of security. Ongoing tagging of cemeteries	Cleaning and tagging of cemeteries of fencing of cemeteries	Cleaning and tagging of cemeteries	Cleaning and tagging of cemeteries
1.9.8	Vehicle Impounding Site	Paving and fencing of impounding site	Availability of impounding site	Community services	N/A	Paving and fencing of vehicle impounding site	Impounding of vehicles	Impounding of vehicles	Establishment of vehicle impounding site
1.9.9	Special programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children)	Completion of annual plans and successful completion of planned activities	Number of successfully completed programmes	Municipal manager	Development of Special Programmes Implementation Plan	Development of Special Programmes Implementation Plan	Review, monitor and implement special programmes implementation plan	Review, monitor and implement special programmes implementation plan	Review, monitor and implement special programmes implementation plan
1.9.10	Moral Regeneration Movement	Decrease in number of young people engaged in drug and substance abuse and	Mhlontlo Moral Regeneration Movement Structure and Annual Action Plan	Municipal Manager	N/A	Conduct awareness campaigns 4	Conduct awareness campaigns 4	Conduct awareness campaigns 4	Conduct awareness campaigns 4

		teenage pregnancy							
1.9.1 1	Heritage	Number of Heritage events hosted	Previously hosted heritage events	Corporate Services	N/A	Host one heritage event	Host one heritage event	Host one heritage event	Host one heritage event



<b>Strategic Priority Area</b>	<b>2. Institutional Capacity Building and Transformation</b>
<b>Strategic Goal</b>	<b>To build a strong and capable municipal administration</b>
<b>NDP</b>	<ul style="list-style-type: none"> <li>• Building a capable developmental state</li> <li>• Focussing on key capabilities of people and the state</li> </ul>

<b>PDP</b>		<ul style="list-style-type: none"> <li>Capable, conscientious, and accountable institutions</li> </ul>							
<b>National Outcome</b>		<b>Outcome 3:</b> Develop a skilled and capable workforce <b>Outcome 9:</b> Build a responsive, accountable, effective and efficient local government system							
<b>Priority Area</b>				<b>Municipal Objective (MO)</b>					
2.1 Human resources alignment and development				2.1.1 To review and ensure maintain an IDP-aligned organisational structure by 30 June 2018 and beyond. 2021					
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.1.1	Organisational review and alignment	Date by which final reviewed organogram for 2019/20 financial year is submitted to council for approval.	Current organogram council approved	Corporate Services	Final reviewed organogram for 2018/19 financial year is submitted to council for approval by 30 June 2018.	Annual review of the organogram	Final reviewed organogram for 2019/20 financial year is submitted to council for approval by 30 June 2020.	Annual review of the organogram	Annual review of the organogram
	Job evaluation	Number of reports prepared on the implementation of the job grading and placement	Job descriptions completed. Evaluation underway	Corporate Services	3 reports prepared on the implementation of the job grading and placement	Job evaluation, grading and placement	3 reports prepared on the implementation of the job grading and placement	Job evaluation, grading and placement	Job evaluation, grading and placement
	Skills development	No of successfully completed skills programmes by 30 June 2020	WSP and Training Development Policy	Corporate Services	41 councillors, 10 traditional leaders and 20 officials who successfully completed skills	Skills development	35 councillors, 10 traditional leaders and 30 officials who successfully completed	Skills development	Skills development

					programmes by 30 June 2019		skills forms by 30 June 2020		
	Institutional transformation	Reviewed employment equity plan submitted to the Department of Labour by 30 June 2020	Employment Equity Plan	Corporate Services	Yes-Reviewed Employment equity plan submitted to the Department of Labour by 30 June 2019.	Review and implement equity plan	Reviewed Employment equity plan submitted to the Department of Labour by 30 June 2020.	Review and implement equity plan	Review and implement equity plan

Priority Area			Municipal Objective (MO)						
2.2 Institutional policies and systems			To align institutional policies and systems with best practise in local government by 30 June 2021						
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.2.1	Develop, Review and Implement HR Policies and procedure manuals	Reviewed and new developed policies and procedures manuals	Systems and policies in place	Corporate Services	Reviewed and new developed policies submitted to council by 30 June 2019.	Update or review and align systems and polices	Review and develop new policies and procedure manuals by 30 June 2020	Update/ review and align systems and polices	Update/ review and align systems and polices

Priority Area				Municipal Objective (MO)					
2.3 OHS and employee wellness				2.3.1 To promote a health and wellness culture among Councillors and municipal employees by 30 June 2021.					
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.3.1	OHS and Employee wellness	Number of wellness programmes conducted by 30 June 2020.	OHS and wellness policies and plans in place	Corporate Services	4 wellness programmes conducted by 30 June 2019.	Implement OHS and wellness plan	2 wellness programmes conducted by 30 June 2020	Implement OHS and wellness plan	Implement OHS and wellness plan
		Number of site visits for OHS conducted by 30 June 2020.			4 site visits for OHS conducted by 30 June 2018.	4 site visits for OHS conducted by 30 June 2019	4 site visits for OHS conducted by 30 June 2020	N/A	N/A

Priority Area				Municipal Objective (MO)					
2.4 Information and Communication Technology (ICT)				2.4.1 To ensure adequate availability of critical ICT Infrastructure in line with the ICT strategy and governance policies by 30 June 2021.					
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.4.1	ICT innovation and information management	Reviewed IT Management Strategy submitted to council	ICT Governance Framework Policy	Corporate Services	Reviewed IT Management Strategy submitted to council	Implementation IT plan	3 reports on the implementation of IT strategy	Implement IT plan	Implement IT plan

		structures by 30 June 2020			structures by 30 June 2019				
		Reviewed IT Governance Policy submitted to council structures.		Corporate Services	Reviewed IT Governance Policy submitted to council structures by 30 June 2019.	Implement IT Governance Policy plan	3 reports on the implementation of IT Governance Policy	Implement IT Governance Policy plan	Implement IT Governance Policy plan
2.4.2	Automization and Centralization of records and improved record management processes and procedures by 2021	Installation of electronic document management system (EDMS).	File plan and procedure manual	Corporate Services	N/A	Installation of document management system by 30 June 2019	Produce 1 reports from document management system by 30 June 2020	Produce 3 reports form document management system by 30 June 2021	3 reports form document management system by 30 June 2022
		Facilitation of disposal of old records	File Plan and Procedure manual	Corporate Services	N/A	Disposal of old records by 30 June 2019	Disposal of old records by 30 June 2020	Disposal of old records by 30 June 2021	Disposal of old records by 30 June 2022
		Centralize records management	File Plan and Procedure manual	Corporate Services	N/A	Centralization of records management to corporate services department by 30 June 2019	Collection of Records from all municipal departments by 30 June 2020	Collection of Records from all municipal departments by 30 June 2021	Collection of Records from all municipal departments by 30 June 2021
2.4.3	Communications strategy and Public Relations	Implement Communication strategy and communication plan	Draft communication strategy and plan	Municipal Manager	Implement reviewed communication strategy and plan by 30 June 2019	N/A	Implement communication strategy and plan by 30 June 2020	Implement communication strategy and plan by 30 June 2021	Implement communication strategy and plan by 30 June 2022



		Number of Local Communications Forum meetings held by 30 June 2022	Local Communicators Forum	Municipal Manager	N/A	4 Local Communicators Forum meetings held by 30 June 2019	2 Local communicators Forum meetings held by 30 June 2020	2 Local communicators Forum meetings held by 30 June 2021	2 Local communicators Forum meetings held by 30 June 2022
		Number of digital broadcasting awareness hosted by 30 June 2022	OB sound clips	Municipal Manager		4 ordinary council meetings, 2 Mayoral outreach OBs and 1 SOMA by 30 June 2019	2 ordinary council meetings, 2 Mayoral outreach OBs and 1 SOMA by 30 June 2020	2 ordinary council meetings, 2 Mayoral outreach OBs and 1 SOMA by 30 June 2021	2 ordinary council meetings, 2 Mayoral outreach OBs and 1 SOMA by 30 June 2022
		Number of media releases by 30 June 2022	Printed Stories	Municipal Manager		12 Media releases by 30 June 2019	2 Media releases by 30 June 2020	4 Media releases by 30 June 2021	4 Media releases by 30 June 2022
		Number of live broadcasts on community radio stations by 30 June 2022	Radio slots	Municipal Manager		12 radio interviews by 30 June 2019	2 radio interviews by 30 June 2020	4 radio interviews by 30 June 2021	4 radio interviews by 30 June 2022
		Number of Billboards and live reads by 30 June 2022	None	Municipal Manager		20 billboards/live reads by 30 June 2019	5 billboards/live reads by 30 June 2020	5 billboards/live reads by 30 June 2021	5 billboards/live reads by 30 June 2022
		Number of media tours conducted by 30 June 2022	None	Municipal Manager		6 media tours to major municipal projects by 30 June 2019	3 media tours to major municipal projects by 30 June 2019	3 media tours to major municipal projects by 30 June 2019	3 media tours to major municipal projects by 30 June 2019
<b>Priority Area</b>				<b>Municipal Objective (MO)</b>					

2.5 Labour relations					2.5.1 To strengthen and maintain good relations within the workplace by 30 June 2020.				
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.5.1	Strengthening of labour relations	No of successful LLF meetings convened by 30 June 2020.	Functioning Local Labour Forum	Corporate Services	12 LLF meetings convened by 30 June 2018.	Maintain healthy industrial relations.	12 LLF meetings convened by 30 June 2020	Maintain healthy industrial relations	Maintain healthy industrial relations
<b>Priority Area</b>				<b>Municipal Objective (MO)</b>					
2.7 Performance management					2.7.1 To review current, and implement a fully cascaded municipal-wide performance management system by 30 June 2021				
MO Ref	Programmes	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
2.7.1	Performance management	Performance reviews for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter conducted by 30 June 2020	PMS policy and framework in place	Corporate Services	performance reviews for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter conducted by 30 June 2018	Implement and monitor	Performance reviews for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter conducted by 30 June 2020	Performance reviews for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter conducted by 30 June 2021	Performance reviews for the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter conducted by 30 June 2022

<b>Strategic Focus Area</b>		<b>3. Sound Financial Management</b>								
<b>Strategic Goal</b>		To be a financially viable municipality								
<b>NDP</b>		Building a capable and development state								
<b>PDP</b>		<b>Goal 5:</b> Capable, conscientious and accountable								
<b>National Outcome</b>		<b>Outcome 9:</b> Build a responsive, accountable, effectively and efficient local government system								
<b>Priority Area</b>		<b>Municipal Objectives (OB)</b>								
3.1 Revenue Collection		3.1.1 To ensure monthly collection on both historic and current debts by 2020								
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects					
					2017/18	2018/19	2019/20	2020/21	2021/22	
3.1.1	Revenue collection-Historic debt	% Monthly debt collection	R5.2 million	BTO	Complete data cleansing	To ensure monthly collection rate of 100% on arrear debt (Government)	To ensure monthly collection rate of 100% on arrear debt (Government)	To ensure monthly collection rate of 100% on arrear debt (Government)	To ensure monthly collection rate of 100% on arrear debt (Government)	To ensure monthly collection rate of 100% on arrear debt (Government) by 30th June 2022

						by 30th June 2019.	by 30th June 2020	by 30th June 2021	
		% Monthly debt collection	R12.5 million	BTO	N/A	To ensure monthly collection rate of 30% on arrear debt (Businesses) by 30th June 2019.	To ensure monthly collection rate of 30% on arrear debt (Businesses) by 30th June 2020	To ensure monthly collection rate of 30% on arrear debt (Businesses) by 30th June 2021	To ensure monthly collection rate of 30% on arrear debt (Businesses) by 30th June 2022
		% Monthly debt collection	R17.6 million	BTO	N/A	To ensure monthly collection rate of 30% on arrear debt (Households) by 30th June 2019.	To ensure monthly collection rate of 30% on arrear debt (Households) by 30th June 2020	To ensure monthly collection rate of 50% on arrear debt (Households) by 30th June 2021	To ensure monthly collection rate of 70% on arrear debt (Households) by 30th June 2022
		% Monthly debt collection	R1.8 million	BTO	N/A	To ensure monthly collection rate of 30% on arrear debt (Farmers) by 30th June 2019.	To ensure monthly collection rate of 30% on arrear debt (Farmers) by 30th June 2020	To ensure monthly collection rate of 30% on arrear debt (Farmers) by 30th June 2021	To ensure monthly collection rate of 30% on arrear debt (Farmers) by 30th June 2022
3.1.2	Revenue collection-Billed debt		R1 077 933	BTO	N/A	To ensure monthly collection rate of 100% on billed revenue	To ensure monthly collection rate of 100% on billed revenue (Government)	To ensure monthly collection rate of 100% on billed revenue (Government)	To ensure monthly collection rate of 100% on billed revenue (Government) by 30th June 2022

						(Government) by 30th June 2019.	by 30th June 2020	by 30th June 2021	
		% Monthly debt collection	R5 419 906	BTO	N/A	To ensure monthly collection rate of 30% on billed revenue (Businesses) by 30th June 2019.	To ensure monthly collection rate of 30% on billed revenue (Businesses) by 30th June 2020	To ensure monthly collection rate of 30% on billed revenue (Businesses) by 30th June 2021	To ensure monthly collection rate of 30% on billed revenue (Businesses) by 30th June 2022
		% Monthly debt collection	R2 632 506	BTO	N/A	To ensure monthly collection rate of 30% on billed revenue (Households) by 30th June 2019.	To ensure monthly collection rate of 25% on billed revenue (Households) by 30th June 2020	To ensure monthly collection rate of 30% on billed revenue (Households) by 30th June 2021	To ensure monthly collection rate of 40% on billed revenue (Households) by 30th June 2022
		% Monthly debt collection	R35 000	BTO	N/A	To ensure monthly collection rate of 50% on arrear debt (Farmers) by 30th June 2019.	To ensure monthly collection rate of 50% on arrear debt (Farmers) by 30th June 2020	To ensure monthly collection rate of 50% on arrear debt (Farmers) by 30th June 2021	To ensure monthly collection rate of 50% on arrear debt (Farmers) by 30th June 2022
3.1.3	Data cleansing	General Valuation roll and	Property register in place	BTO	Update register	100% Update of register by 30th June 2019.	1 Supplementary valuation roll	1 Supplementary valuation roll	1 Supplementary valuation roll by 30 June 2022

		Supplementary valuation roll					by 30 June 2020	by 30 June 2021	
--	--	------------------------------	--	--	--	--	-----------------	-----------------	--

Priority Area		Municipal Objectives (OB)							
3.2 Revenue Management		3.2.1 To develop and fully implement a Revenue Enhancement and Management Strategy by 2020							
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
3.2.1	Revenue Management	Progress made in the implementation of the revenue management plan	Revenue Management Strategy developed and Council approved	BTO	Formulate municipal-wide plan	Develop 1 Revenue enhancement strategy by 30 June 2019.	Develop 1 Revenue enhancement strategy by 30 June 2020	Review revenue enhancement strategy by 30 June 2021	Review revenue enhancement strategy by 30 June 2022



Priority Area		Municipal Objectives (OB)							
3.3 Expenditure Management		3.3.1 To develop/review and implement Expenditure Management Policy by 2020							
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22

3.3.1	Expenditure management	Turnaround time	Interest charged on overdue accounts	BTO	Compliance with payment schedule	100% Compliance with payment schedule (30 days turnaround time)	100% Compliance with payment schedule (30 days turnaround time)	100% Compliance with payment schedule (30 days turnaround time)	100% Compliance with payment schedule (30 days turnaround time)
-------	------------------------	-----------------	--------------------------------------	-----	----------------------------------	---	---	---	---

Priority Area			Municipal Objectives (OB)						
3.4 Budgeting and Financial Reporting			3.4.1 To ensure credible budgeting and proper financial reporting in line with relevant legislation by 2020						
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
3.4.1	Budgeting	Compliance with Treasury requirements	Budget in place but not fully funded	BTO	Formulate credible budget	Formulate 1 credible budget	Formulate 1 credible budget	Formulate 1 credible budget	Formulate 1 credible budget
3.4.2	Reporting	Compliance with Treasury requirements	Reporting timelines not adhered to	BTO	100% compliance on MFMA monthly, quarterly, mid-year and annual reporting timelines	100% compliance on MFMA monthly, quarterly, mid-year and annual reporting timelines	100% compliance on MFMA monthly, quarterly, mid-year and annual reporting timelines	100% compliance on MFMA monthly, quarterly, mid-year and annual reporting timelines	100% compliance on MFMA monthly, quarterly, mid-year and annual reporting timelines

Priority Area			Municipal Objectives (OB)						
3.5 Asset Management			3.5.1 To ensure that assets are managed and utilised in line with relevant policies and procedures by 2020						
		KPI			5 Year Projects				

MO Ref	Municipal Programme		KPI Baseline	Lead Dept.	2017/18	2018/19	2019/20	2020/21	2021/22
3.5.1	Asset management	GRAP compliant Asset Register	Asset management policy developed	BTO	Review asset management policy	Update assets register to be GRAP compliant by 30th June 2019.	Update assets register to be GRAP compliant by 30th June 2020.	Update assets register to be GRAP compliant by 30th June 2021.	Update assets register to be GRAP compliant by 30th June 2022.

Priority Area			Municipal Objectives (OB)						
3.6 Supply Chain Management			3.6.1 To ensure that supply chain policies comply with MFMA and all relevant regulations						
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
3.6.1	Supply chain management	Compliance levels	SCM not fully compliant	BTO	Training in SCM	30% of procurement procured locally by 30th June 2019.	100% of procurement procured locally by 30th June 2020.	100% of procurement procured locally by 30th June 2021.	100% of procurement procured locally by 30th June 2022.
3.6.2	Supply chain management	Procurement Plan	SCM not fully compliant	BTO	N/A	1 Approved procurement plan by 30th June 2019.	1 Approved procurement plan by 30th June 2020.	1 Approved procurement plan by 30th June 2021.	1 Approved procurement plan by 30th June 2022.
3.6.3	Supply chain management	Compliance levels	SCM not fully compliant	BTO	N/A	30% of procurement procured from youths by 30th June 2019.	30% of procurement procured from youths by 30th June 2020.	30% of procurement procured from youths by 30th June 2021.	30% of procurement procured from youths by 30th June 2022.



3.6.4	Supply chain management	Compliance levels	SCM not fully compliant	BTO	N/A	10% of procurement procured from disabled people by 30th June 2019.	1% of procurement procured from disabled people by 30th June 2020.	1% of procurement procured from disabled people by 30th June 2021.	1% of procurement procured from disabled people by 30th June 20
3.6.5	Supply chain management	Compliance levels	SCM not fully compliant	BTO	N/A	60 days turnaround time on awards from closing date	90 days turnaround time on awards from closing date	90 days turnaround time on awards from closing date	90 days turnaround time on awards from closing date
<b>Priority Area</b>		<b>Municipal Objectives (OB)</b>							
3.7 Fleet Management		3.7.1 To ensure that assets are managed and utilised in line with relevant policies and procedures by 2020							
MO Ref	Municipal Programme	KPI	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
3.7.1	Fleet Management	Progress towards establishment of the fleet management unit	Fleet management unit not in existence	BTO	Establishment of fleet management unit by 2020	100% roadworthy vehicles by 30 <sup>th</sup> June 2019.	N/A	N/A	N/A

<b>Strategic Area</b>		<b>4. Good governance and Public Participation</b>							
<b>Strategic Goal</b>		<b>A responsive, accountable, Inclusive municipal governance and administrative capacity</b>							
<b>NDP</b>		<ul style="list-style-type: none"> <li>Promoting active citizenry to strengthen development, democracy and accountability</li> <li>Encouraging strong leadership throughout society to work to resolve problems</li> <li>Focussing on key capabilities of people and the state</li> <li>Building a capable and development state</li> </ul>							
<b>PDP</b>		<b>Goal 5:</b> Capable conscientious and accountable institutions							
<b>National Outcomes</b>		<b>Outcome 9:</b> A responsive, accountable, effective and efficient local government system							
<b>Priority Area</b>				<b>Municipal Objectives (MO)</b>					
<b>4.1 Public participation</b>				<b>4.1.1 Ensure meaningful effective stakeholder participation in municipal IDP and Budget processes by 2020</b>					
<b>MO Ref</b>	<b>Municipal Programme</b>	<b>(KPI)</b>	<b>KPI Baseline</b>	<b>Responsible Dept.</b>	<b>5 Year Projects</b>				
					<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>4.1.1</b>	Functionality of war rooms	Number of war room meetings conducted	Established and launched war rooms	Office of the MM	Launch Ward Committees	Conduct 12 war room meetings per ward	Convene 6 war room meetings per ward	Convene 8 war room meetings per ward	Convene 10 war room meetings per ward
<b>4.1.2</b>	Conduct public participation meetings and Mayoral Imbizos	Number of meetings conducted	Public Participation policy	Office of the Municipal Manager and Corporate Services	Conduct 26 public participation meetings	Conduct 26 public participation meetings and 6 Mayoral Imbizos and SOMA	Conduct 26 public participation meetings and 6 Mayoral Imbizos and SOMA	Conduct 26 public participation meetings and 6 Mayoral Imbizos and SOMA	Conduct 26 public participation meetings and 6 Mayoral Imbizos and SOMA
<b>Priority Area</b>				<b>Municipal Objectives (MO)</b>					

4.2 Monitoring and evaluation			4.2.1 Ensure effective monitoring and evaluation of quality service standards							
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects					
					2017/18	2018/19	2019/20	2020/21	2021/22	
4.2.1	Strengthen oversight and accountability	Performance of MANCO, Audit Committee and MPAC	MANCO, Audit Committee and MPAC	Office of the MM	7 statutory reports Capacity building for MPAC	7 statutory reports Capacity building for MPAC	Produce 7 MANCO statutory reports. Conduct 4 Audit committee meetings. Conduct 7 MPAC meetings	Produce 7 MANCO statutory reports. Conduct 4 Audit committee meetings. Conduct 7 MPAC meetings	Produce 7 MANCO statutory reports. Conduct 4 Audit committee meetings. Conduct 7 MPAC meetings	

Priority Area			Municipal Objectives (MO)						
4.3 Anti-corruption			4.3.1 Eradicate corruption throughout the municipality.						
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
4.3.1	Strengthen fraud and anti-corruption	Progress achieved with the implementation of the anti-corruption plan	Anti-corruption strategy council approved	Office of the Municipal Manager	Formulate Anti-corruption plan	Conduct 4 awareness campaigns on fraud and anti-corruption	Conduct 4 awareness campaigns on fraud and anti-corruption	Conduct 4 awareness campaigns on fraud and anti-corruption	Conduct 4 awareness campaigns on fraud and anti-corruption

Priority Area		Municipal Objectives (MO)							
4.4 Intergovernmental relations		4.4.1 Strengthen alignment of sector department programmes and the municipal IDP.							
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
4.4.1	Enhance IGR performance	No of effective IGR meetings	IGR Policy	Office of the Municipal manager	Formulate MoUs with DM and Sector departments	Monitor alignment with Council calendar	Convene 4 technical IGR Meetings and 4 political IGR meetings	Convene 4 technical IGR Meetings and 4 political IGR meetings	Convene 4 technical IGR Meetings and 4 political IGR meetings
4.4.2	Enhance Traditional Leaders participation	No. of Traditional Leaders meetings convened and assistance during initiation periods	Mhlontlo Traditional Leaders Structure	Corporate Services	N/A	Convene 4 Traditional leader's meetings. Assist in initiation programmes	Convene 4 Traditional leader's meetings. Assist in initiation programmes	Convene 4 Traditional leader's meetings. Assist in initiation programmes	Convene 4 Traditional leader's meetings. Assist in initiation programmes
Priority Area		Municipal Objectives (MO)							
4.5 Policies and by-laws		4.5.1 To enhance quality services and good customer care							

MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
4.5.1	Batho-Pele	Progress with implementation of Batho-Pele principles	Batho-Pele not effectively implemented and monitored	Corporate Services	Establish Customer Care System	Conduct 4 workshops on Batho Pele Principles	Conduct 1 workshop on Batho Pele Principles	Conduct 1 workshop on Batho Pele Principles	Conduct 1 workshop on Batho Pele Principles



<b>Strategic Focus Area</b>		<b>5. Local economic development, Planning and Rural Development</b>							
<b>Strategic Goal</b>		<b>A thriving economy that creates wealth, employment, and sustainable livelihoods for all</b>							
<b>NDP</b>		Bringing about faster economic growth, higher investment and greater labour absorption							
<b>PDP</b>		A growing inclusive and equitable economy							
<b>National Outcome</b>		<b>Outcome 2:</b> Create decent employment through inclusive economic growth <b>Outcome 6:</b> Support an efficient, competitive and responsive economic infrastructure framework							
5.4 LED capacity					Build municipal capacity to drive LED				
<b>Priority Area</b>					<b>Municipal Objectives (MO)</b>				
5.1 Employment creation and poverty alleviation					5.1.1 Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020 5.1.1.2 To be a thriving economy that creates wealth, employment, and sustainable livelihood for all				
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
<b>Priority Area</b>					<b>Municipal Objectives (MO)</b>				
5.1 Employment creation and poverty alleviation					5.1.1 Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020				
MO	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
5.1.1.	Food gardens	Number of food gardens ploughed	Business Plan for food gardens	LEDPARD	Identify beneficiaries	Ploughing of 104 food gardens	Ploughing of 104 food gardens	Ploughing of 150 food gardens	Ploughing of 150 food gardens

Priority Area				Municipal Objectives (MO)					
5.2 Strategic economic sector growth and development				5.2.1 Ensure rapid growth and development of strategic economic sectors by 2020					
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
5.2.1	High value crops production	No. of beneficiaries	4 hydroponic tunnels	LEDPARD	Installation of 6 hydroponic tunnels	Installation of 3 hydroponic tunnels	Repair 4 hydroponic tunnels	Installation of 6 hydroponic tunnels	N/A
5.2.2	Farmer support Programmes	No. of tractors, equipment and inputs purchased for farmers	Farmer production suppose unit with 2 tractors	LEDPARD	N/A	N/A	Purchase of 2 tractors, equipment and inputs	Purchase of 2 tractors, equipment and inputs	N/A
5.2.3	Brick Making	No. of Incubators established	Business plan in place	LEDPARD	Business Plan Development	Funding of one brick-making Incubator	Purchase of Material and training of beneficiaries	Funding of one brick making project	Identify beneficiari es, purchase of inputs and equipment

Priority Area				Municipal Objectives (MO)					
5.2 Strategic economic sector growth and development				5.2.1 Ensure rapid growth and development of strategic economic sectors					
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
5.2.1	Cooperative Development Centre	Completed Cooperative Development Centre	Building on a roofing stage but floors damaged by rains	LEDPARD	N/A	Repair damaged floors, roofing, ceiling and painting	Completion of Toleni CDC	Purchase operational equipment	N/A
5.2.2	Small town revitalisation	Developed small revitalisation business plan	STR workshop for councillors and officials was held	LEDPARD	N/A	Develop a business plan for Mhlontlo STR	STR workshop	Implementation of STR business plan	Implementation of STR business plan
5.2.3	Review of Tourism Master Plan	Reviewed Tourism master Plan	Tourism Master Plan		Review Tourism Master Plan	Implementation of Tourism Master Plan	Implementation of Tourism Master Plan	Implementation of Tourism Master Plan	Implementation of Tourism Master Plan
5.2.4	Establishment of Visitor Information Centre (VIC)	Established VIC	None		N/A	Revive the Qumbu VIC	Operate the 2 VICs	Operate the 2 VICs	Operate the 2 VICs
5.2.5	Construction of a Kiosk inside Mhlontlo Nature Reserve (MNR)	Constructed Kiosk at the MNR	None	LEDPARD	N/A	Identify space inside the lodge site and construct a kiosk	Mobilise and attract a private business partner to operate the kiosk	Operate a kiosk	Operate a kiosk
5.2.6	Setup extreme sports activities inside the MNR	Setup extreme sporting activities	None		N/A	Invite interested investors to come up with proposals for	Invite interested investors to come up with	Setup the area for suitable activities	Operate extreme sporting activities



						extreme sporting activities	proposals for extreme sporting activities		
5.2.7.	Construction of public ablution facilities at the MNR	Construct public ablution facilities	None		N/A	Design and construct 6 public ablution facilities		Maintain public ablution facilities	Maintain public ablution facilities
5.2.8.	Construction of public ablution facilities at the Bajodini	Construct public ablution facilities	None		N/A	Design and construct 6 public ablution facilities		Construct additional 6 ablution facilities	Maintain public ablution facilities
5.2.9.	Host One Tourism Month event at Tsitsa Falls	Number of tourism events hosted	Tourism month event activates previously hosted by the municipality		N/A	Host one Tourism Month event at Tsitsa Falls by 30 June 2019.	Host one Tourism Month event in one of Mhlontlo declared area.	Host one Tourism Month event in one of Mhlontlo declared area.	Host one Tourism Month event in one of Mhlontlo declared area.
5.2.10	Manage One stall in both the Tourism Indaba and Grahamstown Arts Festivals	Number of stall managed by Mhlontlo Crafters in both Durban and Grahamstown	ORTDM offers stall to all local municipalities.		N/A	Manage one stall in the Tourism Indaba and one stand in the Grahamstown Arts Festival by June 2019.	Manage one stall in the Tourism Indaba and one stand in the Grahamstown Arts Festival by June 2019	Manage one stall in the Tourism Indaba and one stand in the Grahamstown Arts Festival by June 2020	Manage one stall in the Tourism Indaba and one stand in the Grahamstown Arts Festival by June 2021
5.2.11	Purchase of kiddies fun games and design kiddies	Purchase kiddies fun games and design	None	LEDPARD	N/A	Purchase kiddies games and design kiddies centre		Operate and maintain kiddies games and design	Operate and maintain kiddies games and

	centre at the MNR	kiddies centre at the MNR						kiddies centre at the MNR	design kiddies centre at the MNR
--	-------------------	---------------------------	--	--	--	--	--	---------------------------	----------------------------------

Priority Area				Municipal Objectives (MO)					
5.3 Investment retention and attraction				5.3.1 Retain, grow and attract new investments linked to the strategic economic sectors					
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
5.3.1.	Trade and Investment Strategy Promotion	Implemented Trade and Investment Strategy	Trade and Investment Strategy is developed	LEDPARD	Implementation of Trade and Investment Strategy	Implementation of Mhlontlo Trade and Investment Strategy	Implement the Mhlontlo Trade and Investment Strategy	Implement the Mhlontlo Trade and Investment Strategy	Implement the Mhlontlo Trade and Investment Strategy
5.3.2.	Middle income housing development	No existing middle income housing development scheme.	Existing Qumbu Ext 6 layout plan	LEDPARD	General Plan for Qumbu Ext 6	Develop Business Plan for Middle Income Housing		Identification of potential buyers	Project Roll out

<b>Strategic Focus Area</b>		6. Spatial Development and Land Use Management							
<b>Strategic Goal</b>		Urban growth expansion and balance with environmental endowment							
<b>NDP</b>									
<b>PDP</b>		Managed human settlements clustered in settlement regions and corridors, alongside productive precincts, managed ecological natural resource areas, connected to a network of strategic transportation routes, open to the global, national and provincial economies							
<b>National Outcome</b>		<b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced <b>Outcome 8 :</b> Sustainable human settlements and an improved quality of household life							
<b>Priority Area</b>				<b>Municipal Objectives (MO)</b>					
6.1.2 Spatial Development				6.1.2.1. Ensure urban growth expansion and balance with environmental endowment					
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
6.1.2.1	Implementation of Spatial Development Framework	Developed Sulenkama Regeneration Plan	Existing Municipal SDF	LEDPARD	N/A	Development of Precinct Plans		Implementation of Sulenkama regeneration plan	Implementation of Sulenkama regeneration plan
		Developed Qumbu CBD regeneration	Existing Municipal SDF	LEDPARD	N/A	Develop Qumbu regeneration plan		Implementation of Qumbu CBD regeneration plan	Implementation of Qumbu CBD regeneration plan
		Developed Tsolo Junction to Tsolo Town urban development spine	Existing municipal SDF	LEDPARD	N/A	N/A	Development of Tsolo Junction to Tsolo Town urban development spine		Implementation of Tsolo Junction to Tsolo Town urban development spine

Priority Area				Municipal Objectives					
6.2.1 Land Use Management				6.2.1.1. To guide and manage development according to the vision, strategies and policies of the Integrated Development Plan and Spatial Development Framework, and in the interest of the general public to promote sustainable development and quality of life.					
MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
		Wall to wall Land use Management scheme	Developed wall to wall Land use management system in compliance with SPLUMA	LEDPARD	N/A	Land Use Survey and update for Both towns	Development of wall to wall Land Use Management system in compliance with SPLUMA	Monitor Land Usage	Monitor Land Usage

MO Ref	Municipal Programme	(KPI)	KPI Baseline	Lead Dept.	5 Year Projects				
					2017/18	2018/19	2019/20	2020/21	2021/22
6.2.1.2	Development of Credible Integrated Development Plan	Developed Credible IDP	Credible and budget	LEDPARD	N/A	Reviewed and Credible IDP	Reviewed and Credible IDP	Reviewed and Credible IDP	Reviewed and Credible IDP

# CHAPTER SEVEN: PROJECTS



<b>National KPA:</b> Basic Service Delivery	<b>Strategy:</b> To ensure universal access to basic Socio-economic services to communities and households		<b>Project Name:</b> Infrastructure Services				
<b>Key Performance Indicator:</b> Completed sportfields	<b>Municipal Objective:</b> To construct and maintain arts, culture and sporting facilities in all wards		<b>Location:</b> Mhlontlo				
<b>Major Activities:</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Rehabilitation of sports field – Tsolo sport field (ward 6)	R11 839 789.20	MIG	R11 839 789.20				
Rehabilitation of sport field – Qumbu sport field (Ward 15)	R12 473 840.03	MIG	R12 473 840.03				
Rehabilitation of sport field – Mvumelwano sport field (Ward 14)	R3 544 218.00	MIG	R3 544 218.00				

National KPA: Basic Service Delivery	Strategy: To ensure universal access to basic socio-economic services to communities and households		Project Name: Infrastructure Services				
Key Performance Indicator: Number of kms completed	Municipal Objective: To construct and maintain 100kms of access roads with storm water management		Location: Mhlontlo				
Major Activities	Implementation Targets						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Planning for surface : street upgrade – Tsolo street upgrade (Ward 6)	R300 000	MIG	R300 000				
Planning for surfacing of 2.73 km street upgrade – Qumbu streets upgrade (Ward 15)	R300 000	MIG	R300 000				
Dumba to Tina Falls access road 8km (Ward 10)	R6 290 295.60	MIG	R6 290 295.60				
N2 Newrest to Dilizintaba 10,5 km (Ward 8)	R1 222 450.00	MIG	R1 222 450.00				
Gravel Access road of 5.39 km- Kimbili 1- Kimbili 2 (Ward 23)	R214 463.52	MIG	R214 463.52				
Gravel Access road of 5.39 km – T162 via Stopiyini to Hlabathi (Ward 11)	R1 664 695.00	MIG	R1 664 695.00				
Mdeni access road 8,9km (Ward 26)	R4 183 568.28	MIG	R4 183 568.28				
Machibini to Dumaneni Access Road 6.5km (Ward 22)	R6 650 000.00	MIG	R6 650 000 .00				
Nxotwe to Konkabi Access Road 12km ward 24	R4 354 173.00	MIG	R4 354 173.00				
Tsolo stormwater drainage (Ward 6)	R300 000	MIG	R300 000				
Qumbu stormwater drainage (Ward 15)		SANRAL					
Rehabilitation of Zimbengwini access road 5,2km (Ward 20)	R5 316 862.17	E/Share	R5 316 862.17				

<b>National KPA:</b> Basic Service Delivery	<b>Strategy:</b> To ensure universal access to basic socio-economic services to communities and households		<b>Project Name:</b> Infrastructure Services				
<b>Key Performance Indicator:</b> Number of kms completed	<b>Municipal Objective:</b> To construct and maintain 100kms of access roads with storm water management		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Rehabilitation of Nyanisiweni access road 5,2 km (Ward 19)	R6 000 000	E/share	R6 000 000				
Rehabilitation of Kwamgongo access road 6.1 km (Ward 10)	R4 182 026	E/share	R4 182 026				
Rehabilitation of Ngxakolo access road 7,8 km (Ward 13)	R3 396 772.56	E/share	R3 396 772.56				
Maintenance of urban roads – Qumbu (Ward 15)	R1 075 000.00	E/share	R1 075 000.00				
Maintenance of urban roads – Tsolo (Ward 6)	R1 075 000.00	E/share	R1 075 000.00				
Maintenance of rural roads (26 wards)	R2 040 123	E/share	R2 040 123				
EPWP	R1 781 000	Public works	R1 781 000				
Vehicles	R72 000	E/share	R72 000				
Material and equipment	R24 000	E/share	R24 000				



<b>National KPA:</b> Basic Service Delivery	<b>Strategy:</b> To ensure universal access to basic socio-economic services to communities and households		<b>Project Name:</b> Infrastructure Services				
<b>Key Performance Indicator:</b> Number of highmast lights constructed/ maintain and street lights maintained. Number of households connected .	<b>Municipal Objective:</b> To construct and maintain 15 highmast lighths and street lights. To elimimate electricity backlogs (6000 H/H)		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Maintenance of 32 Tsolo high mast lights (Ward 6)	R1 101 055.52	E/Share	R1 101 055.52				
Maintenance of 26 Qumbu high mast lights (Ward 15)	R1 101 055.52	E/share	R1 101 055.52				
Maintenance of 152 Tsolo and Qumbu Street lights	R762 300	E/share	R762 300				
Rhwaxeni (Ward 12)	R1 232 000	INEP	R1 232 000				
Mangxamfu (Ward 12)	R3 346 000	INEP	R3 346 000				
Hlabathi (Ward 11)	R4 222 000	INEP	R4 222 000				
Makhothi and Ndakana (Ward 11)	R2 708 000	INEP	R2 708 000				

<b>National KPA:</b> Institutional Arrangement	<b>Strategy:</b> To build a strong and capable municipal administration			<b>Project Name:</b> Corporate Services			
<b>Key Performance Indicator:</b> Date by which final reviewed organogram for 2019/20 financial year is submitted to council for approval.	<b>Municipal Objective:</b> To review and ensure maintain an IDP -aligned organisational structure by 30 June 2018 beyond 2021			<b>Location:</b> Mhlontlo			
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
40 employees to trained and capacited in line with WSP	R1 000 000	E/share	R1 000 000				
Performance management	R680 000	E/share	R680 000				
Review and implement employment equity plan	R6 885	E/share	R6 885				
Implementation and Reviewal of HR Policies	R335 335	E/share	R335 335				
Maintain and update HR systems	R24 000	E/share	R24 000				
Implementation of OHS and wellness plan	R100 000	E/share	R100 000				
Communications	R542 110	E/share	R542 110				
ICT	R200 000	E/share	R200 000				
Installation of Electronic Document Management System (EDMS)	R2 000 000	E/share	R175 000	R1 825 000			
Cleaning Services	R200 000	E/share	R200 000				
Purchase of tools and equipment	R60 000	E/share	R60 000				

<b>National KPA:</b> Institutional Arrangement	<b>Strategy:</b> To build a strong and capable municipal administration			<b>Project Name:</b> Corporate Services			
<b>Key Performance Indicator:</b> Number of wellness programmes conducted by 30 June 2020	<b>Municipal Objective:</b> To promote health and wellness culture among councillors and municipal employees by 30 June 2021			<b>Location:</b> Mhlontlo			
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Furniture and office equipment	R524 000	Equitable share	R 524 000				
Cleaning Material	R350 000	Equitable share	R 350 000				
Renovation of toilets	R400 000	Equitable share	R 400 000				
Burial of Traditional Leaders	R18 500	Equitable share	R 18 500				
Burial of Ward Committees	R50 000	Equitable share	R50 000				
Training of Councillors	R500 000	Equitable share	R500 000				
Asset acquisition (store room)	R 200 000	Equitable share	R 200 000				

<b>National KPA:</b> Financial Viability	<b>Strategy:</b> To be a financially viable Municipality			<b>Project Name:</b> Budget and Treasury Office			
<b>Key Performance Indicator:</b> Compliance with treasury requirements	<b>Municipal Objective:</b> To ensure credible budgeting and proper financial reporting in line with relevant legislation			<b>Location:</b> Mhlontlo			
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Supplementary valuation roll	R 393 900	Equitable share	R393 900				
Publicise Credit Control Policy/Bylaw	R 15 000	Equitable share	R15 000				
Updating of indigent register	R 40 000	Equitable share	R40 000				
Provision of Free Basic Electricity	R 3 563 327.56	Equitable share	R3 563 327.56				
Provision of Free Alternate Energy	R 1 500 000	Equitable share	R1 500 000				
Fixed Asset Register Update	R 1 400 000	Equitable share	R1 400 000				
MSCOA	R 1000 000	Equitable share	R 1000 000				
Preparation of 2018/19 Annual Financial Statements	R 595 000	Equitable share	R 595 000				
Advanced Excel Training	R 91 500	Equitable Share	R 91 500				

<b>National KPA:</b> Basic Service Delivery	<b>Strategy:</b> To ensure universal access to basic socio-economic services to communities and house holds		<b>Project Name:</b> Community Services				
<b>Key Performance Indicator:</b> Work completed towards Tsolo waste transfer station	<b>Municipal Objective:</b> To ensure full compliance with waste management laws and legislations.		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Fencing of Qumbu Cemetery	R 200 000	Equitable share	R 200 000				
Maintenance of Cemeteries	R 227 200	Equitable share	R 227 200				
Establishment of Tsolo Transfer Station	R 1 000 000	Equitable share	R 1 000 000				
Maintenance of landfill sites	R 400 000	Equitable share	R 400 000				
Municipal EPWP	R 3 000 000	Equitable share	R 3 000 000				
Cleaning of towns	R 2 428 000	Equitable share	R 2 428 000				
Relocation of Qumbu Pound	R 1 500 000	Equitable Share		R1 500 000			
Grass cutting machine	R 50 000	Equitable Share	R 50 000				
Qumbu Impounding of animals	R 420 000	Equitable share	R 420 000				
Tsolo impounding of animals	R 200 000	Equitable share	R200 000				

<b>National KPA:</b> Basic Service Delivery	<b>Strategy:</b> To ensure universal access to basic socio-economic services to communities and house holds		<b>Project Name:</b> Community Services				
<b>Key Performance Indicator:</b> No. of licensed and registered vehicles. Progress on the implementation of community safety and security plan	<b>Municipal Objective:</b> To provide integrated transport management services. To coordinate effective implementation of safety and security plan		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Construction of VTC	R 2 000 000	Equitable share	R 1 000 000	R 1 000 000			
Licensing, Registration of 1000 vehicles and Testing of 2000 learner drivers	R 367 200	Equitable share	R 3 67 200				
Maintain road signs ad markings	R 126 000	Equitable share	R 126 000				
Review of community safety and security plan	R 50 000	Equitable share	R 50 000				
Provision of security Services	R 5 400 000	Equitable share	R 5 400 000				
Law enforcement	R 202 750	Equitable share	R 202 750				
Purchase of Protective Clothing	R 500 000	Equitable share	R 500 000				
Purchase of tools and equipment	R 60 000	Equitable share	R 60 000				
Quarterly Calibration of Prolazer III	R 52 000	Equitable share	R 52 000				

<b>National KPA:</b> Local Economic Development	<b>Strategy:</b> A thriving economy that creates wealth , employment and sustainable livelihood for all.		<b>Project Name:</b> LEDPARD				
<b>Key Performance Indicator:</b> Developed database of Mhlontlo artisans	<b>Municipal Objective:</b> Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020.		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Ploughing of 104 food gardens	R 364 000	Equitable share	R 364 000				
Repairs of four hydroponic tunnels	R 100 000	Equitable share	R 100 000				
Purchase kiddies games and design kiddies centre (ward 9)	R 257 000	Equitable share		R 257 000			
Host one tourism month event	R 88 750	Equitable share	R 88 750				
Host one tourism event on Bajodini horse racing (ward 23)	R 303 000	Equitable share	R 303 000				
Tourism indaba	R 175 400	Equitable share	R 175 400				
Implementation of trade and investment strategy	R 193 750	Equitable share	R 193 750				
Training of 60 beneficiaries on brick making	R 670 690	Equitable share	R 670 690				
Training of 30 beneficiaries on sewing	R 555 000	Equitable share		R 555 000			
Supply of trading equipment to 100 informal traders	R 450 000	Equitable share	R 450 000				
Completion of Toleni CDC (ward 25)	R 2 100 000	Equitable share	R 2 100 000				
Construction of Steel warehouse for brick making incubator	R 800 000	Equitable share	R 800 000				

<b>National KPA:</b> Local Economic Development	<b>Strategy:</b> A thriving economy that creates wealth , employment and sustainable livelihood for all.		<b>Project Name:</b> LEDPARD				
<b>Key Performance Indicator:</b> Developed database of Mhlontlo artisans	<b>Municipal Objective:</b> Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020.		<b>Location:</b> Mhlontlo				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
Construction of three family challets at Tsitsa falls	R 1 007 700	Equitable share	R 1 007 700				
Purchase of Tsolo hawker stalls	R 1 250 000	Equitable share	R 100 000	R 1 250 000			
Construct six ablutions at Mhlontlo nature reserve	R 200 000	Equitable share		R200 000			
Construct six ablutions at Bajodini horse racing course	R 200 000	Equitable share		R200 000			
Purchase of two tractors and implements	R 2 007 000	Equitable share	R 2 007 000				
Purchase of equipment for Qanda coffin manufacturing (ward 08)	R 322 000	Equitable share	R 322 000				
Review of Qumbu revitalization plan	R 200 000	Equitable share	R 200 000				



<b>National KPA:</b> Local Economic Develeopment	<b>Strategy:</b> Urban growth expension and balance with environmental endowment						<b>Project Name:</b> SPLUMA	
<b>Key Performance Indicator:</b> developed By-laws. Land use report.	<b>Municipal Objective:</b> To guide and manage development according to the vision , strategies and policies of the intergrated development plan and Spatial development frame work and in the interest of the general public to promote sustainable development and quality of life.						<b>Location:</b> Mhlontlo	
<b>Major Activities</b>	<b>Implementation Targets</b>							
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21	
Development of by-laws	R 450 000	Equitable share	R 200 000	R 250 000				
Development of wall to wall land use management	R 600 000	Equitable share	R 600 000					
Development of Tsolo Junction to Tsolo Town Urban development spine	R 450 000	Equitable share		R 450 000				

<b>National KPA: Good Governance</b>	<b>Strategy:</b>		<b>Project Name: Special Programmes Unit</b>				
<b>Key Performance Indicator:</b>	<b>Municipal Objective:</b>		<b>Location:</b>				
<b>Major Activities</b>	<b>Implementation Targets</b>						
	Funding Required	Funding Source	2019/2020	2020/2021	2021/2022	2019/20	2020/21
IGR Meeting	R 46 456.80	Equitable share	R 46 456.80				
Project Budget - HIV/AIDS	R 391 000	Equitable share	R 391 000				
Project Budget - Elderly	R 670 800.00	Equitable share	R 670 800.00				
Project Budget - Women	R 145 500.00	Equitable share	R 145 500.00				
Project Budget - Disabled	R 684 048	Equitable share	R 684 048				
Project Budget - Children	R 403 900.00	Equitable share	R 403 900.00				
Project Budget - Youth	R 611 000.00	Equitable share	R 611 000.00				

## CHAPTER EIGHT: FINANCIAL PLAN

### 8.1 Government Grant and Subsidies

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<i>Governance and administration</i>		128 079	108 362	110 367	132 978	99 289	99 289	117 917	124 284	130 995
Executive and council		44 802	45 949	47 796	43 104	48 159	48 159	46 998	49 536	52 211
Finance and administration		83 277	62 414	62 571	89 874	51 129	51 129	70 919	74 748	78 785
<i>Community and public safety</i>		16 362	17 466	21 485	31 447	19 096	19 096	7 338	7 734	8 152
Community and social services		1 145	1 016	-	2 310	-	-	502	529	558
Public safety		15 217	16 450	21 485	29 137	19 096	19 096	6 836	7 205	7 594
<i>Economic and environmental services</i>		99 262	105 593	102 930	101 353	84 087	84 087	139 741	147 287	155 240
Planning and development		27 316	30 080	25 271	64 432	70 849	70 849	114 982	121 192	127 736
Road transport		71 946	75 513	77 658	36 921	13 238	13 238	24 758	26 095	27 504
<i>Trading services</i>		18 240	24 701	20 705	24 016	22 620	23 020	19 708	20 773	21 894
Energy sources		-	-	-	-	762	762	11 508	12 129	12 784
Waste management		18 240	24 701	20 705	24 016	21 858	22 258	8 200	8 643	9 110
<b>Total Revenue - Functional</b>	<b>2</b>	<b>261 942</b>	<b>256 122</b>	<b>255 486</b>	<b>289 794</b>	<b>225 092</b>	<b>225 492</b>	<b>284 703</b>	<b>300 077</b>	<b>316 282</b>
<b>Expenditure - Functional</b>	<b>-</b>									
<i>Governance and administration</i>		113 487	122 413	102 730	102 700	140 722	140 722	134 862	142 144	149 820

Executive and council		43 128	47 507	46 311	43 044	47 633	47 633	58 066	61 201	64 506
Finance and administration		70 360	74 906	56 419	59 656	93 089	93 089	76 796	80 943	85 314
<b>Community and public safety</b>		<b>17 707</b>	<b>19 341</b>	<b>19 188</b>	<b>25 902</b>	<b>24 744</b>	<b>24 744</b>	<b>28 656</b>	<b>30 204</b>	<b>31 835</b>
Community and social services		3 473	3 515	1 589	627	44	44	148	156	164
Public safety		14 234	15 826	17 599	25 275	24 700	24 700	28 509	30 048	31 671
<b>Economic and environmental services</b>		<b>136 172</b>	<b>161 456</b>	<b>135 943</b>	<b>162 439</b>	<b>143 342</b>	<b>143 342</b>	<b>155 232</b>	<b>163 615</b>	<b>172 450</b>
Planning and development		17 073	19 473	14 237	33 282	29 630	29 630	23 921	25 213	26 574
Road transport		119 099	141 982	121 706	129 157	113 712	113 712	131 312	138 402	145 876
<b>Trading services</b>		<b>14 549</b>	<b>15 390</b>	<b>19 489</b>	<b>22 639</b>	<b>21 858</b>	<b>21 858</b>	<b>22 643</b>	<b>23 866</b>	<b>25 155</b>
Energy sources		-	-	-	-	-	-	762	803	847
Waste management		14 549	15 390	19 489	22 639	21 858	21 858	21 881	23 063	24 308
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>281 915</b>	<b>318 600</b>	<b>277 351</b>	<b>313 679</b>	<b>330 666</b>	<b>330 666</b>	<b>341 394</b>	<b>359 829</b>	<b>379 260</b>
<b>Surplus/(Deficit) for the year</b>		<b>(19 974)</b>	<b>(62 478)</b>	<b>(21 865)</b>	<b>(23 885)</b>	<b>(105 575)</b>	<b>(105 175)</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>

## 8.2 Revenue By Source

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	1										
<b>Revenue By Source</b>											
Property rates	2	31 807	17 115	8 883	21 015	16 601	16 601	-	16 601	17 497	18 442
Service charges - refuse revenue	2	1 158	1 278	1 360	1 377	1 377	1 377	-	1 449	1 527	1 610
Rental of facilities and equipment		46	49	47	47	47	47		38	40	42
Interest earned - external investments		3 559	3 918	5 187	4 279	6 979	6 979		6 300	6 641	6 999
Interest earned - outstanding debtors		838	580	931	599	714	714		402	424	447
Fines, penalties and forfeits		477	256	384	65	974	974		80	85	89
Licences and permits		1 489	1 430	1 273	1 313	1 359	1 359		1 597	1 683	1 774
Agency services		854	1 034	1 099	1 170	1 170	1 170		1 296	1 366	1 440
Transfers and subsidies		182 184	174 668	175 073	171 125	172 407	172 407		200 396	211 217	222 623
Other revenue	2	1 603	2 175	1 401	26 193	346	346	-	1 293	1 363	1 437
Gains on disposal of PPE		(352)		(128)		140	140				
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>223 664</b>	<b>202 502</b>	<b>195 509</b>	<b>227 183</b>	<b>202 116</b>	<b>202 116</b>	<b>-</b>	<b>229 453</b>	<b>241 844</b>	<b>254 903</b>
<b>Expenditure By Type</b>											
Employee related costs	2	75 695	78 876	81 097	95 075	96 349	96 349	-	116 101	122 371	128 979

Remuneration of councillors		16 411	16 364	17 671	25 626	18 737	18 737		22 176	23 373	24 635
Debt impairment	3	12 393	19 348	(724)	0	24 500	24 500		22 500	23 715	24 996
Depreciation & asset impairment	2	96 373	114 388	102 271	98 503	105 753	105 753	-	115 763	122 014	128 603
Other materials	8	2 985	3 320	3 954		6 704	6 704				
Contracted services		-	-	-	23 957	27 169	27 169	-	7 871	8 296	8 744
Transfers and subsidies		-	-	-	-	-	-	-	2 283	2 406	2 536
Other expenditure	4, 5	-	-	-	70 517	52 757	52 757	-	54 701	57 654	60 768
Loss on disposal of PPE		407	2 066	1 273							
<b>Total Expenditure</b>		<b>204 264</b>	<b>234 360</b>	<b>205 541</b>	<b>313 679</b>	<b>331 970</b>	<b>331 970</b>	<b>-</b>	<b>341 394</b>	<b>359 829</b>	<b>379 260</b>
<b>Surplus/(Deficit)</b>		<b>19 400</b>	<b>(31 859)</b>	<b>(10 032)</b>	<b>(86 496)</b>	<b>(129 854)</b>	<b>(129 854)</b>	<b>-</b>	<b>(111 940)</b>	<b>(117 985)</b>	<b>(124 356)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		38 278	53 620	59 977	62 611	53 763	53 763		55 250	58 234	61 378
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>57 678</b>	<b>21 761</b>	<b>49 946</b>	<b>(23 885)</b>	<b>(76 091)</b>	<b>(76 091)</b>	<b>-</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>
<b>Surplus/(Deficit) after taxation</b>		<b>57 678</b>	<b>21 761</b>	<b>49 946</b>	<b>(23 885)</b>	<b>(76 091)</b>	<b>(76 091)</b>	<b>-</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>57 678</b>	<b>21 761</b>	<b>49 946</b>	<b>(23 885)</b>	<b>(76 091)</b>	<b>(76 091)</b>	<b>-</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>57 678</b>	<b>21 761</b>	<b>49 946</b>	<b>(23 885)</b>	<b>(76 091)</b>	<b>(76 091)</b>	<b>-</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>

### 8.3 Operational Budget

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Revenue by Vote</b>	1									
Vote 1 - Council		-	-	-	14 329	31 422	31 422	30 484	32 130	33 865
Vote 2 - Mayor		-	-	-	15 332	4 005	4 005	3 535	3 726	3 927
Vote 3 - Municipal Manager		-	-	-	13 382	12 731	12 731	12 979	13 680	14 419
Vote 4 - Budget and Treasury Office		-	-	-	59 780	34 183	34 183	43 345	45 686	48 153
Vote 5 - Corporate Services		-	-	-	27 011	26 109	26 109	27 573	29 062	30 632
Vote 6 - Local Economic Planning and Development		-	-	-	17 425	26 941	26 941	20 335	21 433	22 590
Vote 7 - Community and Social Services		-	-	-	53 103	48 145	48 145	38 513	40 593	42 785
Vote 8 - Infrastructure Services		-	-	-	26 821	18 578	18 578	107 939	113 768	119 911
<b>Total Revenue by Vote</b>	2	-	-	-	<b>227 183</b>	<b>202 116</b>	<b>202 116</b>	<b>284 703</b>	<b>300 077</b>	<b>316 282</b>
<b>Expenditure by Vote to be appropriated</b>	1									

Vote 1 - Council		-	-	-	14 329	31 422	31 422	13 425	14 150	14 914
Vote 2 - Mayor		-	-	-	15 332	4 005	4 005	20 272	21 367	22 521
Vote 3 - Municipal Manager		-	-	-	13 382	12 731	12 731	20 987	22 120	23 315
Vote 4 - Budget and Treasury Office		-	-	-	33 316	58 683	58 683	47 918	50 506	53 233
Vote 5 - Corporate Services		-	-	-	26 490	26 109	26 109	21 932	23 116	24 364
Vote 6 - Local Economic Planning and Development		-	-	-	27 108	26 890	26 890	24 932	26 278	27 697
Vote 7 - Community and Social Services		-	-	-	48 540	47 673	47 673	50 635	53 369	56 251
Vote 8 - Infrastructure Services		-	-	-	135 181	124 456	124 456	141 294	148 924	156 965
<b>Total Expenditure by Vote</b>	<b>2</b>	-	-	-	<b>313 679</b>	<b>331 970</b>	<b>331 970</b>	<b>341 394</b>	<b>359 829</b>	<b>379 260</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	-	-	-	<b>(86 496)</b>	<b>(129 854)</b>	<b>(129 854)</b>	<b>(56 690)</b>	<b>(59 752)</b>	<b>(62 978)</b>





## CHAPTER NINE: LIST OF COMMUNITY NEEDS

Below table 27 is the detailed list of community needs as captured during the community outreach and ward-based planning process.

WARD NUMBER 01		
Service	Location	Need
Community Facilities	Majaba	Police Station
Electricity	Taleni and Nonkobongo, Ntompini, Hobeni, Zinkampini, Mthontsi, Phantsi	Installation
	Mangolweni, Mnga, Magqubeni, Majaba, Singeni, Nkampini, Quthubeni, Mpololweni, Mpoza, Mkhumenge, Faraday	Extensions
	All ward villages	High mast lights
Roads	Batyi A/R, Lukhalane A/R, Mkhumenge A/R, Zinkampini A/R, Phantsi to Mnga A/R, Majaba to Nonkobongo A/R, Nogqadaza A/R, Ntywenka A/R, Balasi to Mkhwezweni A/R, Luqolweni to Mthontsi A/R, Taleni A/R, Ntompini A/R (Qala), Qala wase Mpoza A/R	Road Construction
	Mdeni A/R, Luqolweni to Khamfazi A/R, Nkampini to Ntywenka A/R, A/R to the Projects Faraday A/R, Jecweni A/R, Majaba A/R, Balasi A/R, Luqolweni A/R, T-208, T459, T-205, Mdeni, Nkalweni to Mfuleni, Quthubeni A/R, Mthonyameni A/R	Maintenance
	Lukhalane, Majaba, Inxu X2, Gongo Bridge (Jecweni), Qhwakele Bridge, Majaba to Singeni Bridge, Nonkobongo Bridge	Bridges
Water	Phantsi, Hobeni, Mpololweni	Water supply
	Bhatyi, Majaba, Mpoza, Mbinja, Magqubeni, Mnga, Singeni	Maintenance
	Balasi, Faraday, Quthubeni	Addition of taps
Sanitation	Hobeni, Quthubeni, Mkhwezweni	Toilets supply
	All ward villages	Extensions

Schools	Zanemvula JSS, Laduma Izulu SPS, [Singeni, Mthonyameni (New school), Zwelitsha SPS, Mcheni SPS  Mpoza SPS, Richard Samela JSS, Hobe SPS, Madumelwano JSS  Mthonyameni, Kratyela and Mfuleni  Skill Centre	Mud School  Extension of Classes  ABET
Fencing	All ward villages	Fencing of grazing and ploughing Fields.
Housing	All ward villages	Rural Housing
LED	Mnga, Nkampini, Jecweni, Majaba, Singeni, Ntywenka  Magqubeni  All ward villages  Mpoza, Mnga, Jenca Mbinja, Mnga, Jecweni, Jenca Mbinja, Mnga, Mpoza Tourism site  All ward villages	Land Care  Thobinceba Poultry, Garden Projects, Ratyela Community garden, Mpoza Community garden, Sithethelele Poultry, Sinovuyo Garden Project, Namkelekile garden, Nyamezela garden, Thubaletu co-op, Masizakhe Youth Garden, Qwakele Brick making, Sdimba Agric co-op  Sinomkhitha Coop  Construction Dipping Tank  Rehabilitation Dipping Tank Sheep dipping tank Sheering shed Pungela Peak Resort, Nature Conservation stock dams
Telecommunications	All ward villages  Majaba	MTN, Vodacom, SABC poor network coverage  Post office
Poverty Relief Projects	All ward villages Mpoza, Mnga, Mthonyameni	Siyazondla & Massive food Mngcunube
Community Awareness Projects	All ward villages	HIV/Aids, Environment, Alcohol and Drug abuse, Crime
Community Halls	All ward villages	Community halls
Health Facilities	Mbinja, Jenca, Luqolweni, Mnga, Mpoza	Clinic
Sport Facilities	All ward villages Mbinja Mnga	All sport codes, Library Manyanani group Leven singers
Pre-School and Day care centres	All ward villages	

WARD NUMBER 02		
Service	Location	Need
Community facilities	Zwelitsha	Police Station
Electricity	Langeni, Tomsana, Mhlahlane, Maplotini, Nombodlelana, Zibungu, Kambi 20, ncitshane	No electricity Extensions
Roads	Mthonyameni A/R, Ncitshana A/R, Jojweni Mnqandanto to Qonqeni A/R, T214 to Ncitshane A/R, Mthonyameni to Mqobiso A/R, T215, Matankini to Mndundu to Khalane A/R, Qola to Nobubele SPS A/R, Mthonyameni to Ncitshane A/R, Ncitshane to Zibungu JSS A/R, Mqobiso to Zibungu, T215 to Nkanyamba, T215 to Thambekeni, Streets in all ward villages  All ward villages  Luqolweni to T213, Komkhulu to Tomsana A/R, Mnqandanto to Ncitshana A/R, T215 to Dikishe A/R  T215, Mqobiso to Phantsi kwesikolo A/R, Nyembezi A/R, T214 too Komkhulu, T214 to Kwambhusha, T214 to Twatweni	New Construction  Access roads to graveyards  Maintenance
Water	All ward villages Khananda  Zibungu	Water maintenance and Supply. Also taps inside their yards Water supply Fencing of water scheme and additional taps
Sanitation	All ward villages	Addition of toilets only
Schools	Langelihle JSS, mthonyameni sps Mnqandanto JSS, Ncitshane SPS, Nobubele SPS, Mqobiso JSS, Ngubeszwe JSS, High school  Cheka SPS, Skill centre Scholar transport Skill centre	Mud school Extension of classes  Mthonyameni
Fencing	Ncitshane, Zibungu, Cheka, Mnqandanto, Mthonyameni, Elangeni, Nombodlelana  All ward villages except Nombodlelana, Mqobiso, Zibungu	Mielie fields  Grazing land
Housing	All ward villages	Rural housing
LED	Zibungu Mqobiso- Bhungani poultry  Cheka- Cheka poultry project  Zibungu	Masizakhe poultry, Gedlindlala Coop, Masibonisane wool growers, Siyazama Veg. Sizakancane Bee keeping Siyabonga Piggery

	<p>Kambi 20 A</p> <p>Nombodlela Ncitshane Mthonyameni Langeni Kambi 20 Kambi 20 Kambi 20 Mthonyameni All ward villages</p> <p>Nombodlelana Kambi 20</p>	<p>Madliwa brick making, Mari Ant Piggery. Siyakha coop, Bafazi coop Zizamele veg. Masakhane Proj. Qilana Mining Mrhubhe Sihle Geca Kamvalethu Bee Farming</p> <p>Zimelegeqe Stock dam, Sheep dipping tank, Dipping tank rehabilitation</p> <p>Sheering shed Extension and fencing of sheering shed</p>
Telecommunication	Vodacom, MTN	Poor network coverage
Poverty relief projects	All ward village	Umngcunube spreading
Community awareness projects	All ward villages	HIV/AIDS awareness campaign, Alcohol abuse, child abuse, drug abuse
Community halls MPCCs	All ward villages	
Health facilities	Ncitshane, Mnqandanto Mjika Clinic	Clinic To be changed to mini hospital
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages sportfield, blading	All codes
	Kambi 20	Traditional Council

WARD NUMBER 03		
Service	Location	Need
Community Facilities	All ward villages, Post office st Cuthberts Nomhala, St Cuthberts, Manka	Fencing of Graveyards Pay point
Electricity	Manxiweni, , Malongwe, Madadeni,  Manka, Nomhala, Qudu, Nkwankca, St Curthberts, Zingcuka, Ngcolosi, Jojweni, Malongwe, Xobho, Magezimeni- 07  Gqeyana,  Mission and st Cuthberts	Electricity supply  Electricity extension  Infills  Highmast lights
Roads	Manka A/R, Jojweni A/R, St cuthberts A/R, Clinic to Nkwanca to Nomhala, Gqiyane A/R, Qudu-Bantubabi A/R, Mgweqe A/R, Sqithini A/R, Streets in all ward villages, Speed hump in Manka, Matshanda via Mfolozi to kwa Gcaga, Matshanda to Gqiyane, Jojweni to Mjika, Speed humps at St Curthberts, Gqiyane to Gandamtsholo, Malongwe A/R, Nkululekweni A/R, Speed humps at Bantubabi, Matshanda to Thenjiwe Store Bantubabi to masibambisane school  Gqiyane to Mgweqe, Mdantsane A/R, Qudu A/R, Gqiyane A/R, Qudu to Bantubabi, Gcaga to Gqiyane, Bantubabi, Manka to Nomadolo, Rhabe to Mpehle, Beledale via Qolweni to Kwazihlwele, Mangezimeni A/R , T205 to Dumaninonke T205 ward centre to kwaNdungane St Curthberts  Nkwankca to Manxiweni	Contrsuction          Maintenance          Removal of speed humps  Bridge
Water	All ward villages  Manka, Ngcolosi, Jojweni  Siphongweni water conservation  Manka	Addition of taps  Maintanance  Maintenance  windmill and old reservoir
Sanitation	Jojweni, Ngcolosi and Gqiyane, Zinjekeni	Supply

	All ward villages	Extensions
Fencing	Ngcolsi 12, St cuthberts, Zingcuka, Nomhala, Gandamtsholo All ward villages	Mealie fields and grazing lands  Fencing of household gardens
Schools	Manka JSS, Zamukulungisa SPS Dumaninonke	Mud school Renovation FET College and High School
Housing	All ward villages	Rural housing
LED	All ward villages  All ward villages  St Cuthbert's  All ward villages Mangezimeni All ward villages All ward village Mfolozi St Cuthberts Nomhala St cuthberts Ngcolosi Zingcuka Nomadolo All ward villages St Curthberts Malongwe, Siqithini	Stock dam  Sheering Shed, Land Care  Khulani veg. Masikhule Poultry Project Masenzeni Zingcuka coop., Bathobele cultural project  Irrigation scheme Poultry project Poultry project Crop production Jongamthi co-op Quarry Dipping tank, Tree planting Working wetlands Maintenance of stock dam Maintenance of stock dam Maintenance of stock dam Dipping tank and sheep dipping ttank Maintanance of dipping tank Planting of trees
Poverty Relief	St Cuthberts, Zingcuka, Ngcolosi,  Nomhala  Bantubabi	Umngcunube   EPWP
Community Awareness Projects	All ward villages	Drug and Alcohol abuse, Circumcision, Calibanism, Rape, TB, Child and Women abuse, Teenage pregnancy, Theft/crime, HVI/AIDS, prostate cancer and breast cancer

Health Facilities	Ngcolosi 12, Nomhala, Manka	Mbolie Clinic
Sports Facilities	All ward villages Zingcuka  Ngcolosi 12 & St Curthberts	All sport code Zangoma Cultural group, Zanokhanyo Cultural, Siyakhanyisa Cultural, Bhekani cultural Sport for old age people
Day care centre	All ward villages	
Community Halls and MPCCs	All ward villages  Nomhala and St Cuthberts	

WARD NUMBER 4		
Service	Location	Need
Community Facilities	Hlangani, Qolombana, Mngceleni, Gotyibeni, Lucingweni, Mahlubi Mngceleni	Police Station Satelite  Old age home
Electricity	Mahlubini, Mngceleni, Hlangani, Gungululu, Qolombane, Gotyibeni, Lucingweni	Extension
Roads	Mahlubini to Nqadu A/R, Mahlubi A/R, Hlangani A/R, Zwelitsha A/R, Lucingweni to Ngqwala, Gotyibeni A/R, Gotyibeni via Mngceleni to Zwelitsha  Mahlubini, Mhlakulo, Mngceleni, Gungululu, Gotyibeni, T216, T212, Gotyibeni bridge  Qolombana Bridge	New Construction  Maintenance  Construction
Water	Hlangani, Zwelitsha, phase 2  Gotyibeni and Mngceleni – Phase 1, Lucingweni, Gungululu  Qolombane, Mahlubi, Gungululu, Hlangani  Gungululu  Qolombana	Water connection  Maintenance and addition of taps  Connection and addition of taps (Sidwadweni phase 2)  Borehole  Windmill
Sanitation	Qolombane, Gotyibeni, Zwelitsha, Lucingweni, Hlangani, Gungululu	Extensions

	Mahlubini, Lucingweni, Qolombana, Gotyibeni	Rebuilding of toilets
Schools	Dubulingqanga SPS, Mngceleni SPS, Gungululu Hlangani JSS, Tshongweni SSS, Gotyibeni JSS  Hlangani School	Mud schools Renovation Extension of classes and Maintenance Construction of High School Construction of Library Road signs
Fencing	All villages	Mealie fields and grazing land
Rural Housing	All ward villages All villages	Rural housing Disaster housing
LED	Gungululu  Qolombane  Hlangani  Zwelitsha/Mngceleni  Lucingweni  Mngceleni  Qolombana Zwelitsha Gotyibeni Gotyibeni Gungululu Gotyibeni Mahlubini  Lucingweni	Gungululu farmers, Zamazizi Piggery and poultry  Sinenjongo Coop, Qolombane Coop, Lingeletu Barkery, Sithandaneni poultry, Zizamele Veg, Siyakhulu Garden, Makusetyezwe Brick making, Ndiyazama sewing  Hlangani garden  Masikhule Poultry, Vukani Sheep Prod. Lingathina cultural group Masikhule veg. Phakamani bafazi Veg.  Nceduluntu Poultry, Lucingo wool growers ass, Chu ngenyameko co-op, Masiphathisane bakery, Masingathane Poultry  Zoe Tuks Farming Proj, Yima zoe multi purpose  Nonqubela Farming Bonani Poultry Zusiphe co-op Three Tlee 5 Farming Masizakhe poultry Lingathina Cultural Group Lingeletu Project Nonqubela wool growers Masakhane Poultry Alima Agric. Coop Sheep dipping tank



	Qolombana Gungululu  Mahlubini, Hlangani, Gotyibeni, Qolombana Gotyibeni, Qolombane, Lucingweni, Mngceleni, Gungululu, Mahlubini Qolomba  Lucingweni	Construction Dipping tank Sheering shed Stock dams Land care Sailors (amatanki ombona) Skills for unemployed Yakhanani construction ang project You think multi purpose
Telecommunications	Hlangani, Mahlubini, Qolombane, Gotyibeni, Lucingweni  Qolombane, Mngceleni  All ward villages	Poor network coverage and TV pole  Post office  Wifi
Poverty Relief	Mngceleni Qolombane, Gotyibeni	Mngcunube, CWP Mngcunube
Community Awareness Projects	All ward villages	HIV/Aids, Environment, Crime, Drug and Alcohol abuse, Circumcision
Community Halls And MPCCs	All ward Villages Qolombana	Thusong service centre
Health Facilities	Mahlubini, Gotyibeni, Mngceleni, Hlangani  Gungululu clinic	Clinic  Extension ( To be a Health Centre) Ambulances
Pre-schools and Daycare Facilities	Gotyibeni, Mahlubini, Qolombane, Mngceleni, Gungululu, Lucingweni Gungululu, Mhlubini, Gotyibeni, Mngceleni, Lucingweni, Qolombane	Preschool  Day care
Sports Facilities	All ward villages  Qolombane  Lucingweni  Gotyibeni	All sport code facilities, Sports field  Masithembe Cultural group, Abafazi Cultural Dance  Masihlume Cultural Group  Masakhane Cultural Group

**WARD NUMBER 05**

<b>Service</b>	<b>Location</b>	<b>Need</b>
Community Facilities	Lower Mjika, Tiki-tiki, Ngqwala Matyeba, Xabane, Madwaleni, Tiki- tiki, Tyeni, Ngqwala, Lower mjika	Police station Satelite police station Old age Home

Electricity	Trustin, khuwedi, Embekweni, Nyumaha, Mbango  Trustin, Tshashu, Madwaleni, Taleni, Matyeba, Marambeni, Ngqwala, Lower Mjika, Xabane, tiki-tiki,	Supply  Extension
Roads	T213 Via Matyeba JSS to Khohlo, Madwaleni to Hlangani, T213 to Songqishe, Xabane A/R, T213 to Mdlanongwe, Mdlanongwe to Ngudle, T213 to Ngudle, T187 to Cameron Ngudle, T213 to Gwebindlala, Tiki-tiki to Madwaleni, Nomlala via Gwebindlala to Wesile, Tiki-tiki to Xabane, Tyeni A/R, T213 to Memka, Konco to Vayineki,, T221 All T-roads to be black surfaced, Tiki-tiki to Goqwana, Tiki-tiki streets, , Rabe Church to Mealie fields(tiki-tiki), Ngqwala Streets, Konco to Bedlane, Xabane Streets, Matyeba Streets, Madwaleni streets, Tyeni streets  T213, Ngqwala A/R, T213 to Tikitiki, T210 to Tiki-tiki, Songqishe to Ngudle  Madwaleni river x 2, Tikitiki river, Welakabini river, Mjika river, Mdlanongwe river x2, Bedlane river (T221), Matyeba river, Portal Bridges Tiki-tiki, Nyumaha Bridge, Mbango Bridge, Sawutana portal Bridge Drifts at Tiki-tiki-Tyeni Tiki-tiki and Tyeni	Construction of roads  Maintenance  Bridges  Walkways
Water	All ward villages  Tshatshu tank  Matyeba x 2 , Ngqwala, Tyeni , Madwaleni  Tiki-tiki	Maintenance And Additions  Construction  Borehole  Borehole fencing
Sanitation	All ward villages	Additions/maintenance
Schools	Cameroon Ngudle SSS and hostel, Ngqwala S.S.S. Xabane JSS Gcisa High, Tyeni Ruben Ntuli Technical school	Mud school Extension of Classes Renovation & Hostel Hall and sports fields
Fencing	All ward villages	Mealie fields and Grazing land & Cemeteries
Housing	All villages	Rural Housing
LED	Xabane  Matyeba	Bhongolwethu wool growers, Amambara Veg. Mvuselelo Crop Production, Sheering shed  Matyeba wool growers, Bakery, Sinovuyo old age, Thula uzobona

	<p>Madwaleni</p> <p>Lower Mjika</p> <p>Tiki-tiki</p> <p>Tyeni</p> <p>Lower Mjika</p> <p>Matyeaba</p> <p>Madwaleni</p> <p>Madwaleni</p> <p>Ngqwala</p> <p>Matyeaba</p> <p>Lower Mjika</p> <p>Tiki-tiki, Madwaleni, Lower Mjika, Ngqwala</p> <p>Matyeaba , Tyeni , Tiki-tiki, Xabane</p> <p>Ngqwala, Matyeaba, Lower Mjika, Xabane, Tyeni, Madwaleni</p>	<p>development group, Gwebindlala Project, Matyeaba Co-op</p> <p>Masizakhe veg.</p> <p>Sivusele Project, Senzele Project, Gudla veg., Sophumele Support Group, Lower mjika wool growers</p> <p>Siyavuya old age (Art, Sewing and Pottery), Masilingane Coop, Siphakamise veg, tiki-tiki wool growers, Sinendalo trading enterprise, Nontuthuzelo Old Age</p> <p>Mlungisi piggery project, SesifikileCoop, Sikhulise poultry, Siyazama sewing</p> <p>Lower Community coop</p> <p>Sikhulise poultry &amp; piggery</p> <p>Madwaleni wool growers</p> <p>Makukhanye garden, Sinenjongo sewing project</p> <p>Makukhanye Poultry</p> <p>Gcinikhaya Bakery</p> <p>Siyaqingqa Project</p> <p>Sheep dipping tank, and Dipping tank</p> <p>Maintenance of Dipping tank</p> <p>Stock dam</p>
Telecommunications	Madwaleni, Xabane, Tyeni, Tiki-tiki	Poor network coverage (MTN, Vodacom, Cell C, SABC)
Poverty Relief/ Drought relief	All ward villages  Tiki-tiki, Madwaleni, Xabane, Lower Mjika, Ngqwala	Siyazondla, EPWP, Stock feed  Mngcunube
Community Awareness Projects	All ward villages	Stork theft, HiV & Aids, Environment, Alcohol and drug abuse, Crime, veld fires, diabetes, Care of facilities,

Community Halls MPCCs	All ward villages  Matyeba, Tiki-tiki  Ward Centre	Renovation
Health Facilities	Matyeba, Xabane, lower Mjika, Tyeni	Clinic
Sports Facilities	All ward villages	All sport codes
Pre-schools and day care centres	All ward villages	

**WARD NUMBER 06**

Service	Location	Need
Community facilities	Goqwana, Tsolo villages, Goqwana Tsolo villages  Tsolo Villages, Tsolo 500 Tsolo villages Tsolo villages, Tsolo 500 Tsolo villages	Satellite police station Old age home Restructuring of Taxi rank, Grass cutting Refuse removal Public toilets Impoundment of stray animals Cutting of trees near old clinic Construction of youth centre
Electricity	Ngxingweni, Tsolo 500  Goqwane  Tsolo village  Tsolo Villages	supply  Extensions  Maintenance of street lights and addition of High mast lights  Maintanance and addition of street lights
Roads	T210 – black surfacing, By pass street from two star to Transido, Maintenance of bridge between Tsolo Town and Malizo Mpehle Hospital, Side walks on the main street, Streets in Tsolo 500, From TARDI to Ngxingweni, Side walks from Tsolo Town to Malizo Mpehle Hospital, Robots and speed humps in Tsolo Town, Speed humps on the road to Tsolo clinic, Storm water drainage in Tsolo Town, Mbombela Road, Ngcikiza Road, Komkhulu Road, Sibhalweni Road,	New Construction

	T210, T199, Cross Bow Homes streets & Black Surfacing, Goqwana A/R, Jojweni to Goqwana, Kwa Peter to Tiki-tiki, Speed humps on N2 near Jojweni and sign posts,	Maintenance
Water	Goqwana  Tsolo Village  Tsolo village  New Homes, Tsolo 500  Tsolo village	Maintenance and addition of taps  Maintenance & purification  Water rectification  Taps in each house hold  Construction of water metre readings
Sanitation	Tsolo village, Small farms Malizo Mpehle Memorial Hospital Goqwana New Homes	Water borne sewage Water borne sewage Extensions Reconstruction of toilets
Schools	Wonderland JSS, Tsolo 500 school  Labry SPS, Tsolo Residence  High School (Goqwana)	New Construction  Addition of classes
Fencing	Goqwana, Tsolo village, Commonage Tsolo village Tsolo village  Tsolo Town	Mielie fields and Grazing lands  Fencing of R396 Road Fencing of infill sites  Expanding of graveyard
Housing	Goqwana  Tsolo Junction	Rural Housing  New Housing Development
LED	Tsolo villages  Tsolo village	Sinakho Coffine Man., Sqalo proj. Phakamani retired pro. Syaphambili wood workers Blocks and Bricks

	Goqwana Goqwana Goqwana Goqwana Goqwana Goqwana, Goqwana Goqwana Goqwana Goqwana	Tsolo village small holding farmers coop Eyethu Poultry Project Sakhasonke single parent association Langa toilet paper & pampers coop Masincedane veg (Mdantsane) Masincedane veg (Labry) Masizakhe baking project Mahlangabeza Coop Sheep dipping tank Dipping Tank Shearing shed Stock dams Landcare Rehabilitation of Tractor with equipment
Telecommunication	Goqwana	TV network, Vodacom, MTN
Poverty relief projects	Goqwana, Cross Bow Homes	Mngcunube, Siyazondla
Community awareness projects	Goqwana, Tsolo Village, Tsolo 500	Crime, Environment, Drug and Alcohol Abuse, HIV/Aids, hygiene and cleanliness
Community halls MPCCs	Goqwana	
Health facilities	Goqwana Tsolo villages	Clinic Clinic to be finished
Pre-schools and Daycare centres	Goqwana	
Sport facilities	Goqwana Tsolo Villages New Homes New Homes New Homes	All codes Rehabilitation of sports field Fencing of sports ground Swimming pool Gymnastic equipment

WARD NUMBER 7		
Service	Location	Need
Community Facilities	Ntshiqo Ntshiqo, Mayaluleni	Satellite Police station Old age home
Electricity	All ward villages  Godzi, Gungqwana	Extensions  High mast lights

Roads	<p>Mayaluleni to Bele- Zingcuka, MbozwanaA/R, Mayaluleni to Pumla Mqetshwa, Ntshiqo streets, Ntibane farms, Ncogweni to Myaluleni, Bakhangele Pre-school to R396, Phumla Mqeshwa, Mazizini A/R, A/R to Nkqubela Daycare, Mdibanisweni A/R, Streets in Gungqwane, Gungqwana A/R, Mayiya to Bakhangele, Mhlangula to Komkhulu, Ntibane Farms A/R, Luqolweni to Zintutyaneni, Ntabelanga Streets, Myiya to R396 to Njana, Streets at Mdibanisweni From Mayaluleni to initiation school</p> <p>Lutuka, Mayaluleni, Luqolweni A/R, Gungqwana to Ntibane Farms, Pumla Mqeshwa A/R, Speed humps from R396 to Godzi, Transido to Tyeni, Gungqwane to Ntibane full service school</p> <p>Bakhangele to Macangceni, Godzi – Tyeni Ntibane farms perdestrian bridge</p> <p>Mangunkone to Godzi, Bakhangele to Macangceni, Mayaluleni, Gungqwane to Ntibane Farms bedlana abiyelwe</p>	<p>New Roads</p> <p>Maintenance</p> <p>Bridge</p> <p>Storm water drainage</p>
Water	<p>Ncogweni, Gungqwane</p> <p>Phumla, Mayaluleni, Godzi, Mazizini, Ntshiqo, Ntibane Farms, Mdibanisweni</p> <p>All ward villages</p> <p>All ward villages</p>	<p>New water supply</p> <p>Addition of Taps &amp; maintenance</p> <p>Maintenance of windmill</p> <p>Fencing of springs</p>
Sanitation	<p>Ntsiqo2, Ntibane farms, Mazizini Mayaluleni, Ntabelanga</p> <p>Mdibanisweni, Gungqwana, Ntshiqo, Godzi, Mayaluleni</p>	<p>Rebuilding</p> <p>Extensions</p>
Schools	<p>Mbozwana PS</p> <p>Nombizo J.S.S</p> <p>Mandela JSS, Zwelonke JSS, Godzi JSS, Ntshiqo JSS, Lutuka S.S.S</p>	<p>Removal Mud structure</p> <p>Extension and renovation</p>
Fencing	<p>Ntibane farms, Godzi, Mazizini, Mdibanisweni, Gungqwana, Mayaluleni, Ntabelanga</p>	<p>Mealie fields</p>

	Ntibane Farms, Ntabelanga	Grazing lands
Housing	All villages	Rural housing
LED	Mdibanisweni Godzi, Mdibanisweni Ntshiqo, Ntibane Farms, Gungqwana Mdibanisweni, Gungqwana, Godzi, Ntshiqo, Mayaluleni, Ntibane Farms, Ntabelanga  All ward villages  Ntabelanga, Ntibane farms	Siphosethu Vegetable Dipping tank Dipping tank Maitenance Sheep dipping tank  Land care  Stock Dam
Telecommunications	Ntsiqo, Godzi,	Post office
Poverty Relief	All ward villages  Godzi, Ntabelanga	Massive food, Ntinga, Phezukomkhono, Siyazondla, Skills Centre to Address unemployment Mngcunube
Community Awareness Projects	Mayaluleni, Mdibanisweni, Ntibane Farms,  All ward villages	HIV/Aids, Domestic violence  Drug abuse all high junior schools, Crime prevention
Community Halls	All villages	
Health Facilities	Ntsiqo, Mdibanisweni, Gungqwana  Ntibane farms, Mayaluleni, Godzi, Ntabelanga, Mazizini, Nombizo, Komkhulu ward center	Clinic  Mobile clinic
Pre-schools and Daycare Facilities	Mayaluleni, Zintutyaneni, Ntibane farms, Luqolweni, Nkqubela, Pumla, Ntshiqo, Gungqwana, Mdibanisweni, Godzi, Ntabelanga, Primrose	
Sports Facilities	All villages	All sport codes

**WARD NUMBER 8**

<b>Service</b>	<b>Location</b>	<b>Need</b>
Community Facilities	Qebeyi, New rest Qanda, Mbokotwana, Mfabantu Holton	Old age home Orphanage home Police station



	All ward villages	Fencing of Graveyards
Electricity	Emqokweni  Mbokothwana, Gomeni, Mfabantu, Qanda (Eskhotheni-in progress), mhlabathi, New Rest, Qebeyi  Tsitsa's gate, Mbokothwana, Lotana's gate	Supply  Extension connection  High mast lights
Roads	Tar-road from N2 to Mbokothwana, N2 to Ntshintshi, Qanda via Dilizintaba to New rest, Mbokotwna to Tsolo, Ntshintsi via N2 to Dilizintaba, Dilizintaba to Qebeyi, Qanda to Dr Malizo, Qebeyi to Tsitsa gate, Qebeyi to Rini, Speed humps at Newrest, Shinta to Qebeyi School, Mdeni to Mkambeni, Mfabantu to Zifama, Mfabantu via Xhokonxa to Platjie (Black Surfacing), N2 to Dalukhanyo J.S.S. (Black Surfacing), N2 to Qebeyi J.S.S, Speed humps at all ward villages  N2 to Bekameva, Mhlabathi A/R, Drayini to kwa Xelegu, N2 to Mfabantu via Gomeni, Drayini to Qebeyi A/R  Nomalwashu bridge, Xhokonxa bridge Completion of Gomeni bridge  Mbokotwana Bridge	New construction      Maintenance    Maintanace
Water	Mfabantu  Qanda, Esikhotheni-Xhokonxa, Gomeni, Mbokotwana, New rest, Mhlabathi, Qebeyi, Xhokonxa	New water connection  Maintenance addition of taps
Sanitation	All ward villages	Replacement and addition
Schools	Dalukhanya JSS, Somagunya-in progress SSS, Thembeni SPS  Holton	Extension of classes  Skill centre
Fencing	All ward villages	Mealie fields
Housing	All ward villages	Rural housing
LED	New rest Qanda Gomeni Gomeni Qanda  Qanda Qanda Qanda	Likamvalethu poultry Qanda Herchary Lagcibeni coop Libazi poultry framing Qwasha Coffins & Manufacturing Qwasha Dev. Proj Litha Lethu Solutions Qanda wool growers

	All ward villages except for Mbokotwana Gomeni, New rest, Xhokonxa Mhlabathi, Qanda, Mfabantu (maintenance) All ward villages All ward villages All ward villages Mfabantu  Qebeyi Mhlabathi New Rest Mfabantu  Newrest	Sheering shed Sheep dipping tank Dipping tank  Land care Stock dams and Maint. Aforestation Bambanani farmers Association Zanodumo Mhlabathi Old Age Nceduluntu Project Mfabantu wool growers' association Mount of stock dams
Telecommunications	Mfabantu  Gomeni and Mfabantu	All mobile phones  SABC
Poverty Relief	All ward villages	EPWP
Community Awareness Projects	All ward villages	Crime, HIV & Aids, Environment, Centre for support groups, Draught
Community Halls And MPCCs	All ward villages except Qanda Hilton	Thusong centre
Health Facilities	Mhlabathi, Mgababa  Gomeni, Mfabantu, Qebeyi, Qanda, Xhokonxa, New Rest	Clinic  Mobile clinic
Pre-schools and Daycare Facilities	All ward villages Except Mfabantu.	Maintenance
Sports Facilities	All ward villages  Library	All sport codes

**WARD NUMBER 09**

Service	Location	Need
Community facilities	Lotana Upper Lotana, Lotana Shawbury, Lotana, Mncetyana All ward villages	Police Station, Old age home Grave yard fencing Pay Point
Electricity	Thafeni  Lotana, Ngqubusini, Shawbury, upper lotana, mncetyana, Bhanti, Upper Lotana	supply  Extensions

Roads	T170, Bhanti A/R-streets, black surfacing of T170 to Tsitsa Falls, Ntilini A/R, Mrhotshozweni A/R, T167 to Tina Fall Police station (black surfacing), Mncetyana A/R, Hashini A/R, from Lotana to Lalini A/R Bhecuthi phase 2 roads Shelter T1.67 T167, Ngqubusini A/R, Upper Lotana River side, Bhukuqu, Lotana bridge, Lalini bridge	Construction  Maintenance Bridge Re-build
Water	Qakeni  All ward villages  All ward villages	Water supply  Addition of taps, Maintenance  Taps inside the yards
Sanitation	Lotana, Ngqubusini, Upper Lotana  Ntili, Mncetyana, Lotana, Shawbury	Re-build  Extensions
Schools	Thandanani SSS, Lotana JSS  Notsweleba JSS, Shawbury JSS, Ngqubusini JSS, Upper lotana JSS	Removal of Mud Structures  Addition of classes
Fencing	All ward villages (Lotana)	Mielie fields and grazing land
Housing	All ward villages	Rural Housing
LED	Lotana  Shawbury  Upper lotana Ngqubusini Ngqubusini Ngqubusini Shawbury Mission Ngqubusini Mncetyana Shawbury, Lotana, Ngqubusini, Mncetyana Shawbury, Ngqubusini, Upper Lotana. Shawbury	Nqubela food security, Velasakhono old age, ,Sinakho development project, Siyazama Bafazi project  Ikamvalethu veg. ilitha lamakhosikazi veg. Vukuzenzele veg. Vukani Proj. Upper lotana piggery Qhubeleka Veg. Old age Imizamo emihle piggery Ilingeletu Poultry Mhlengi's car wash Makuvele ukukhanya project Fix bricks and blocks project Landcare Dipping tank Masibonakale projects
Telecommunication	Lotana	Post office
Poverty relief	Mncetyana, Upper Lotana	Lima

Community awareness projects	Lotana, Ngqubusini, Mncetyana, Shawburry, Upper lotana.	Ntlalohle family preservation programme, Alcohol & Drug Abuse
Community halls MPCCs	All ward villages	
Health facilities	Mncetyana, Upper Lotana, Ngqubusini	Mobile Clinic
Pre-schools and Day care centres	All ward villages	Pre-schools
Sport facilities	All ward villages	All codes

**WARD NUMBER 10**

Service	Location	Need
Community Facilities	Mampingeni village, Gandana, Tsonyane, Lalini, Kwam, Dumba, Nkanti,Manzana, ntababusuku,mbombo	Old age home
Electricity	Badibanise, Pulukweni, Tekeni, Mamngomeni  Dumba, Ngwemnyama, Mampingeni, Tsonyane, Nkanti, manzana, Ntababusuku, Lalini, qandana , mbombo	Supply  Extension
Roads, Bridges and storm water pipes	T169, Mgantsho to Ngonyameni, Gongo to Mamngomeni, Manzana to Kwam, Extension of Dumba A/R to New Dumba settlement, Tsonyana A/R, Nkanti A/R, Nkanti to Mdeni, T167 to Gonqa, Nkanti to Mmangomeni, Cibini via Ngwemnyama to Tekeni, T168 to Qakeni, Mbodleni to Qakeni, Dumba to Tina falls, T167,T168, T168 to Chief Madolo, Streets @ Mampingeni, Kwam A/R, Ngwemnyama Clinic to Dumba Streets in all ward villages	Construction

	Dumba A/R, Gandana A/R, Chibini to DumbaA/R, Ngwemnyama, T168 to Methodist church, Ngwemnyama A/R to Graveyard, Mbombo to Madiba, Manzana A/R T168 storm water drainage, ntababusuku , ntsonyana  Dumba, Mbobo	Maintenance  Bridges
Water	Gandana, Mamngomeni  Tsonyana, Nkanti, Kwam, Dumba, Ngwemnyama, Manzana,  Pulukweni, Mampingeni, Manzana, Ngwemnyama, Dumba  Tsonyana, Kwam	Water supply  Maintenance  Addition of taps  Maintenance of borehole
Sanitation	All villages Mampingeni, kawm, ngwenyama	Extensions Rebuilding
Schools	Mdedelwa JSS, Tsonyana JSS, Gandana JSS, kawm JSS  FET College	Removal of mud school
Fencing	All ward villages	Mealie fields and grazing land
Housing	All ward villages	Rural housing
LED	Kwam Kwam Kwam Ngwemnyama  Nkanti Ngwemnyama Mampingeni Ngwemnyama Mampingeni Ngwemnyama Ngwemnyama Ngwemnyama Tsonyana Ngwemnyama	Kwam Poultry Kwam sewing Kwam maize project Ngwenyama maize project, masonwabe veg project Khulani Bafazi Poultry Project Hlumisa sewing Project Mampingeni Piggery Project Masizakhe youth project Ncaloshe Project Ikhule Poultry Project Sinesipho food project Masizondle Farmers Tsonyana Maize Production Proj Zesikhanye Disabled project

	Gandana Dumba All ward village Nkanti, Mampingeni Mampingeni, Ngwemnyama, Kwam	Masikhule Project Dumba Poultry Sheep Dipping Tank Dipping Tank, shering shed Renovation of Dipping tank
Telecommunications	Mampingeni	Post office
Poverty Relief	All ward villages Tsonyane	Massive food production and food security, Lima EPWP
Community Awareness	All villages	HIV and Aids, Crime, domestic violence, Drug and Alcohol Abuse, Initiation schools, electricity
Community Halls And MPCCs	All ward villages Mampingeni	Ward centre
Health Facilities	Mampingeni, Nkanti	Clinic and mobiles to other villages
Pre-schools and Daycare Facilities	All ward villages	Pre-school
Sports Facilities	All ward villages	All sport codes
Dipping tanks Stock dams Land care Sheering shed	Dumba, Mdeni, Tsonyana, Mampingeni All ward villages All ward villages Mampingeni	New constr. New constr. & Renovation

**WARD NUMBER 11**

Service	Location	Need
Community facilities	Mbhongweni, Makhoti, Hlabathi Mbhongweni	Old Age Home Police Station
Electricity	Makhoti, Ndakana, Hlabathi, Mngcengco, Matha, Dudumeni  Endwe, Mbhongweni, Magumbini, Sixhotyeni, Mthika, nongingqi	Electricity supply  Extensions
Roads	Magumbini to Nzondeni A/R, T163, T167, Caweni to Dudumeni A/R, T163 to Endwe A/R, Zixhotyeni to Mthombe A/R, Mngcengco A/R, Black Surfacing of T167, T162 Ncadu via Bovini to Sthophiyeni to Hlabathi J.S.S, Nakana SPS to Nenjane to Duduneni, Magumbini to Lwalweni, Ndakana SPS to Kudusu, Dweba SSS to Zahobeni/hlabathi,	New construction

	Magcakeni A/R, zixhotyeni to mngcengco, T167 nongingqi to nkalweni  Nkingeni to Ezixhotyeni A/R, Embhongweni to Endwe A/R, Ezibhodini to Magumbini A/R, Ndakana A/R, Nkingeni via Zixhotyeni to Mngcengco, T167  Bridge at Ntlangano, Tina bridge, Koloni Bridge X2, Sincwadi Bridge	Maintenance
Water	Makhothi, ndakane, Duduneni, mngcengco, makho  Mbhongweni , nongingqi, magumbini	Water supply  Maintanance and addition of taps
Sanitation	Ndakane, Makho Magumbini , nongingqi	Completion Extension of toilets
Schools	Mtika SPS, Hlabathi SPS  Mbhongweni SSS, Endwe JSS, Sikll centre (New)	Mud Schools  Extension of classes
Fencing	All ward villages	Mielie fields and grazing lands
Housing	All ward villages	Rural housing
LED	Endwe Endwe All ward villages Magumbini, Makhoti, Ndakana All ward villages Mbhongweni, Hlabathi, Endwe Ward	Khayelihle project poultry Masimanyane Farmimg Project Sheep dipping tank Dipping tank Stock dam & Umngcunube Sheering shed Aforestaion and fencing
Telecommunication	Mbhongweni  All ward villages	Post office  Poor network coverage and SABC
Poverty relief projects	All ward villages	Umngcunube, EPWP
Community awareness projects	All ward villages	Environmental, Electricity, HIV/Aids, Crime, Gender violence
Community halls MPCCs	All ward villages	Thusong centre
Health facilities	Mbalisweni clinic  Ndakana, Hlabathi  Other villages	Extension  Clinic  Mobile
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages	All codes

WARD NUMBER 12		
Service	Location	Need
Community facilities	Mkhambeni	Satellite police station and old age home
Electricity	All villages except for Ncumbe & Mambalwini, Ngxalane, Mdyobe, Mpinsweni  Ncube , mambalwini	Connection  Extensions
Roads	From Bovini via Sthopiyeni to Hlabathi JSSS; From T162 Mthombe-Xilinxu to Zahobe; Bhethani-Nyabeni-Ntilini; From T162 via Mangxamfu to Manxiweni; Streets all ward; From T291 to Manxiweni-Buwa; T162 via Mambalwini, Gwedana to Buwa, Zihlolotyeni A/R, Komkhulu to Ngqongo School Dumezweni to Tina falls (Bridge), T125 to Evenkileni  Nodali to Mbombo A/R, T162, Nodali-ward centre to Rwaxeni, T291 to Mdyobe, T291 to Ngqongo School,  Mpindweni to Mzoboshe, Ntilini to Buwa, Tshashu bridge , Mzoboshe to Ngxalane	New Roads  Maintenance  Bridges
Water	Ngxalane, Mdyobe, Mpindweni, Ntilini, Rwaxeni, Mangxamtu, Ncumbe, Mkambeni, Ntseleni, Mkambeni, Ngqongo, Mambalwini, Bethani  Ngqongo	Water supply  Addition of taps
Sanitation	Betani (for Disabled) All ward villages	New constr. Extensions
Schools	Ncumbe, Dumile SPS, Zizamele SPS, Zwelisile, Nazaret SPS, Ngqongo SPS, Mkhawane SPS, Ntsheleni SPS, Jongikhaya SPS	Mud schools
Fencing and equipment	All ward villages	Mealie fields and Grazing Camps
Housing	All ward villages	Rural housing
LED	Ntsheleni  Mbombo	Sikhumbulenati Garden, Luphumlo coop Vukani Coop



	Nyanisweni Ntilini Mangxamfu Buwa Mangxamvu All villages	Nyanisweni Pro, Siyakhula Pro, Dipping tank, Masincedane farming Siyakhula garden Siyakhula Pro. Zamani wool grower Land care
Telecommunications	Mpindweni, Ngxalane  Rwaxeni	Poor network coverage & TV  Post office
Poverty Relief	Ngxalane, Xhilinx, Mangxamntu	lima
Community Awareness Projects	All ward village	Crime, drug and alcohol abuse, HIV & Aids, Environment
Community Halls And MPCCs	All villages Rwaxeni	
Health Facilities	Rwaxeni, Mkhambeni  All villages	Clinics  Mobile Clinics
Pre-schools and Daycare Facilities	Tembelani, Vusani, Dumile, Zithulele, Ntsheleni, Mpindweni, Mambalwini, Mangxamtu, Bethani, Mdyobe Ntilini	Preschool
Sports Facilities	All ward villages  Mangxamtu	Sport fields (all codes)  Sport ground (stadium )

**WARD NUMBER 13**

<b>Service</b>	<b>Location</b>	<b>Need</b>
Community Facilities	Gabazi Majuba	Police Station Old age home
Electricity	New Stead, Gabazi, Manxiweni, Mzoboshe, Ngxakolo, Sikhobeni, Mpindweni, Godini	Extension
Roads	New Stad A/R, T-road to Ndwaleni- Dumnqeshe, Gabazi- Mpindweni A/R, Gabazi to Madukuda, Manxiweni (Sikhobeni), Ngxingweni to Nkalweni, from Gabazi access road to Majuba  Mkhambeni to Gabazi, Khaleni to Ngcolekini school, Nkalweni A/R. New Stead to Godini A/r, Buhlungwana to New Stead, T165, Gabazi to Mjilana, Godini to Mpindweni, Buhlungwana to	New Roads          Maintenance

	<p>Tabasa, Siphongwe to Mjilana, Gabazi to Nkalweni</p> <p>All ward villages</p> <p>Gabazi to Mpidweni; Ngxalane Mzoboshe to Mpidweni</p> <p>Madukuda and Xabane</p>	<p>Tar road</p> <p>Bridges</p> <p>Maintenance of bridges</p>
Water	<p>Mzoboshe, Buhlungwana, Godini, Mpindweni</p> <p>All ward villages</p>	<p>Maintanance</p> <p>Addition of taps</p>
Sanitation	<p>Buhlungwana, Tina Falls, Gabazi</p> <p>Ngxakolo, Godini, Sikhobeni, Newstead, Mzoboshe</p>	<p>No toilets</p> <p>Extensions</p>
Schools	<p>Sikhobeni SPS, Mkhiwane SPS, Gabazi JSS, Mzoboshe SPS</p> <p>Majuba High School- New School</p> <p>New stead, Ngxakolo, Godini, Gabazi</p>	<p>Mud schools, Prefebs and Extension</p> <p>Scholar transport to town</p>
Fencing	<p>Godini, New Stead, Ngxakolo A,</p> <p>All ward except for Sikhobeni and Buhlungwana and Godini</p>	<p>Field fencing</p> <p>Grazing Camps</p>
Housing	<p>All ward villages</p>	<p>Rural housing</p>
LED	<p>Gabazi</p> <p>Gabazi, Godini, Mdyobe, Ngxoto</p> <p>Buhlungwana</p> <p>Godini &amp; Mpidweni(Mzoboshe)</p> <p>Tabasa</p> <p>Gabazi</p> <p>New stead, Buhlungwana, Godini</p> <p>All ward villages</p>	<p>Gabazi Goat Project</p> <p>Poultry Project, Crop Production Project, Bushman Caves discovered, Siyazama Poultry, Baguqule farming, Siyahluma Veg., Ilitha lethu poultry, Mnqwini veg &amp; Poultry, Happiness orphans Project, Sizanani project, Themba lethu poultry, Masiphilisane poultry, Phumalanga piggery, Masizame old age, Sinokhanyo support group, Coceka cleaning proj. Mahlasela group (Maskhandi), Godini project</p> <p>Maintanance of dipping tank</p> <p>Dipping tank</p> <p>Sheep dipping tank</p> <p>Aforestation</p> <p>Sheering shed, Land care</p> <p>Stock dams</p>

	Gabazi, Tabase, Newstead, Mzoboshe	
Telecommunication	Mzoboshe, Skhobeni, Ngxakolo, Gabazi, Godini	SABC poor network coverage
Poverty Alleviation	All ward villages	Food security
Community Awareness Projects		Alcohol and drug abuse, Stock theft, HIV/Aids, Environment
Community Halls And MPCCs	All ward villages	
Health Facilities	New Stead, Majuba All villages	Clinics & mobile clinics
Pre-schools and Daycare Facilities	All ward villages	
Sports Facilities	All ward villages	Sports ground

**WARD NUMBER 14**

<b>Service</b>	<b>Location</b>	<b>Need</b>
Community Facilities	Mvumelwano Ncalukeni, Ndwane, Tshisane, Moyeni, Balasi  Laleni	Ward Centre Old age home  Settelite Police Station
Electricity	Mvumelwano, Ndwane, Upper Roza, Lower Roza, Zimbileni, Laleni, Ndasana, Ncalukeni, Makhaladini	Extensions to all
Roads	Laleni to Lotana, Ndwane to N2, Ncalukeni to Qumbu Clinic, Makhaladini to Shawbury, Manxiweni to T road, Lower Roza Church to N2, Ndasane to Mjikweni A/R, A/R to Grave yards, Moyeni A/R, Ndwane to A/R (Makhaladini), Sboko to Stadium A/R, Laleni to Ntilini, Zimbileni to Ndwane, Streets @ Makhaladini  Mvumelwano, Ncalukeni, Lower Kroza, Zimbileni  N2 to Mkhhaladini, Black surfacing Mvumelwano to Gabazi, Ncalukeni A/R, Stadium to	New Construction          Speed humps & fencing of N2  Maintenance

	<p>Moyeni, Balasi Storm water, Mvumelwano to Makhaladini, N2 Ncalukeni to N2 Roza, Laleni A/R &amp; Bridge</p> <p>Foot bridge @ Zimbileni</p> <p>Mhlangwe Bridge</p>	<p>Construction</p> <p>Maintanance</p>
Water	All ward villages	Maintenance and addition of taps
Sanitation	All ward villages	Extensions
Schools	Mahobe j.s.s, Lower kroza j.s.s, Ndasane JSS, Ndwane JSS, TVET College, General Maqhutyana Tech School	New construction
Fencing	Zimbileni, Laleni, Ncalukeni, Ndasana, Lower kroza, Upper Kroza, Ndwane, Balasi	Mealie Fields & Graveyards
Land care	All ward villages	To fixed donger and fencing grazing camp
Housing	Zimbileni, Laleni, Lower Roza, Ndasana, Ncalukeni, Ndwane, Mvumelwano, Upper Kroza	New construction
Telecommunications	All ward villages	Poor network coverage, mtn and Vodacom, Poor reception network
	Ncalukeni,	Post office
LED	<p>Makhaladini</p> <p>Zimbileni</p> <p>Laleni</p> <p>Upper Kroza</p> <p>Mvumelwano,</p> <p>Upper Roza</p> <p>Ncalukeni</p> <p>Ndwane</p> <p>Lower kroza</p> <p>Revival of Laleni</p> <p>Tshisane</p> <p>Tshisane</p> <p>Ndasane</p>	<p>Masizondle Farmer's coop</p> <p>Inqilo coop</p> <p>Masikhule Cultural Dance coop</p> <p>Laleni coop</p> <p>Noni's piggery</p> <p>Women's Garden, Hlanganani Old age, Noni Maqhutyana pro</p> <p>Siyazama Poultry, Uhlaza veg.</p> <p>Old age Grannies, Igqange labafazi</p> <p>Women group, Community garden, Sigugile, Wakeup coop, Ndwane</p> <p>Maize</p> <p>Nursary</p> <p>Nursary, Lalenyouth dev.</p> <p>Community garden, Koluphala Proj.</p> <p>Zosulwe farmers &amp; multi purpose Coop</p> <p>Community garden, Poultry, Sewing(women), Bees(Youth), Fishing, Plantation of Trees, New and Rehabilitation of dams, Goats</p>

	Ward (Tractor) Zimbileni All ward villages	breeding, Shearing Shed, Vuka gogo, Fruit Orchard, Gardens Ploughing, Bee keeping and Fishing, Moyeni Poultry, Siyahhluma Victims, Tractor Stock dam Draught relief
Poverty Relief	All wards villages	EPWP, Lima, Greening, Ploughing of gardens
Community Awareness Projects	All ward villages	Crime, rape, alcohol and drug abuse Stock theft
Community Halls And MPCCs	All ward villages  Mvumelwano	Community Hall  Thusong development centre
Health Facilities	Lower Roza, Upper Kroza, Laleni All ward villages	Clinics Mobile
Pre-schools and Daycare Facilities	Laleni, Upper Kroza,  Ndasane, Zimbile	Daycare centre  Daycare centre
Sports Facilities	All ward villages	Sports Grounds and library
Dipping tanks	Ndwane, Upper kroza, Ncalukeni,  Balasi  Lower kroza, Ndasane, Lalini  All ward villages	New construction   Maintenance  Sheep dipping tank
Stock dams	All ward villages	New construction

**WARD NUMBER 15**

<b>Service</b>	<b>Location</b>	<b>Need</b>
Community Facilities	Marambeni	Old age home
Electricity	All ward villages except for Qumbu  Marambeni, Senkunzi, Machibini, Ext 6, Luqolweni, Gqunu farms, Ntsheleni	High mast lights and streets lamps  Connection of Extensions
Roads	New homes and other villages  Gqunu A/R, Ngcizela to Eric Jafta, Ntlantsana to Mzuku, Luqolweni to Balasi, T195 to Balasi, Pedestrian Crossing (Marambeni & Little flower), T195 to Caba, Surfacing of Ext 2,3,4,6, Storm water drainage (Ntsheleni A/R), A/R to informal settlement, Speed humps in	Streets  New Construction

	<p>Qumbu town, Streets in Ntsheleni, Kwadana to Sidakeni, Black surfacing of New Homes Streets</p> <p>Ntsheleni</p> <p>Luqolweni A/R, Machibini A/R, Ext 2&amp;5, T195 to Balasi, Mzingisi bridge, Marambeni</p> <p>Senkunzi, New Homes, Gqunu Farms</p> <p>Lucwaba, Ridge, Little flower, Marambeni, Ntsheleni</p> <p>Little Flower River</p>	<p>Bus Stop with shelter</p> <p>Maintenance</p> <p>Bridge</p> <p>Speed humps</p> <p>Pedestrian bridge</p>
Water	<p>New homes</p> <p>All ward villages</p> <p>Senkunzi , Marambeni</p> <p>Marambeni</p> <p>Ntsheleni</p>	<p>Maintenance</p> <p>Maintenance</p> <p>Windmill</p> <p>Fencing of spring</p> <p>Addition of taps</p>
Sanitation	<p>New homes &amp; All villages</p> <p>All ward villages</p>	<p>Water borne sewage</p> <p>Extensions</p>
Schools	<p>Luqolweni JSS, Marambeni JSS, Mzingisi JSS, Khanyisa JSS</p> <p>New homes</p>	<p>Addition of classes and Maintenance</p> <p>New school</p>
Fencing	<p>Qumbu</p> <p>Gqunu farms</p> <p>New homes</p>	<p>Commonage</p> <p>Mielie fields</p> <p>Veg. Gardens</p>
Housing	<p>All ward villages</p>	<p>Rural Housing</p>
LED	<p>Qumbu villages</p> <p>Luqolweni, Gqunu farms</p> <p>Balasi</p> <p>Marambeni, Zibaneni, Senkunzi, Gqunu Farms</p> <p>Ntsheleni</p> <p>Senkuzi, Marambeni</p>	<p>Shopping complex</p> <p>Dairy farming, Maize farming, Poultry, Brick making, Masiphile Traco, Gqunu Irrigation scheme.</p> <p>Mining</p> <p>Ubuntu women project, women in agriculture project, Resuscitation of TRACO</p> <p>Old age projects, Sinovuyo Veg. Proj.</p> <p>Landcare</p>
Telecommunications	<p>All ward villages</p>	<p>MTN</p>

Poverty Relief	All ward villages except for Marambeni	Mngcunube
Community Awareness Projects	All ward villages	Drug and alcohol, HIV & Aids, Crime, teenage pregnancy
Community Halls	All ward villages Qumbu Town Hall Better life	Renovation Community hall
Health Facilities	Marambeni All ward villages	Clinic Mobile clinics
Pre-schools and Daycare Facilities	Senkuzi, Marambeni Ntsheleni, Luqolweni	Eyethu, Siyakhula Luqilima, Nolukhanyo
Sports Facilities	All ward villages New homes	All sport codes Maint. Of sport field

<b>WARD NUMBER 16</b>		
<b>Service</b>	<b>Location</b>	<b>Need</b>
Community facilities	Matyhameni	Police Station
Electricity	Debeza, Luqolweni, Ncemeni, Konkabi, Mjikweni, Lower Tyira, Mathyameni, Mission, Ncithi	Village Extensions
Roads	Welsh via T195 to Nxotwe Mjikweni A/R, Luqolweni A/R, Ncemeni A/R Gwenxa to Lower Chulunca J.S.S , Lower Tyira to Matyameni T19 All ward villages Konkabi, Nkokweni, Ncemeni to Matyhameni, Lower Chulunca Mjikweni to Mbokotwana	Resurfacing Maintenance Construction Maintanance Streets Bridge Pedestrian bridge
Water	Debeza, Konkabi, Lower Chulunca Mjikweni, Ncemeni, Lower Tyira, Nkokweni, Debeza, Matyhameni, Luqolweni, Gwenxa Matyhameni, Luqolweni, Mjikweni, Ncemeni Ncemeni, Konkabi, Matyhameni, Luqolweni Lower Tyira , Lower Chulunca	Water Supply Addition of taps Maintenance Borehole Maintenance of borehole

Sanitation	All ward villages Rebuilding of toilets	Etension Mjikweni
Schools	Mntonintsi SPS Thintwa JSS High school (next to Nxotwe) High School Mjikweni J.S.S. Debeza	Extension of classes Fencing and renovation Construction Ncemeni Renovation ABET
Fencing	All ward villages	Mielie fields and grazing lands
Housing	All ward villages	
LED	Matyhameni  Mjikweni Konkabi, Mjikweni, Debaza All ward villages Mjikweni, Lower Tyira, Ncemeni, Matyamini, Ncithi Lower Tyira Ncemeni Lower Chulunca, Debeza, Konkabi	Vulisango veg., Thandanani Poult.  Matyameni Agric Coop Sisonke Veg., Mjikweni Poultry Dipping tank Landcare Stock dam rehabilitation  Sizamele Project Sophumela veg. & Siyazama Poultry Stock dam
Telecommunication	Matyhameni	Post box
Poverty relief projects	All ward villages All ward villages Debeza & Lower Culunca	Crop production and other seeds Mngcunube Aforestation
Community awareness projects	All ward villages	Drug and alcohol abuse Crime, TB, HIV/AIDS
Community halls MPCCs	All ward villages Matyhameni	
Health facilities	Lower Tyira, Debeza All other villages	Clinic Mobile clinic
Pre-schools	All ward villages	Pre-school
Sport facilities	All ward villages	All codes



	Mjikweni Matyameni and Lower Culunca	Tennis court Sport fields
--	---	------------------------------

WARD NUMBER 17		
Service	Location	Need
Community Facilities	Mahlungulu All ward villages	Old age home, Police Station Graveyard fencing
Electricity	Madukuda, Ntabelanga, Tina  All ward villages	Electricity supply  Extension connection
Roads	Mahlungulu A/R, Gqunu A/R, Madukuda A/R, Stitshini A/R, Kanunu A/R, Mnqunyana A/R, Mpidweni A/R, Mphumaze A/R, Madukuda to Mhlangala A/R, Ntsheleni to Mphumaze A/R, Madukuda to Gqunu A/R, Natal to Mjikelweni, Streets at all ward villages, Mahlungulu to Graveyard  Mhlangala A/R, Lower Ngcolokini A/R, Black Hill A/R, Upper Ngcolokini A/R, Mzuzanto A/R, Mahlungulu A/R, Mzuzanto to Mahlungulu, Lower Ngcolokeni to Upper Ngcolokini  Madukuda Bridge, Mpumaze Bridge	New construction      Maintenance  Construction of bridge
Water	Mzuzanto, Mhlangala, Mnqunyana, Mpindweni, Nkanunu, Stishini  Lower Ngcolokeni, Upper Ngcolokini, Gqunu, Madukuda, Mphumaze, Mahlungulu-Ext. , Zilandana, Ntsheleni, Tina	Water supply  Maintenance
Sanitation	Lower Ngcolokini, Mzuzanto, Mahlungulu  Upper Ngcolokini, mpumaze, Mhlangala, Zilandana, Gqunu, Blackhill, Ntsheleni	Toilets  Extensions
Schools	Mphumaze SPS, Mhlangala SPS, Gqunu JSS, Upper Ngcolokini JSS,  Upper Ngcolokini, Zilandana JSS, Gqunu J.S.S., Mahlungulu J.S.S Mahlungulu	Mud school  Maintenance and Extension of Classes  Special School

	Mzuzanto and Zilandana	Scholar transport
Fencing	All ward villages	Mealie fields and grazing lands
Housing	All ward villages	Rural housing
LED	Mahlungulu, Zilandana, Mzuzanto, Mphumaze, Gqunu, Mnqunyana, Madukuda, Lower Ngcolokini, Blackhill, Upper Ngcolokini  Mahlungulu, Mnqunyana  Mzuzanto, Mpumaze  Mphumaze  Mahlungulu    All ward villages  Upper Ngcolokini  Blackhill  Mpumaze  Lower Ngcolokini  Mahlungulu  Ntsheleni	Stock dams   Dipping tank rehabilitation  New dipping tank  Mphumaze veg.  Zamukulungisa Poultry, Siyazama  Poultry project  Gqunu Rural Development Project  Sigcobise veg.   Sheep dipping tank, Land care, Shearing shed  Sivuncuthu Old Age Group  Sibadala Blackhill Day Care Centre  Qingqa Mntwana  Zizamele Project  Siluphele  Mbonisweni project
Telecommunications	Mahlungulu	Post office
Poverty Relief	All ward villages except for Zilanda & Blackhill	Lima
Community Awareness Projects	All ward villages	Crime, Child abuse and HIV&Aids, Veld fires
Community Halls And MPCCs	All ward villages  Zilandana	Community halls
Health Facilities	Mhlangala, Lower Ngcolokini Gqunu, Madukuda	Clinic Mobile clinic
Pre-schools and Daycare Facilities	All ward villages	
Sports Facilities	All ward villages	Sport field

WARD NUMBER 18		
Service	Location	Need
Community Facilities	Mafusini Mdeni	Siyavuyiswa old age Orphans Home
Electricity	Ngxabane, Lower Lwandlana, Ncoti, Sithangameni, Ngxotho, Sigubudwini, Sikolweni, Mdeni, Mafusini, Cengcane  Marambeni, Mampola	Extension connection  New Connection
Roads	Albert Ludidi A/R, Lower Lwandlana from T101 to Upper Lwandlana, St Barths A/R from T132 to Kuyasa shop, Cengcane to St barths, T132 to Stangameni, T132 to Sikolweni, Sigubudwini A/R, T132 Black Surfacing  Gqili bridge, Mafusini bridge, Ncoti bridge, Tina bridge, Skwayini, Sigubudwini bridge, Mdeni  Lower Lwandlana A/R, Ngxotho A/R, Mafusini A/R, Lower Lwandlana to Upper Lwandlana	New construction  Bridges  Maintenance
Water	All ward villages	Maintenance and Addition
Sanitation	All ward villages	Extensions
Schools	Ndlelantle JSS, Sithangameni JSS, Albert Ludidi JSS, Gura JSS  Computer Skills	Removal of Mud schools and extension of classes
Fencing	All ward village	Grazing Camps, grave yards and Mealie fields
Housing	All ward villages	Rural housing
LED	Mdeni, Gura, Sikwayini, Lower Lwandlana	Cengcane Veg. Bambanani wool growers, Mdeni Veg, Siyazama veg, Manala development, Ntabantsimbi Veg, Ngcoti veg, Yibanathi Pro, Mfundi Esitiyeni Pro, Sohlangana Pro, Mzamo project, Phakamani Project, Sakhulutsha coop, Siyazondla project

	<p>Mdeni, Gura</p> <p>Mafusini, lower Lwandlana, Sthangameni, Mdeni, Sikolweni, Ngxotho, Sigubudwini</p> <p>All ward villages</p> <p>Sithangameni, Ngxabane</p>	<p>maintenance of Dipping tank</p> <p>Sheep dipping tank</p> <p>Stock dams and Rehabilitation</p> <p>Dipping tank</p>
Telecommunications	All ward villages	MTN Coverage is poor
Poverty Alleviation	<p>Mafusini, Lwandlana, Ngcoti, Sithangameni</p> <p>Lwandlana, Ngcoti</p>	<p>Lima</p> <p>EPWP</p>
Community Awareness Projects	All ward villages	Crime, Drug and alcohol abuse, HIV Aids, Abuse and rape of old age, Discipline,
Community Halls And MPCCs	<p>All ward villages</p> <p>Ngxabane</p>	Thusong service centre
Health Facilities	<p>Provision of ambulance in clinics</p> <p>All ward villages</p>	Mobile clinic
Pre-schools and Daycare Facilities		<p>Thambeka pre school, Langalibalele maintenance, Mahlubi day care centre, Nceduluntu day care centre, Mdeni Pre school, Ngcoti Pre school, Ngxabane Pre school, Lower Lwandlani Pre school, Sithangameni pre-school, Noluyolo-Gura PreSchool, Sigubudwini PreSchool, Mafusini PreSchool, Ngxoto Pre school</p>
Sports Facilities	All ward villages	All sport codes

WARD NUMBER 19		
Service	Location	Need
Water Supply	Lwandlana, Tsilithwa, Nonyikila, Nyanisweni & Mthonjeni, Nyandeni, Mdabukweni, Skwayini, Mbeza Qanqu scheme (All ward villages)	Establish  Addition of taps
Community facilities	Nyanisweni , Nonyikila Nyandeni, Tsilitwa Nyandeni	Police station Satelite Police station Pay point
Electricity	All ward villages	Extensions
Sanitation	All ward villages	Extension
Roads T 131	T 22 – the great place	Upgrade & Black surface
Khalankomo to Qumbu	T131 to Tembeni School	Construction
Tech School		Construction
Nyandeni to Nonyikila	Luqolweni/Nonyikila	Construction
Nyandeni – Qanqu	Nyandeni & Qanqu	Maintenance
Cengcane forest via Lwandlana to Tsilitwa	Lwandlana	Maintenance
Nonyikila to Nyanisweni	Nyanisweni	Maintenance & Upgrade
Mdabukweni to Mbeza	Sivivaneni & Qanqu	Maintenance
Sgubudwini to Mthonjeni	Sgubudwini to Mthonjeni	Maintenance
Sgubudwini to Skolweni		Maintenance
Sgubudwini to Komkhulu		Maintenance
<b>Bridges</b>		Repairs Maintanance
Great place & Qanqu Qanqu Bridge		Maintance Maintanace
Upper Magxeni via diphini Mdabukweni Nyandeni		Construction Construction
	T 440	

	Skwayini A/R	
Maize production	All villages	Tractor supply
Irrigation Scheme	Tsilithwa & Nobamba	Establish
Dairy project	Qanqu	Establish
Fencing	Qanqu & Nobamba	Establish
Aforestation	Magxeni, Qanqu, Nonyikila, Nobamba	Fastrek licencing & Implementat
Agro-processing	Tsilithwa	Establish
Thusong centre	Tsilithwa	Appoint officials
Ward centre	Nonyikila	Construction
Agricultural High School	Mthonjeni	Fastrek approval & build
		Misolwethu weave and bid work
		Sinombono sewing
		Siyazondla veg and poultry
		Zanendyebo project Home made
		Morning star
		Sisanceda grain garden
		Umthombomtsha brick making
		Qanqu brick making
		Masikhule Poultry Project
	Lwandlana	Siyakhana Project
	Nonyikila	Working for water
	Mthonjeni	Silindeni Project
	Tsilitwa	Mtengwane Coop
Housing	All ward villages	Construction
Mbambisa JSS	Tsilithwa	Major renovation
Mdabukweni JSS	Mdabukweni	Construction and Sanitation
Thukela JSS	Nyandeni	Construction
Thukela Pre-school	Nyandeni	Nyandeni

Magxeni pre-school	Magxeni	Construction
Langeni pre-school	Lwandlana	Construction
Notintsi School	Nobamba	Addition of classes
Mandlezulu	Sivivaneni	Addition of classes
Pre-School	Nobamba	Construction
Qumbu Tech	Hostel	Construction
Joubert	Hostel	Construction
Pre school	Mdabukweni	
Pre school	Mthonjeni	
Pre school	Mtondela	
Pre school	Someleze	
Pre school	Nyanisweni	
Pre school	Skwayini	
Mtengwane S.S.S.		Addition of classes
Mtondela SPS		Addition of classes
Nyhwara SPS		Addition of classes
Skwayini JSS		Addition of classes
Community Halls	Nonyikila	Ward centre
& MPCCs	Nyandeni	Major Construction
Sport Facilities	Nyandeni, Lwandlana, Nyanisweni	Sport field
Telecommunications	Lwandlana, Qhanqu	Poor network coverage
Health facilities	Nonyikila, Mtonjeni, Mbeza	Clinic
	Luqolweni, Mdabukweni	Mobile clinic

**WARD NUMBER 20**

Service	Location	Need
Community facilities	Khalankomo, Khubusi, Etna Khalankomo	Police Station Old age home
Electricity	All ward villages	Extensions

Roads	<p>Sikolweni to Khamastone, Khalankomo to Tsilithwa A/R, Ethwa Church to Makuleni A/R, Ethwa A/R, Ezimbengwini to Ediphini A/R, Kamastone to Tsilithwa A/R, Gqwesa to Ethwa A/R, Black surfacing from Sulenkama to Ethwa and to Tina, Mjikelweni to Mdabukweni A/R, Magontsini A/R, Ntaboduli to Sithaleni, Sithaleni to Sulenkama, Sijako to Dr Njongwe, Manzaniba to Mabuya, Kopshop to Maxabandile, Phelandaba to Qwesa, Kalankomo Old Clinic to Kwa Qwabaza, Xabadiya A/R, Mjikweni to Masimini, Gqwesa A/R, Ntaboduli to Tyeni, Ntibane to Mabheleni, Khamastone to Sangqu, Khalankomo to Tshatsheni</p> <p>Gqwesa to Mjikelweni, T490, Sulenkama to Etwa, Khubusi A/R, Qhanqu to Upper Qotira A/R, Gqwesa to Tyemnyama A/R, Nomjezi to Nyandeni, Gqwesa to Kubusi, Etwa to Mjikelweni, Gwadana to Tyeni, Tyemnyama, Mjikelweni to Masimini, Qotira A/R, Nyandeni to Tyemnyama, Qotira to Zimbengwini, Malamlela via Milani to Ntibane, RD 086</p> <p>Qotira to Etwa Bridges</p>	<p>New Construction</p> <p>Maintenance</p> <p>Bridges</p>
Water	All ward villages Khalankomo, Ethwa, Qotira, Milani, Ntibane, Ngxaxha, Khubusi, Khamastome	Maintenance (No water) Extensions
Sanitation	<p>Ntibane, Ngxaxha, Milani</p> <p>Etwa, Kubusi, Kalankomo, Mjikelweni, Tshatsheni, Qotira, Gqwesa, Ntibane, Khamastone</p>	Sanitation Extensions
Schools	<p>Zimbengwini JSS, Ethwa JSS, Kamastone JSS, Bavuma JSS, Mjikelweni JSS, Gqwesa JSS, Xabadiya JSS, Qotira JSS, Etwa J.S.S.</p> <p>Skill centre and School</p> <p>Scholar transport</p>	<p>Mud schools</p> <p>Extension of classes</p>
Fencing	All ward villages	Mielie fields, Grazing land and Grave yards, All schools
Housing	All ward villages	Rural Housing



<p>LED</p>	<p>Ezimbengwini</p> <p>Gqwesa</p> <p>Qotira</p> <p>Mjikelweni</p> <p>Ethwa</p> <p>Qotira</p> <p>Qotira</p> <p>Khalankomo</p> <p>Mjikelweni</p> <p>Gqwesa</p> <p>Kamastone</p> <p>Khalankomo</p> <p>Tyemnyama</p> <p>Khubusi</p> <p>Gqwesa</p> <p>Qotira</p> <p>Kubusi, Etwa, Ngxaxha, Khamastone, Ntibane</p> <p>Mjikelweni</p> <p>Khalankomo</p> <p>All ward villages</p> <p>Qwesa, Ntaboduli, Qotira, Ngxaxha</p> <p>Ethwa</p>	<p>Loyiso farmers coop.</p> <p>Masiphakameni Coop, Sisonke Pr.</p> <p>Sikelela poultry, Zizamele piggery</p> <p>Siyazondla, Siyavana Pro.</p> <p>Sande Mahlubi Coop, Siyazama Ve</p> <p>Iphupha Coop</p> <p>ABS Bakery primary Coop</p> <p>Cutting of trees</p> <p>Noluthando support group</p> <p>Mjikelweni wool growers</p> <p>Vuyolwethu poultry</p> <p>KamastonePoultry, Baking Porj.</p> <p>Makukhanye Veg</p> <p>Tyemnyama Poultry, Klaas Proj.</p> <p>Iyakhanya garden, Hayi Yiyeke Poultry</p> <p>Vukuzenza old age garden</p> <p>Zenzeleni garden, Zithonga Zithathu Pro.</p> <p>Stock dams</p> <p>Vulindlela wool growers association</p> <p>Dumaninonke coop</p> <p>Sincedile Project</p> <p>Vukuzenzele Project</p> <p>Masakhane Project</p> <p>Sheep Dipping tank</p> <p>Dipping tank</p> <p>Rehabilitation</p>
------------	--	---

	All ward villages	Sheering shed Land care
Telecommunication	All ward villages	SABC, Cell C & MTN poor network coverage
Poverty relief projects	All villages	Siyazondla, Lima
Community awareness projects	All ward villages	Crime, HIV/AIDS, Drug and Alcohol abuse
Community halls MPCCs	All ward villages except Khalankomo Gqwesa	Community hall
Health facilities	Khubusi, Ethwa, Gqwesa, Milani, Mjikelweni	Clinic
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages	All codes

**WARD NUMBER 21**

Service	Location	Need
Community facilities	All ward villages	Old age home
Electricity	Maqwathini, Sixhotyeni, Mpendle Sitishini, Jokweni, Thikolwana, Ntsohle, Sangqu, Dumaneni, Bunene, Ntabasgogo, Hukwini, Ndoyi, Mthozelo, Ntaboduli, Maladini, Sthaleni, Gwadana, Nyango All ward villages	New electrification Extensions High Mast Lights
Roads	Ntabasigogo to Tyume, Ntabeni via Tikolwana to T22 Hukwini-Mpendle-Sixhotyeni to Maladini A/R, Tsilitwa via Thikolwana to T22, Mangcuseni to Ntsohle A/R, Mhaga Stop to Sidumana A/R, T22 to Sitishini A/R, Maladini to Ntubini, Nabela via Thembisa to Sidumana, Mphehlo via Nyango to Katkop, T22 to Mthozela dipping tank, T22 to Gwadana, Gwadana Streets, T22 via Jokweni to Tikolwana, Sangqu to Hope, Sulenkama Hospital via Sangqu via Ndakeni to Ntaboduli	New Construction

	<p>Mthozela streets, Dumaneni Streets</p> <p>Sitishini to Bunene A/R, Sulenkama to Sangqu A/R, Ntabasgogo to Hukwini A/R, Sulenkama to Ntubeni A/R, Maladini to Nyango, Marambeni to katkop, T22 via Dumaneni to Ngxabaxha</p> <p>Sulenkama Bridge Ntsohle Bridge Sangqu Bridge T22 Bridge (Mnkuncuzo) Gqukunqa Bridge Ntabasigogo Bridge to Ntabasigogo J.S.S. Ndakeni to Ntaboduli Bridge Gqukunqa to Ngqwaneni Bridge Qoqodan Bridge</p>	<p>Maintenanccce</p> <p>Maintanance Maintanance Maintenance</p>
Water	<p>Upper Chulunca Water Scheme, Ntabasgogo water scheme, Bunene water scheme, Gqukunqa water scheme, Ntaboduli water scheme</p> <p>Sangqu, Jokweni, Maladini, Mpendle, Ntaboduli, Ntabasigogo, Thikolwana</p>	<p>Maintenance</p> <p>Addition of taps</p>
Sanitation	<p>Maladini, Manxeleni, Nyango, Mphehlo, Sixhotyeni, Jokweni, Mpendle, Thikolwana, Dumaneni, Mthozela, Bunene</p> <p>Ntaboduli, Ntabasigogo, Sangqu, Sthaleni, Sitishini, Gwadane, Hukwini, Ndakeni, Ndoyi</p>	<p>Toilet supply</p> <p>Extensions</p>
Schools	<p>Bunene PS, Maladin JSS, Sangqu JSS, Ntabasigogo J.S.S. Ntaboduli J.S.S.</p> <p>Sulenkama SSS,</p> <p>Dumaneni J.S.S</p>	<p>Removal of mud school</p> <p>Renovation</p> <p>Addition of classes</p>
Fencing	<p>Sulenkama, Dumaneni-Mthozela, Hukwini-Ndoyi, Maladini-Nyango-Manxeleni, Ndakeni, Gwadana, Mpendle, Ntaboduli, Ngcoti, Sthaleni,</p>	<p>Mealie fields</p>
Housing	<p>All villages</p>	<p>Rural housing</p>
LED	<p>Dumaneni Sitishini Thikolwana Mthozela-Dumaneni Sangqu</p>	<p>Thembisa proj. Themhani proj. Nompumelelo Proj. Mthozela/Dumaneni Barkery</p>

	<p>Maqwathini Ntsohle Ndoyi Ntabasigogo Ntabasigogo Gwadana Sthaleni Hukwini Tyhume Gqukunqa, Sulenkama, Mthozela</p> <p>Bunene, Ntsohle, Hukwini-Ndoyi, Ngqwaneni, Ngcoti, Manxeleni, Dumaneni</p> <p>Banking facilities &amp; EPWP</p> <p>Ntabasigogo, Ntsohle, Sangqu, Gungqwana, Mthozela</p> <p>Jokweni/Thikolwana</p> <p>Nyango, Jokweni/Thikolwana, Gwadana, Ndoyi, Mpendle, Hukwini, Dumaneni, Ntabasigogo, Bunene, Sitishini</p> <p>Sitishini, Ntabasigogo, Nyango, Jokweni, Sangqu, Mpendle, Ndoyi, Gwadana, Dumaneni</p> <p>All villages</p> <p>Sulenkama</p>	<p>Sangqu barkery, Sophumela proj. Khanya proj.</p> <p>Siyaphambili Project Jingi-Jingana Old Age Siyakhula Poultry Project Vusulutsha Piggery Makukhanye Project Vukuzenzele Siyakhula Project Vukuzenzele Sinothando Old Age Mining</p> <p>A-forestation</p> <p>Dipping tank</p> <p>Maintenance (Dipping tank)</p> <p>Shearing shed</p> <p>Stockdams</p> <p>Land care</p> <p>Village Bank</p>
Telecommunication	<p>Sulenkama</p> <p>Sizindeni, Hukwini, Ndoyi, Bunene, Sitishini, Ntabasigogo, Ntsohle, Maladini, Dumaneni, Ndakeni, Sthaleni, Nyango, Sangqu, Gwadana, Ntaboduli, Mthozela</p>	<p>Post office</p> <p>No cell net work signals, SABC Network</p>
Poverty relief projects	All ward villages	Food security projects, Lima
Community awareness projects	All ward villages	Safety and Liaison.
Community halls MPCCs	All ward villages Sulenkama	Thusong centre

Health facilities	Nyango, Maladini, Manxeleni, Mpendle, MaQwathini, Sixhotyeni, Mpehlo  Sthaleni, Ndaleni, Gwadana , Ntaboduli	Clinics  Mobile clinics
Pre-schools and Daycare centres	Ndoyi, Sitishini, Jokweni, Sangqu, Thikolwana, Bunene, Mthunzini, Ntsohle, Mpendle, Dimaneni2, Hukwini, Ntabasigogo, Ntubeni, Luxeni, Ntaboduli, Ndakeni, Gwadane  Dumaneni preschool	New construction  Needs furniture
Sport facilities and development	All ward villages  Community library (Sulenkama)	All codes  Facilities for Sulenkama Library  Horse racing Course
Town Development	Sulenkama	Tourism Development & Tourism Site

**WARD NUMBER 22**

Service	Location	Need
Community facilities	Caba  Ngqakaqeni, Upper Chulunca, Ngxabaxha, Caba, Krancolo, Komkhulu, Gqukunqa	Police station, Old age home  Soup Kitchen
Electricity	Ngqongweni, Ngxabaxha, Ngqakaqeni, Mpetsheni, Sibomvaneni, Nkonkweni, Ntubeni, Ngqwaneni, Caba, Krancolo, Mafusini, Kwa Qomaya, Ngcoti, Detyana, Gqukunqa, Gungqwana, Mandyimba, Machibini, Komkhulu, Mabholompa, Nongqongqo, Saphompolo	Extensions
Roads	Detyana to Maqanyeni, Detyana to Nkalweni, Upper Chulunca to Mthozela, T195 to Mafusini, Ntubeni to Gqwaneni, Mthozela via Ngxabanxa to T197, Ntubeni to Ngcoti, Caba to Ngqkunqa, Nkokweni via Ngqongweni to T195, Gungqwane to Gqukunqa, Mafusini to Gqukunqa, T195 to via Shukunxa to Ngqakaqeni, Gqukunqa via Krancolo to Ngqakaqeni, Luxeni A/R, T195 via Nongqongqo to Upper Culunca , Luxeni A/R  Mabholompa bridge, Tsitsa Bridge (Ngqakaqeni) Ngqwaneni  T195, Komkhulu to Kwazulu, Luxeni to	New Construction           New construction  Maintenance

	Sulemkama, T195 to Ngqongweni, T195 to Detyana, Mabholompa via Nkonkweni to Chulunca, Mthozela to Saphompolo, Machini to Sulemkama, Mandyimba Bridge, Mpetsheni Bridge	
Water	All ward villages All ward villages	Extensions Water problem and connection, addition of taps
Sanitation	Gqukunqa, Ngqongweni, Komkhulu, Mpetsheni, Krancolo, Sibomvaneni, Ngcoti, Detyana  Caba, Ngxabaxha, machibini, Nkonkweni, Langeni, Mabholompa, Nongqongqo, mandyimba, Shukunxa, Ngqakaqeni, mafusini, Ntubeni, Ngqwaneni	Supply of sanitation  Addition of Toilets
Schools	Zanokhanyo JSP, Ngqukunqa SPS, Upper Chulunca SSS, Gungqwana JSS, Maqanyeni SPS, Krancolo JSS, Nkonkweni SPS, Buhlebezwe J.S.S.  Detyana JSS, Upper Chulunca JSS, Shukunxa JSS, Ngqakaqeni JSS  Ngqongweni village and Caba	Mud Schools  Extension of classes New school, Technical school
Fencing	Ngqongweni, upper Chulunca, Sibomvana, Mafusini, Ngqakaqeni, Saphompolo, Caba, Luxeni, Mrhoweni, Gqukunqa, Gungqwane, Ngcoti, Maqanyeni, Nkonkweni  All ward villages	Mielie fields  Grazing fields
Housing	All ward villages	Rural housing
LED	Langeni Upper Chulunca Shukunxa Caba  Gqukunqa Detyana Ngxabaxha Ngqakaqeni Sibomvaneni All ward villages Gungqwana, Ngcoti, Nkonkweni, Ngqakaqeni Caba, Shukunxa Kwantabankulu, Gqukunqa All ward villages Caba Ngqakaqeni	Elangeni fruit and veg. Conscious people of Africa Kuyasa Poultry, Siyazama veg Buta Sayolo poultry Zama zama project Fundulwazi garden Nomzamo proj. Caba red meat Siyazama proj. Siyakhuthaza Poultry Thinga Farming Project Sheep dipping tank Dipping tank  Renovation dipping tanks Sheering shed Land care Caba Manditshe Project Mbulambethe

	Krancolo Mpetsheni Mabholompa Krancolo Caba Mpetsheni	Masizakhe Old Age Siyakudumisa Old Age Embo Development Coop Khulani Vegetable Sakha Ubuntu Old Age Elethu Icebo Poultry Coop
Telecommunication	All ward villages	SABC, other networks
Poverty relief projects	All ward villages except for Ngxabaxha and Machibini	Mngcunube
Community awareness projects	All ward villages	Environment, HIV/Aids, Drug and alcohol abuse, Teenage pregnancy, Crime
Community halls MPCCs	All ward villages Kwantabankulu	
Health facilities	Upper chulunca, Gqukunqa,  Other villages  Caba Clinic	Clinic  Mobile  Ambulance
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages  Caba	All codes  Buyambo Arts and Culture

**WARD NUMBER 23**

Service	Location	Need
Community facilities	Siqikini Other villages Nozityana, Magqubeni, Ncitshweni Kimbili 2, Ncitshweni	Police Station Satellite police station Old age home Orphanage Home
Electricity	Mbidlana, Chokomfeni, Kimbili1, Nozityana, Magqubeni, Siqikini, Kimbili 2, Ndakeni, Mbentsa, Bhelekence, Balasi, Middle Tyira, Bajodini	Extensions
Roads	Kimbili 1 to kimbili 2 A/R, Bajodini A/R, Bala Tyira, Bajodini to Siqikini, Ndakeni A/R, ZibaneniA/R, Mbentsa A/R, Ntsikwe to Welsh, MMangweni to Bajodini, Streets at all ward villages  Chokomfeni A/R, Bajodini to Blackhill, Zibaneni to Mjikweni, Bhelekence to Balasi	New Construction  Maintenance
Water	Kokstad, Moyeni  All ward villages	Water Supply  Maintenance and addition of taps

Sanitation	All ward villages	Addition of toilets
Schools	Nomzamo SPS, Chokomfeni JSS, Middle Tyira Balasi JSS, Khanyalanga SPS	Mud school Extension of classes Construction of High School
Fencing	All ward villages	Mielie fields and grazing lands
Housing	All ward villages	Rural housing Disaster Houses
LED	Balasi Mbentsa Balasi Kimbili2 Nozityana Bhelekence Bajodini Nozityana Kwa Ntsikwe Siqikini Mbentsa Ndakeni All ward villages Mmangweni, Kimbili2, Bajodini All ward villages	Kwesikhulu Project Thathi Disabled Bricks Project Masimanyane Project Valindlala veg, Lilitha proj. Siyakhula Proj Sigugile Project Sinenjongo Disabled Siyazondla Garden Chithindlala Vukuzingele Project Working for water Sheep dipping tank Dipping tank Sheering shed Land care, Stock dams Stock breeding
Telecommunication	Nozityana, Bajodini, Middle Tyira, Belekence Magqubeni	Poor net work coverage and TV pole, Post office
Poverty relief projects	All Ward Villages except for Balasi, Ndakeni and Nozityana All Ward Villages	Umngcunube, Households food gardens EPWP
Community awareness projects	All ward villages	Crime, HIV/Aids, Teenage pregnancy, Environment, Drug and alcohol abuse.
Community halls MPCCs	All ward villages	
Health facilities	Siqikini, Chokomfeni, Bajodini All ward villages	Clinic Mobile clinic
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages Bahloniphe Group Sinothando Cultural Group	All codes



	Zanethemba Cultural Group Bhelekence Cultural Group Chokomfeni Cultural Group Masithandane Cultural Group Ntsikwe Cultural Group Njikelana Cultural Group Buntubethu traditional dancers Choral Music Bajodini Horse racing Library	
--	--	--

WARD NUMBER 24		
Service	Location	Need
Community facilities	Magutywa, Upper Malepe-lepe Magutywa	Satellite Police Station Old age home
Electricity	Rustenburg, Ntshongweni, Drayini, Magutywa No. 8, Ndzebe, Nxotwe, Upper Malepe-lepe, magutywa No. 9, Lower Malepe-lepe	Extension
Roads	Chekwayo to Ntshongweni, Chekwayo to Nkokweni great place, Ngele A/R, Silevini A/R, Nxotwe to Nkonkabi, Nzebe A/R, Tsolo to Bhinjwa, Lower Malepe-lepe A/R, Zwelitsha to Ncihala  Chulunca to Ntshongweni, T199, T200, Magutywa 9 &8, Kwa Bhatyi to Drayini, T196 to Ncotwe clinic  Tsitsa river, Ngcolosi river	New Construction   Maintenance  Bridge
Water	Malepe-lepe, Ndzebe, Mncetyana, Cekwayo, Nxotwe  Magutywa, Cekwayo, Nxotwe,	Water Supply  Maintenance
Sanitation	Nxotwe Ndzebe, Malepe, Mncetyana, Magutywa Malepe-lepe, Magutywa	Toilet supply Completion Rebuilding

Schools	Daluhlanga SSS, Skills centre  Nxotwe JSS, Malepe JSS, Zanebandla JSS, Magutywa J.S.S, Zwelakhe J.S.S  Lower Malepe-lepe	New Construction  Extension of Classes  School hall
Fencing	All ward villages except Ntshongweni	Mielie fields and grazing land, Ndzebe pre school
Housing	All ward villages	Rural Housing
LED	Magutywa 9 Ndzebe Nxotwe Upper Malepe Lower Malepe lepe  All ward villages except for malepe-lepe Ntshongweni, Nxotwe, Ndzebe Mncetyana Chekwayo, Mncetyana, Ndzebe All ward villages Ntshongweni Agr. Farming	Khanyisa poultry Ndzebe youth proj. Zanoncedo proj. Siyazama proj. for Disabled Masithembe Sophumelela, Masikhule sewing, Nceduluntu coop Sheep dipping tank Dipping tank Maintanance of dipping tank Sheering shed Land care, Stock dams
Telecommunication	Chekwayo, Nxotwe, Malepe, Magutywa  Nxotwe, Malepe	Poor network coverage  Post office
Poverty relief projects	All ward villages except for Ntshongweni & Nxotwe Mncetyana	Lima/Mngcunube  EPWP
Community awareness projects	All ward villages	HIV/Aids, Environment, Drug and alcohol abuse, Crime
Community halls MPCCs	All ward villages Malepe	
Health facilities	Magutywa, Mncetyana,	Clinic
Pre-schools and Daycare centre's	All ward villages except for Ndzebe	
Sport facilities	All ward villages	All codes

**WARD NUMBER 25**

Service	Location	Need
Community facilities	Bheja Toleni	Old age home Police Station
Electricity	Goxe, Bhubesini, Samaria, Votini	Electric Supply  Extensions

	Bheja, Sithaleni, Notanaza, Mfundisweni, Magqagqeni, Toleni, Buwa, Bhubesini, Tsolo, Xabane, Mjikwa, Matshona, Gwedane	
Roads	Matshona to Toleni JSS, Bheja to Toleni, Sithaleni to Notanaza, Tsolo to Bhubesini, Goxe A/R  Buwa A/R, Xabane to Mjikwa A/R, Samaria A/R, Tsolo to Ngwayibanjwa	New Construction  Maintenance
Water	Magqagqeni, Samaria, Matshona, Sithaleni, Qebeyi  Beja, Ntywenka, Goxa, Toleni, Buwa, Tsolo	Water Supply  Fencing of springs and boreholes  Maintenance and Addition of taps
Sanitation	All ward villages	Renewal of toilets
Schools	Kholisa ville JSS, Siyoyo JSS, Toleni JSS, Toleni SSS, Buwa S.S.S, Zizamele S.P.S.  Skill Centre (Toleni S.S.S.)	Mud School  New Construction
Fencing	All ward villages	Mielie fields and Grazing lands
Housing	All ward villages	Rural housing
LED	Magqagqeni  Papane (Makukhanye Project)  Notanaza  Toleni  Sthaleni  Bheja  Buwa  All ward villages  Toleni  Bhubesini	Sibonile sewing project, Masivuyisane poultry proj,  Papane Agriculture Project Notanaza youth Proj  Masondlane garden, Mayibuye poultry, Ndumiso Coop,  Masizame Sewing, Zizamele Farmers, Votini Maize Production  Bhongolethu poultry, Nkwazini Coop  Siqalo Poultry Proj, Nolithemba sewing  Buwa Farmers  Construction and maintenance of Stock dams, maintenance of sheep Dipping tank  Maintenance dipping tank  Sheering shed maintenance, dipping tank

	Sthaleni All ward villages	Sheering shed Land care
Telecommunication	Toleni	Post office Library
Poverty relief projects	Buwa, Notanaza, Gwedane, Magqagqeni, Samaria, Sithaleni, Matshona	Lima
Community awareness projects	All ward villages	Environment, Crime, Drug and alcohol abuse, HIV/Aids, teenage pregnancy, electricity
Community halls MPCC	All ward villages	
Health facilities	Bheja Other villages	Clinic (Medical Centre) Mobile
Pre-schools and Daycare centres	All ward villages	Construction and Maintenance
Sport facilities	All ward villages	All codes, Bhubesini Sports Ground

**WARD NUMBER 26**

Service	Location	Need
Community facilities	Cingco Tshisane	Old age home/Lumanyano Police Station
Electricity	Jojweni, Nkanini, Tshisane, Cingco, Gwali, Mhlakulo	Extension
Roads	Nkanini to Tshisane, Mbutho to Tshisane, N2 to Mbutho, New Rest A/R, Mhlakulo A/R, Mbutho to Tshisane, Streets at Jojweni, Streets at Sidwadweni, Streets at Mhlakulo  T170 to Mbutho, T170, T170 to Cingco, T170 to Gwali, N2 via Tshisane to Cingco, N2 to Nkanini to Mhlakulo, T170 to T171, Speed humps (Jojweni), Cingco to Gwali, Speed humps near Mchasa and Mchathu School, N2 to Mdeni A/R, N2 to Mchathu, Streets at Mbutho, Speed humps at Tsolo Junction, Robots at Tsolo Junction, N2 to Mhlakulo Clinic Nkanini Cingco to Gwali	New construction  Maintenance  Pedestrian Bridge Extension of bridge and road

Water	<p>New Rest</p> <p>All ward villages</p> <p>Tshisane, Gwali, Mbutho, Cingco, Jojweni</p> <p>Tshisane, Mbutho, Cingco, Gwali</p> <p>Mbutho</p> <p>All ward villages</p> <p>All ward villages</p> <p>Tshisane, Mdeni</p> <p>Mhlakulo</p>	<p>Water Supply</p> <p>Addition of taps</p> <p>Maintanance</p> <p>Maintanance of borehole</p> <p>Addition of borehole</p> <p>Windmill</p> <p>Fencing of Springs</p> <p>Maintanance of windmill</p> <p>Maintanance of Tank</p>
Sanitation	<p>Mbutho</p> <p>All ward villages</p>	<p>Rebuilding of toilets</p> <p>Addition of toilets</p>
Schools	<p>Cingco JSS, Mchasa S.S.S</p> <p>Vukani Kusile JSS, Mchatu JSS, Leppan JSS ( to be renewed)</p> <p>Mhlakulo J.S.S, Sidwadweni J.S.S.</p> <p>Mchathu</p> <p>Gwali</p> <p>Schools</p>	<p>Mud School</p> <p>Extension of classes</p> <p>Renovation and extension of Classes</p> <p>Construction of septic tank</p> <p>High school</p> <p>Septic tank in all schools</p>
Fencing	<p>All ward villages</p> <p>Cingco, Mbutho, Gwali, Mhlakulo</p>	<p>Grazing land &amp; Graveyards</p> <p>Miellie fields</p>
Housing	<p>All ward villages</p>	<p>Rural housing</p>
LED	<p>Mbutho</p> <p>Mbutho</p> <p>Gwali</p> <p>Tshisane</p> <p>Cingco</p> <p>Sidwadweni</p> <p>Cingco</p> <p>Mhlakulo</p> <p>Mhlakulo, Mdeni</p> <p>All ward villages</p> <p>Sdwadweni, Gwali, Mbutho,</p> <p>ThisaneMhlakulo</p> <p>Cingco, Tshisane, Gwali, Mbutho, Sidwadweni ,Mhlakulo</p>	<p>Siyazama poultry, Someleze sewing</p> <p>Eyethu project, Khulani proj, Jongimpumelelo Proj</p> <p>Nosisa project</p> <p>Vuyisanani project, Tshisane Proj.</p> <p>Cingco youth hard workers</p> <p>Someleze proj, Sidwadweni Proj, Sophumelela Proj.</p> <p>Philasande Poultry</p> <p>Siyakhana Project</p> <p>Sheep dipping tank</p> <p>Rehabilitation of dipping tank</p> <p>Sheering shed</p> <p>Land care, Stock dams maintenance</p>

	All ward villages Mbutho Mdeni  Mhlakulo  Wool growers association  Amayeza emfuyo	Vulindlela Project, Sunrise Poultry and sewing Project Philasande Multipurpose Proj, Khanyisa Piggery Proj, Nceduluntu Coop, Sakhimpilo Project
Telecommunication	Sidwadweni	Mtn, Vodacom
Poverty relief projects	All ward except for Tshisane and Mhlakulo	Siyazondla, Mngcunube
Community awareness projects	All ward villages	HV/Aids, environment, Teenage pregnancy, Crime, Drug and Alcohol abuse
Community halls MPCCs  Ward centre	All ward villages  Cingco	
Health facilities	Cingco, Mbutho, Gwali Nkanini	Clinic Mobile Clinic
Pre-schools and Daycare centres	All ward villages	
Sport facilities	All ward villages	All codes  Library

ORGANOGRAM  
2018/2019

# LEGEND

Vacant  
Unfunded

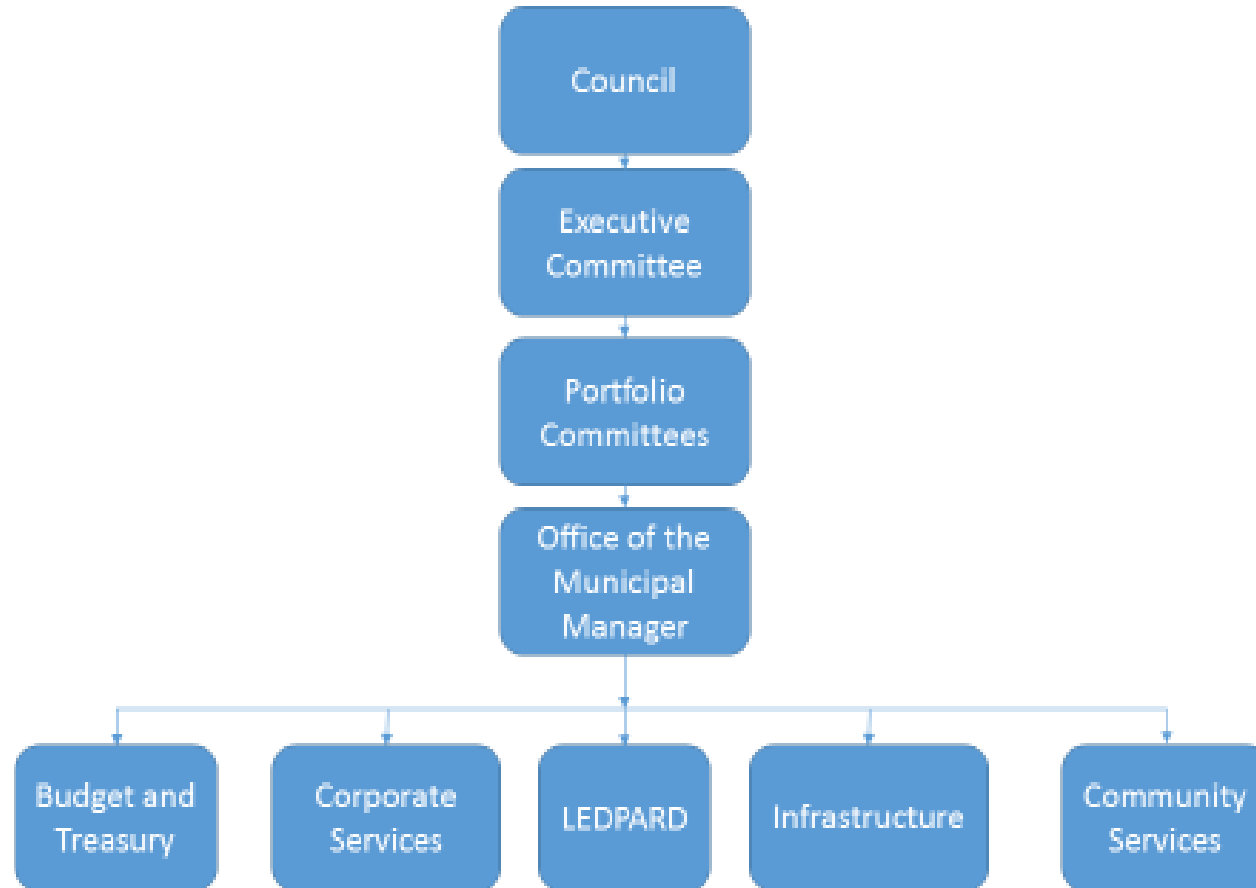
Vacant funded

Some filled  
some vacant  
unfunded

Some filled some  
vacant funded

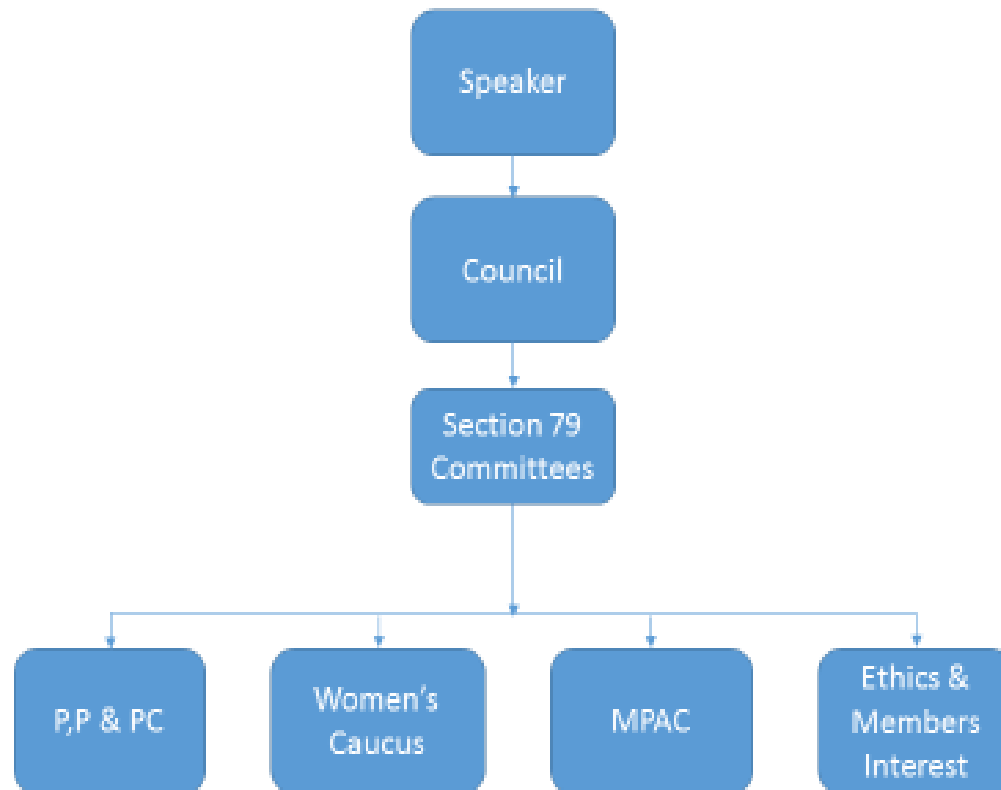
Filled

# Council Structure

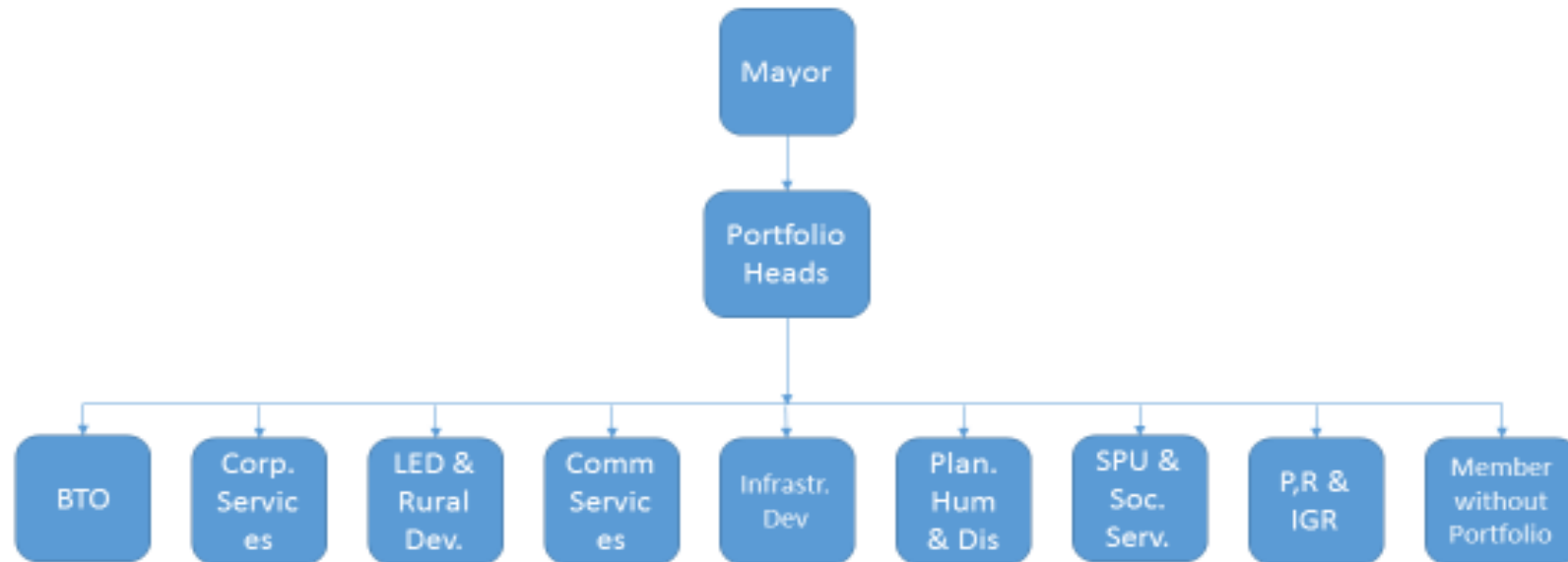




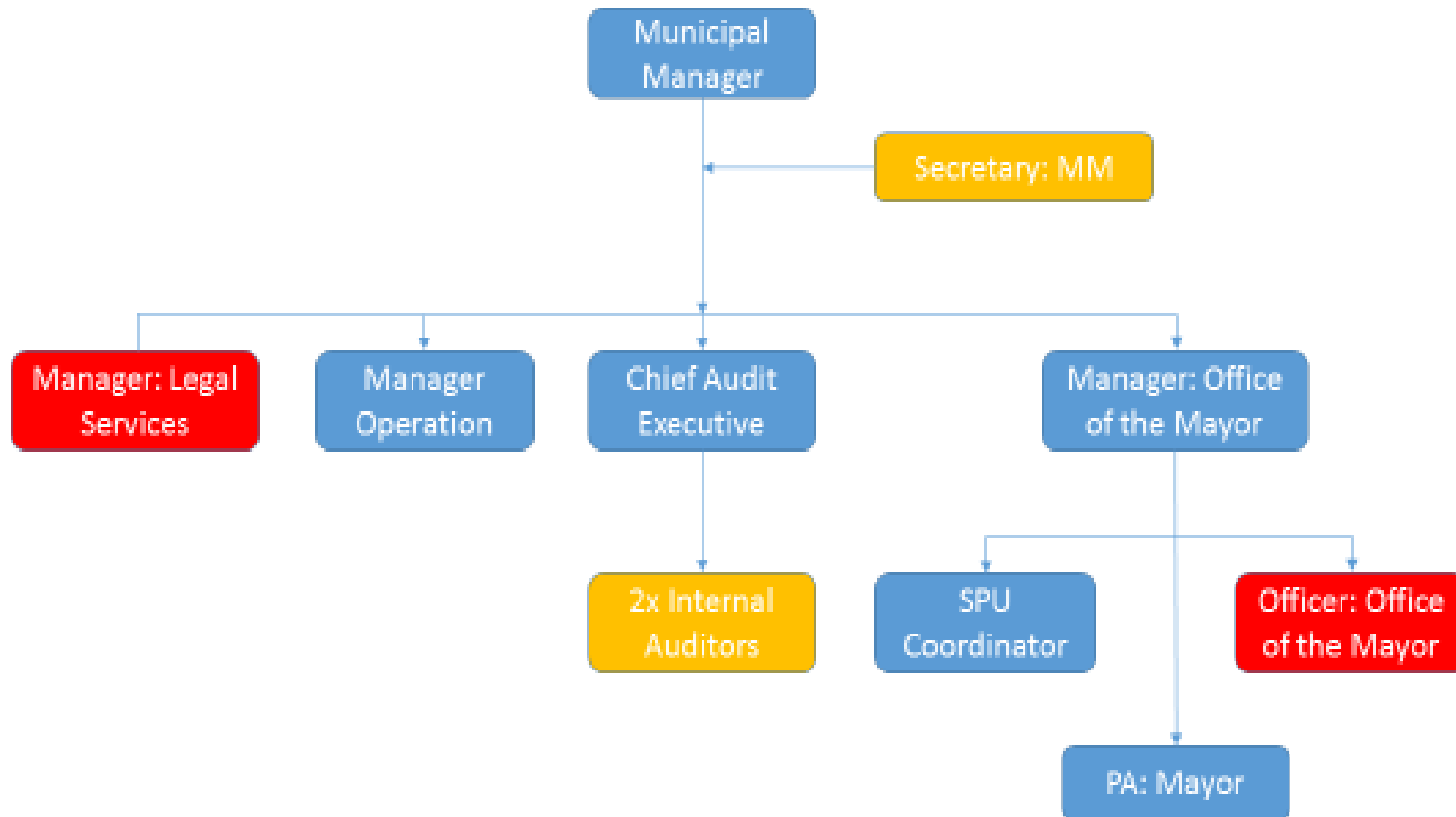
## Office of the Speaker



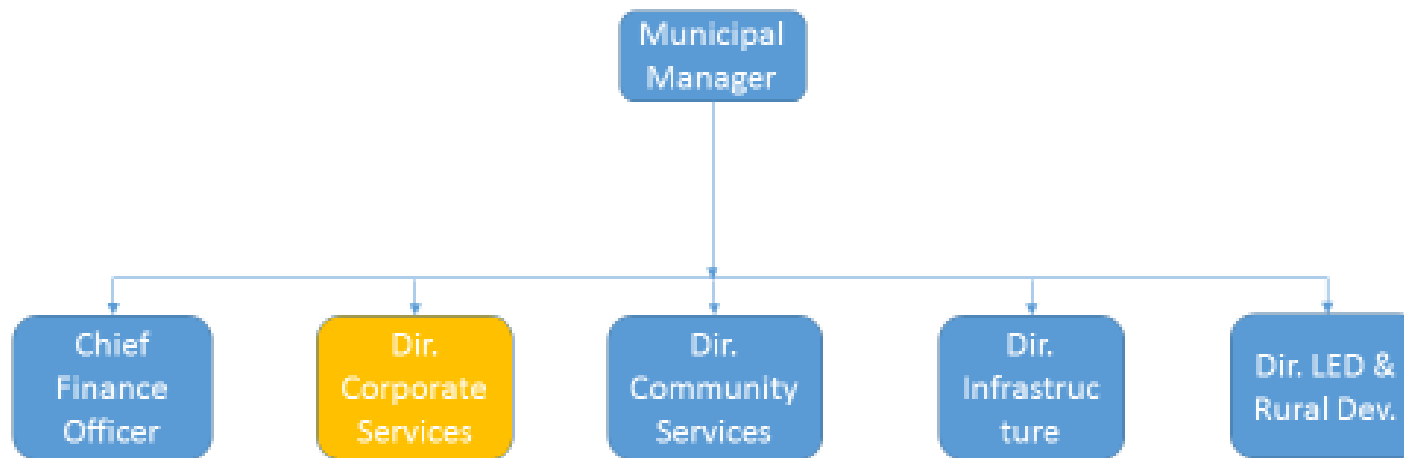
## Office of the Mayor



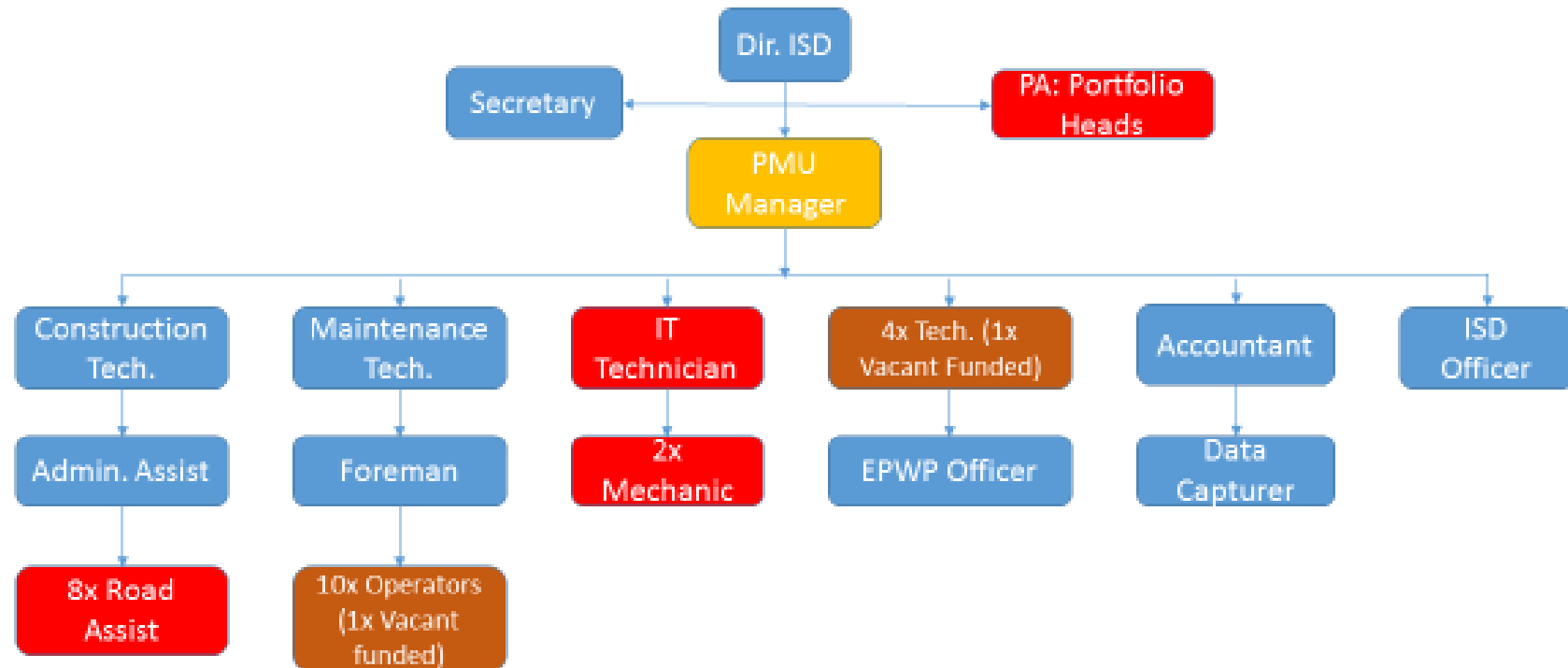
# Office of the Municipal Manager



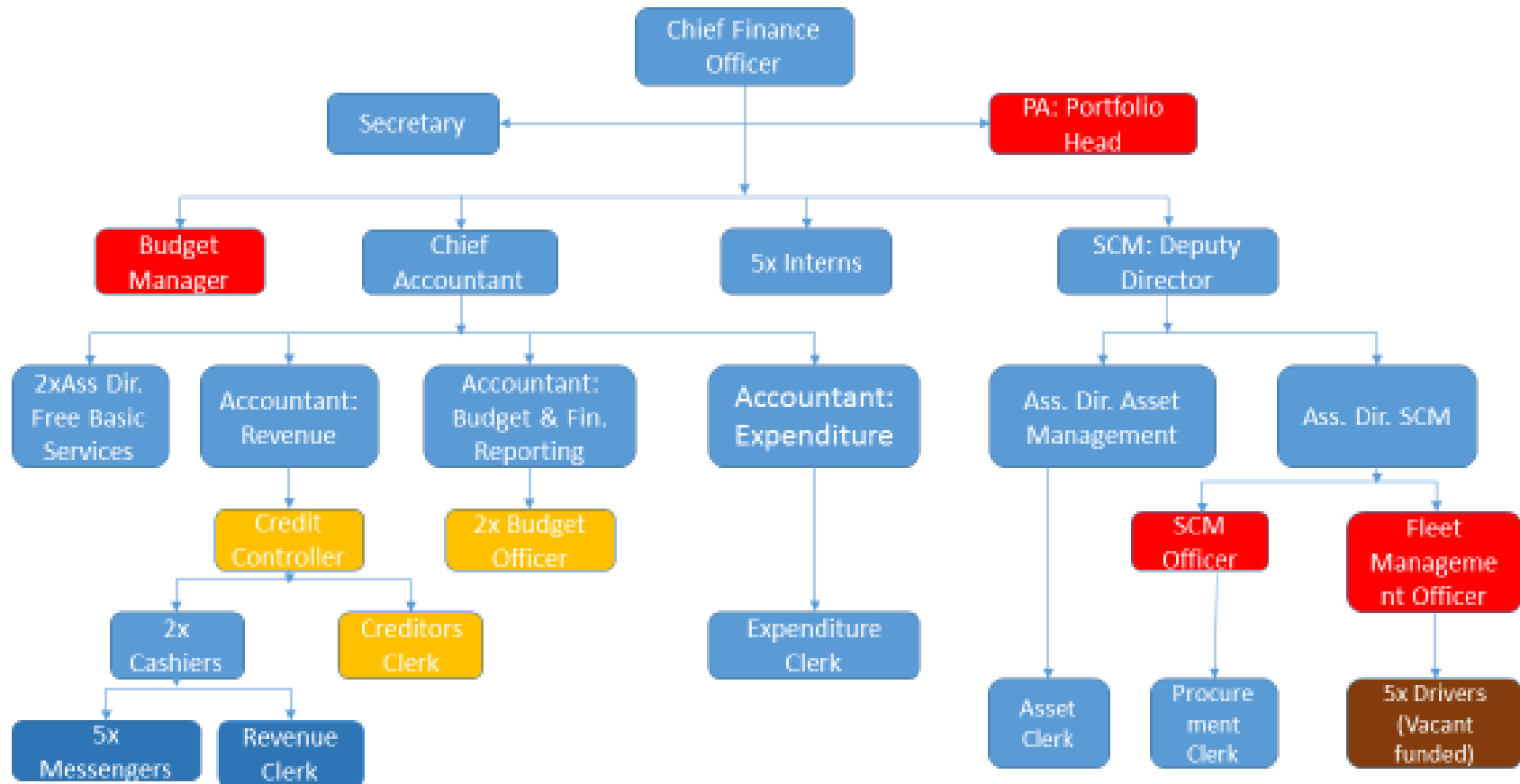
## Office of the Municipal Manager



# Infrastructure Services Development



# Budget and Treasury Office





# Community Services

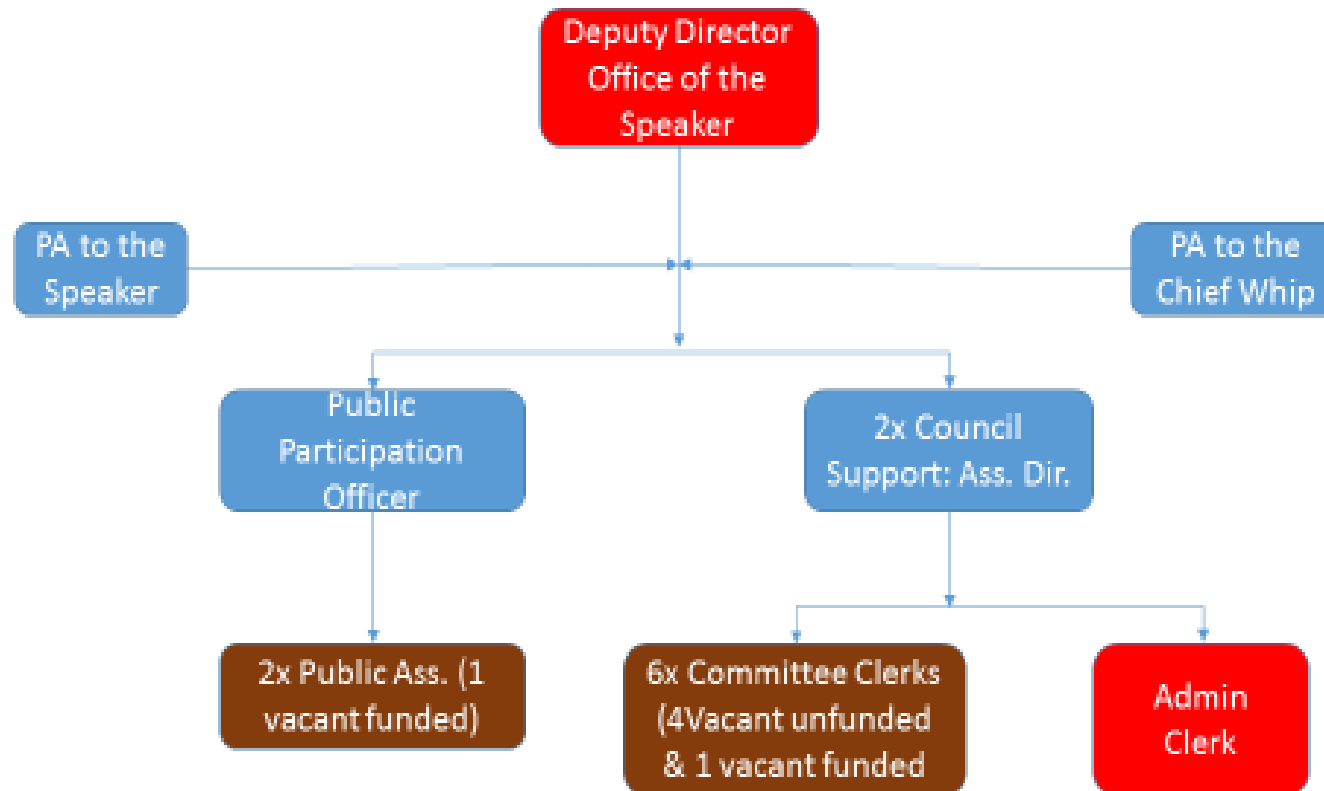




# Corporate Services



# Corporate Services



# LED, PLANNING & RURAL DEVELOPMENT

