



Msukaligwa Local Municipality



2026/2027 IDP

Foreword by the Executive Mayor



The review of the Integrated Development Plan (IDP) presents an opportunity to reflect on our progress, respond to emerging challenges, and reaffirm our commitment to improving the lives of all residents of Msukaligwa Local Municipality. As we continue to build a developmental and responsive local government, this reviewed IDP serves as a roadmap to guide sustainable growth, inclusive service delivery, and socio-economic development across our communities.

In terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Municipal Councils are required to review and, where necessary, amend their Integrated Development Plans (IDPs) in line with organisational performance, changing circumstances, service delivery priorities, budget considerations, and developmental objectives.

It is with great honour that I present the reviewed Integrated Development Plan (IDP) of Msukaligwa Local Municipality for the 2026/2027 financial year, building on the 2025/2026 planning cycle. This document outlines the key municipal goals and priorities within a rolling five-year implementation framework. The IDP remains the Municipality's principal strategic instrument, guiding all planning, budgeting, and development initiatives.

During the previous planning cycle, the Municipality continued to implement programmes aimed at improving service delivery, strengthening governance, and enhancing institutional performance. While progress has been achieved in several areas, we recognise that significant work remains to address existing challenges and respond effectively to the needs of our communities.

The revised plan seeks to advance government initiatives aimed at reducing unemployment and poverty through the intensification of programmes such as the District Development Model, alongside other economic opportunities within our Municipality. This approach ensures alignment with a coordinated system of planning across local, District, Provincial and National Spheres of government resulting in a single Integrated and Strategically Focused Development Plan.

This review has been undertaken to strengthen the Municipality's developmental agenda, align resources effectively, and improve service delivery to all communities within Msukaligwa. The process was underpinned by extensive public participation, beginning at ward level, where communities identified and prioritised their needs. These inputs confirm that the IDP and Budget are truly community driven.

In compliance with Chapter 4 of the Municipal Systems Act, community participation remains central to municipal governance. This IDP is therefore the culmination of an inclusive and consultative process involving residents, stakeholders, and partners. It serves as a beacon of hope and a guiding framework for our collective efforts to improve the quality of life for all.

We also remain committed to meeting legislative requirements, including the provisions of Section 24 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), which mandates the approval of the final budget at least 30 days before the commencement of the new financial year.

As an administration, we continue to ensure that community needs identified through public participation are translated into tangible programmes and projects. While progress has been made, we acknowledge persistent challenges, including water supply constraints, sewer spillages, sanitation issues, road infrastructure backlogs, and vandalism of electricity infrastructure. Addressing these challenges remains a priority.

In the 2026/2027 financial year, our focus will remain on improving service delivery, maintaining and upgrading infrastructure, strengthening local economic development, attracting investment, enhancing revenue management, and improving institutional effectiveness. These priorities are intended to create an enabling environment for growth and to ensure that development benefits all communities across the Municipality.

Furthermore, we are committed to creating a conducive and investor-friendly environment to stimulate economic growth and development by leveraging our competitive and comparative advantages, we aim to attract investment into our towns and surrounding areas.


We recognise that public participation processes are not without challenges, including low attendance and logistical constraints. Nevertheless, we remain dedicated to strengthening these engagements to ensure broader community involvement.

We further acknowledge the importance of aligning our organisational structure with our strategic objectives to ensure the effective implementation of this plan.

This Integrated Development Plan is the product of meaningful engagement with stakeholders and communities across all nineteen (19) wards of Msukaligwa Local Municipality.

I extend my sincere appreciation to Councillors, Stakeholders, Municipal Officials, and the Communities of Msukaligwa for their continued participation and commitment throughout the review process. Through collaboration and shared responsibility, we will continue to build a municipality that is inclusive, resilient, and development oriented.

TOGETHER, WE ARE BUILDING BETTER COMMUNITIES.



Cllr. MP Nkosi
Executive Mayor

Overview by the Municipal Manager



It gives me great pleasure to present the Integrated Development Plan (IDP) of the Municipality, which serves as a strategic framework guiding the Municipality's developmental agenda, service delivery priorities, and resource allocation for the period under review.

The IDP remains the Municipality's principal strategic planning instrument, developed in accordance with the provisions of the Department of Cooperative Governance and Traditional Affairs legislative framework governing local government. It reflects the Municipality's commitment to responsive governance, sustainable development, and improved service delivery to all communities within our jurisdiction.

This IDP has been prepared through an inclusive consultative process involving communities, stakeholders, government departments, business sectors and civil society organizations. The Municipality appreciates the valuable contributions made by all stakeholders during public participation engagements, ward consultations, and strategic planning sessions. Their inputs assisted in shaping development priorities that respond directly to the needs and aspirations of our communities.

The Municipality continues to face several socio-economic challenges, including unemployment, poverty, infrastructure backlogs, financial constraints, and increasing demands for basic services. Despite these challenges, the Municipality remains committed to implementing programmes and projects aimed at accelerating service delivery, improving local economic development, strengthening institutional capacity and enhancing good governance and accountability.

The successful implementation of this IDP will require sound financial management, intergovernmental cooperation, community participation, and collective commitment from all stakeholders. The Municipality will continue to strengthen partnerships with provincial and national government departments, the private sector, and development agencies to ensure effective implementation of identified projects and programmes.

I wish to express my sincere appreciation to the Executive Mayor, Councillors, Municipal officials, stakeholders and community members for their continued support and dedication throughout the IDP review process. Together, we can build a developmental local government that is accountable, transparent, and responsive to the needs of our people.

The Municipality remains committed to improving the quality of life of all residents and ensuring sustainable development for current and future generations.



Mr. M. Kunene
Municipal Manager

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ACRONYMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
BNG	Breaking New Grounds
CBO's	Community Based Organisations
CMIP	Consolidated Municipal Infrastructure Programme
COGTA	Department of Cooperative Governance and Traditional Affairs
DAC	District AIDS Council
DARDLA	Department of Agriculture, Rural Development and Land Administration
DBSA	Development Bank of South Africa
DCGTA	Department of Corporative Governance and Traditional Affairs
DCSR	Department of Culture, Sport and Recreation
DE	Department of Energy
DEDET	Department of Economic Development, Environment and Tourism
DHS	Department of Human Settlement
DHS	Department of Human Settlements
DLTC	Driving License Testing Centre
DM	District Municipality
DPW	Department of Public Works
DRDLR	Department of Rural Development and Land Reform
DTI	Department of Trade and Industry
DWEA	Department of Water and Environmental Affairs
ECA	Environmental Conservation Act
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FBE	Free Basic Electricity
FBS	Free basic Services
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
HBC	Home Base Care
HDI	Historically Disadvantaged Individuals
HOD	Head of Department
ICT	Information and Communication Technology
IDP	Integrated Development Planning
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
IMEP	Integrated Municipal Environmental Programme
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
IWSDP	Integrated Water Services Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LDO	Land Development Objective
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MEC	Member of Executive Committee

MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPCC	Multi-Purpose Community Centres
MSIG	Municipal Systems Improvement Grant
MTAS	Municipal Turnaround Strategy
NEMA	National Environmental Management Act
NER	National Electricity Regulator
NGO	Non-Governmental Organization
NLDTF	National Lottery Distribution Trust Fund
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public Private Partnership
RA	Registering Authority
REDS	Regional Electricity Distribution System
RBIG	Regional Bulk Infrastructure Grant
RSC	Regional Service Council
SABS	South Africa Bureau of Standards
SALGA	South Africa Local Government and Administration
SAPS	South African Police Service
SDF	Spatial Development Framework
SETA	Sector Education Training Authority
SLA	Service Level Agreement
TSC	Thusong Services Centres
WSA	Water Services Authorities

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MSUKALIGWA LOCAL MUNICIPALITY IDP


1 PART A: INTRODUCTION, MUNICIPAL VISION AND ANALYSIS

1.1 INTRODUCTION

The Integrated Development Plan is a five-year Strategic Plan which municipalities are required to compile to guide the development of the municipal area. The municipal Council has on the 30th of May 2022 adopted its five-year Integrated Development Plan. The five-year plan was compiled to guide the planning and implementation process of key programmes and service delivery projects of the municipality for the financial year 2022/2023 – 2026/2027 as a new cycle of IDP which began on the 1st July 2022 ending 30th June 2027.

Because of the constantly changing environments and needs, the five-year IDP is reviewed annually to ensure that the municipality is well informed of the latest changes. The review process includes public participation where the community is given an opportunity to highlight and prioritise their needs. As the 2022/2023 – 2026/2027 IDP was reviewed for the 2026/2027 financial year IDP, it was ensured that focus on improving socio-economic situation, strengthening our local economic development, meeting the millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation as well as the implementation of the National Development Plan (Vision 2030) was not lost. The document is therefore prepared in accordance with the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, Act 32 of 2000.

Mbukaligwa Local Municipality is one of the seven Municipalities within the Gert Sibande District Municipality in Mpumalanga Province and is demarcated by the Municipal Demarcation Board as MP302 as indicated per locality plan (Map 1 & 2) and Spatially covering an area of **6016 km²** which comprises 18.9% of the total land mass of Gert Sibande District Municipality. The municipality is according to figures from Statistics South Africa, Census 2022, have a population of **199 314** persons with a population density of **33** persons per square kilometre. The Municipality comprises of seven admin units/towns which are:

-  Davel/KwaDela.
-  Ermelo/Wesselton.
-  Breyten/KwaZanele.
-  Chrissiesmeer/KwaChibikhulu.
-  Warburton/Nganga.
-  Lothair/Silindile.
-  Sheepmoor.

In addition to the above-mentioned towns, there are a number of rural areas or farms within the vicinity of the above-mentioned towns and depend on these towns for some services. Mbukaligwa municipality comprises of **19 Wards** as depicted on **Map 3** with wards 1-9 and 17 clustered within Ermelo town and Wesselton Township.

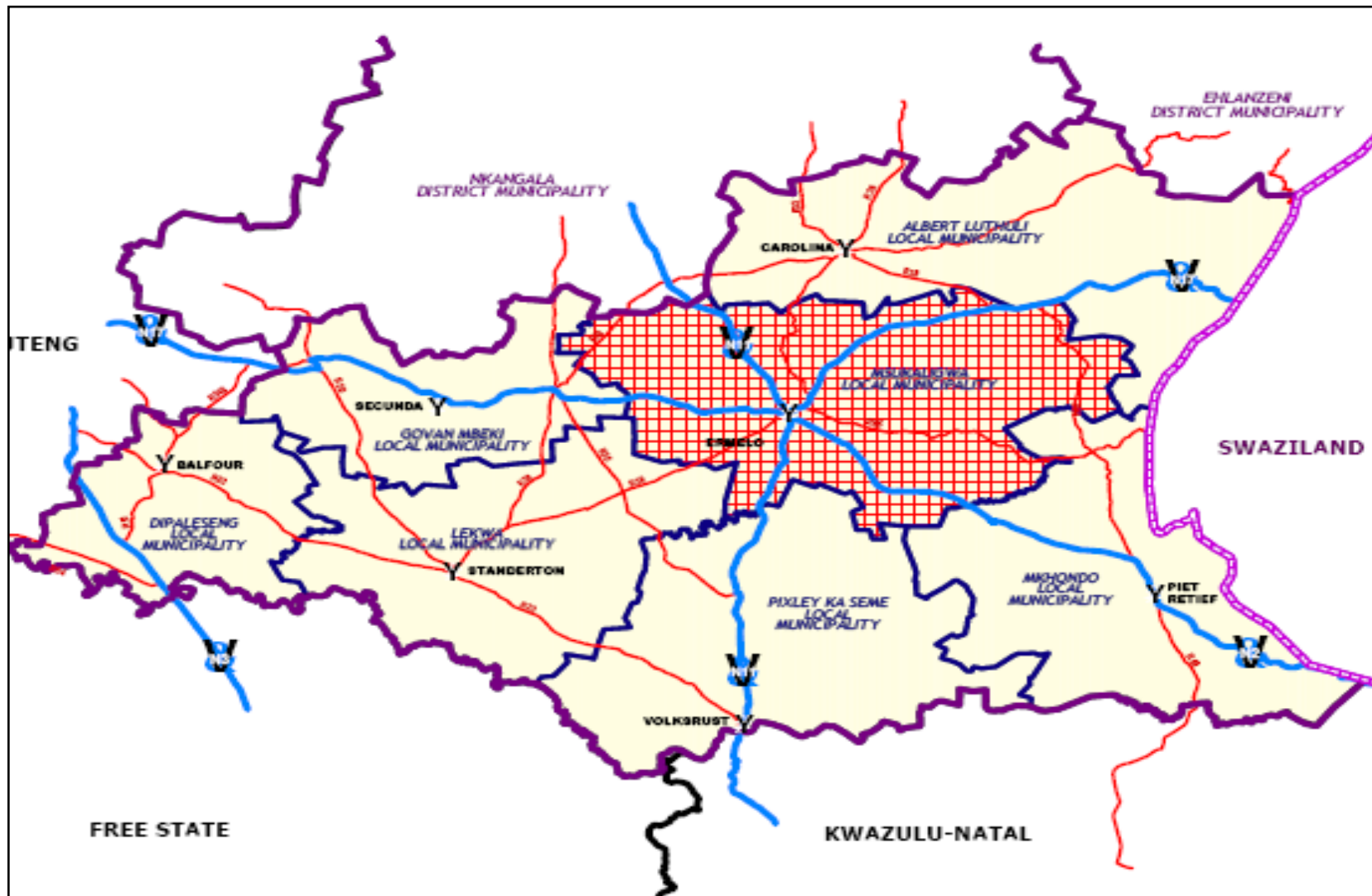
Msukaligwa Local Municipality's geographic location *is at latitude of 32° East* and is bounded by Govan Mbeki Local Municipality to the West, Chief Albert Luthuli Local Municipality to the North and East, Mkhondo Local Municipality at the East to Southeast and Lekwa Local Municipality South to Southwest as depicted on **Map 1**. The Municipality is accessible through three National Roads and Provincial main roads which are N2, N11, and N17, R33, R39, R65, R542 and other secondary roads as depicted on **Map 2**. Further details on the roads network are contained in section **3.2.5** of this document.

The municipality will be focusing on facilitating Public Private Partnerships to Accelerate Shared Economic Growth and Development, Tourism Development and Marketing, Environmental Management, Youth and Woman Development, HAST programme, Promotion and Support of People with Disability, Economic Diversification and Beneficiation of its Mineral and Agricultural Resources and community development.

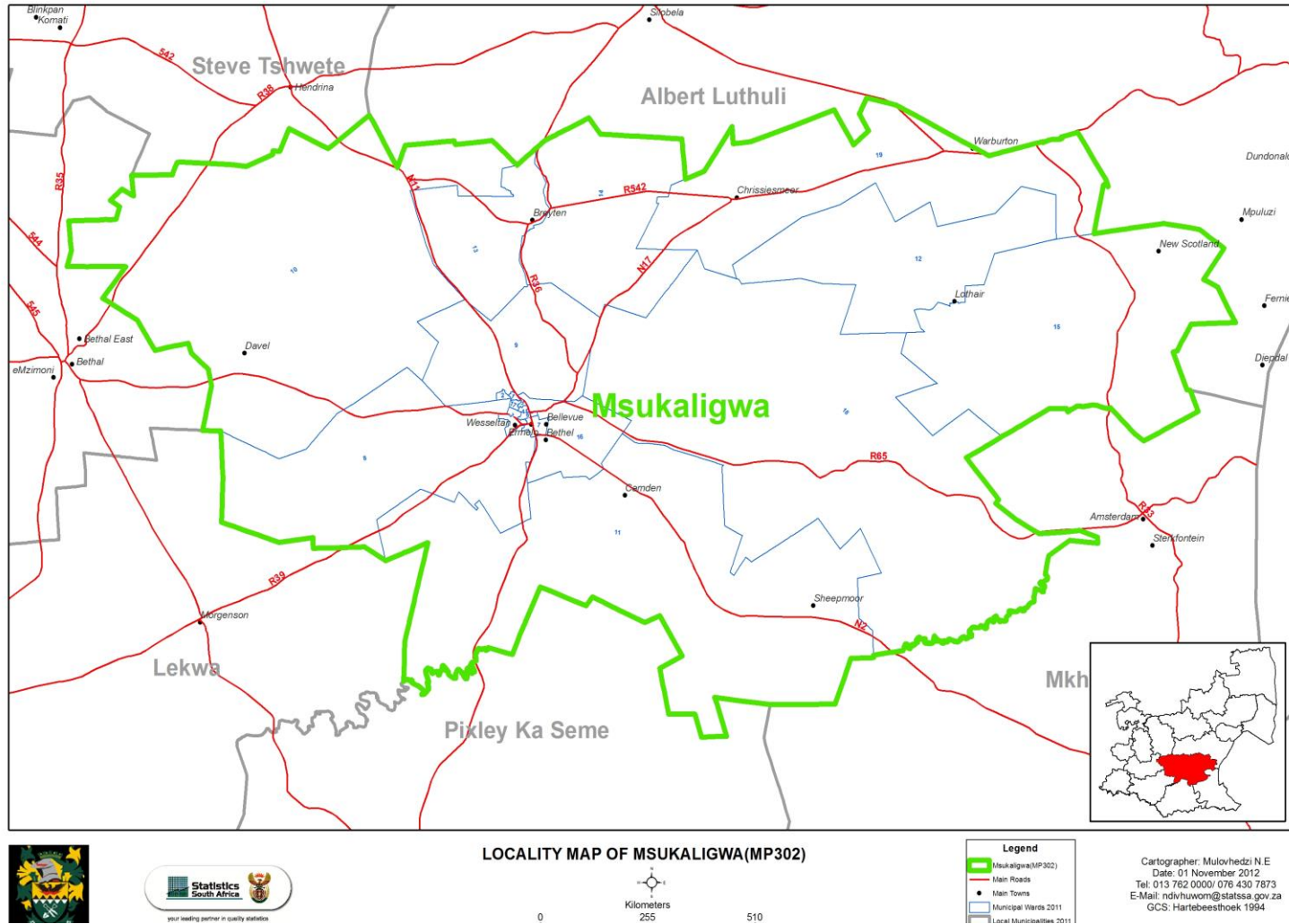
The municipality's responsibilities include amongst others the supply of basic services such as water, sanitation, electricity, roads infrastructure, waste management, community facilities and all infrastructure that support the delivery of basic services. In addition to the municipality's responsibilities, it should be noted that this municipality is also a Water Services Authority.

Msukaligwa Municipality is one of the Municipalities in Mpumalanga characterized by sensitive natural environment including water catchment areas that supply water to major rivers like, Vaal River, Usutu River and others. Together with Chief Albert Luthuli Local Municipality at the North to Eastern borders of Msukaligwa, both municipalities have been identified in terms of the Mpumalanga Biodiversity Conservation Plan as an important area of Biodiversity and Water resources. According to MBCP, 31% of Msukaligwa and Chief Albert Luthuli Municipal area contributes significantly towards the Biodiversity Conservation targets for the province thus presenting high potential for Tourism Development and growth.

Map 1: Locality Plan of Msukaligwa Municipality within Gert Sibande District Municipality



Map 2: Msukaligwa Municipality Administrative Boundaries and Access Roads



1.2 VISION, MISSION AND CORPORATE VALUES

Vision

The **Vision** of Msukaligwa Municipality is as follows:

A Beacon of Service Excellence

Mission

It is the **Mission** of the Municipality to focus on the following aspects in order to achieve its Vision:

- ✚ Enhancing community participation to steer development initiatives towards community needs;
- ✚ Advocating and stimulating local economy to promote economic growth and development;
- ✚ Improving good governance and measurable service delivery techniques;
- ✚ Enhancing effectiveness and efficiency in the utilization of available resources;
- ✚ Empowering our communities and the vulnerable groups in particular;
- ✚ Working in partnership with all its stakeholders; and
- ✚ Continuously mobilizing resources to achieve high standards in service. Delivery

Corporate Values

Msukaligwa Local Municipality subscribes to the following public ethical values which guides the municipality to operate in a socially acceptable way and adhere to principle of corporate governance:

- ✚ Integrity.
- ✚ Professionalism.
- ✚ Excellence.
- ✚ Accountability.
- ✚ Responsive; and
- ✚ Innovation.

1.3 POLICY AND LEGISLATIVE CONTEXT

As indicated in Section 1.1, it is a legislative mandate that the Municipality must develop and adopt its IDP and also review it annually in order to keep up with the changing circumstances and new demands. It is therefore in terms of the Local Government: Municipal Systems Act, Act 32 of 2000 that every Municipality must compile an Integrated Development Plan, implement the IDP, monitor and evaluate its performance and review such IDP annually.

The following are provisions of Section 34 of the Municipal Systems Act, Act 32 of 2000 with regard to the Review and Amendment of the IDP:

“The Municipal Council:

- a) Must review its Integrated Development Plan**
 - i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;**
 - ii) to the extent that changing circumstances so demand and;**
- b) May amend its Integrated Development Plan in accordance with the prescribed process”**

In compiling the IDP, cognizance must therefore be taken of the IDP Review Guidelines that the IDP be reviewed based on the primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances and Comment from the MEC for Local Government.

1.4 NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS AFFECTING MSUKALIGWA MUNICIPALITY

1.4.1 The Mpumalanga Economic Growth and Development Path

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the Province.

The following Sectors are identified as the main economic sectors to drive economic growth and employment creation in the province that are taking place in Msukaligwa:

- Agriculture and forestry
- Mining and energy
- Tourism and cultural industries

Agriculture

In the Gert Sibande district, crops that need to be given priority are summer grains, oilseeds and deciduous fruits. Animal production should also be given special attention.

Key areas for intervention to facilitate growth and job creation in the agricultural sector

- Massive drive in skills development;
- Comprehensive support to small scale farmers and agri-businesses;
- Fast track the settlement of the outstanding land claims;
- Optimal utilisation of restituted and distributed land;
- Increase acquisition of agricultural land for the previously disadvantaged and;
- Revisit current legislation to create balanced development in areas of competition between mining and farming

Forestry

The forestry sector presents opportunities ranging from community forestry to charcoal production, forestation, industrial forestry, multiple use forestry and forestry protection.

Key areas for intervention to facilitate growth and job creation in the forestry sector

- Resolve water issues to foster expansion in the forestry industry
- Accelerate settlement of land claims under forestry
- Comprehensive support to SMMEs, particularly cooperatives.
- Invest in infrastructure

Mining

Key areas for intervention to facilitate growth and job creation in the mining industry

- Upgrading and maintenance of the coal haulage network
- Increase the level of higher skilled graduates
- Expand the water network and increase reliance on water transfer schemes
- Increase South Africa's base load and improve alternate energy supply
- Establishment of a mining supplier park to enhance enterprise development in the province
- Resolve land claims to release land for development
- Comprehensive support to small scale mining enterprises to exploit opportunities presented by corporate social investment initiatives, retreatment of sub economic deposits and dumps, and dimension stones.

Energy

The following initiatives taken by Eskom present opportunities for economic growth and job creation: The New Build Programme, Social Corporate Investment, Re-commissioning of old power station.

Key areas for intervention to facilitate growth and job creation in the energy sector

- Resolve water supply bottlenecks
- Invest in infrastructure, that is, dams, power stations, roads, rail, etc
- Enhance the requisite skills
- Comprehensive support to SMMEs to exploit opportunities presented by Eskom

Manufacturing and Beneficiation

Key areas for intervention to facilitate growth and job creation in the manufacturing sector

- Target sectors that ensure beneficiation
- Enhance skills development, especially in the areas of engineering, artisan, business and project management.
- Recruit technology and skills from outside our borders as beneficiation require high level skills and technology
- Invest in industrial infrastructure to encourage enterprise development
- Provide comprehensive support to SMMEs development
- Partner with the Department of Science and Technology and other institutions such as the institutions of higher learning to research areas of the economy which we can benefit communities.

Tourism and Cultural Industries

The following key areas have the potential for economic growth and job creation:

- Wildlife & nature tourism,
- Activity & adventure tourism,
- Resort tourism, sports tourism,
- Residential tourism,
- Conference & meetings,
- Leisure/entertainment,
- Industrial & township tourism, and

- Cultural heritage

Key areas for intervention to facilitate growth and job creation in the tourism and cultural industries. Broadening and diversifying the primarily nature-based tourism product offerings of Mpumalanga into more mainstream segments of the market such as sports events, business/conference meetings, theme/amusement park, and subsequently grow the economy that create jobs, the following key interventions will be critical:

- Sustained investment in all aspects of the industry – new products, destination marketing, human capital development in the service industry
- Investing in economic infrastructure, e.g., airport, International Conference Center, Sports Academy, roads for tourism routes, etc.
- Comprehensive support to SMMEs to exploit opportunities in the tourism and cultural industries.

Sectors Seizing the Potential for New Economies

The focus on new economies in Mpumalanga will be placed on **the Green Economy and Information Communication and Technology**. Looking at the economic situation of the Province, these two areas of work will provide Province with new opportunities for economic growth and development.

Key areas for intervention to facilitate growth and job creation in the green economy and ICT include:

- Invest in research for new technologies to promote green economy
- Invest in infrastructure for ICT development
- Train and assist SMME's to provide them with the necessary tools for moving their businesses online

1.4.2 Medium Term Development Programme 2024-2029 (MTDP)

After the establishment of the 7th Administration, a Cabinet Lekgotla meeting, on 13 - 14 July 2024, agreed on a Minimum Programme of Priorities and approved that this be translated into the draft Medium Term Development Plan (MTDP) 2024-2029 as a more detailed plan. Flowing from the Cabinet Lekgotla meeting, in the opening of Parliament Address on 18 July 2024, the President announced and confirmed the Strategic Priorities for the 7th Administration of Government, which as follows:

- Drive inclusive growth and job creation.
- Reduce poverty and tackle the high cost of living; and
- Build a capable, ethical and developmental state.

These three Strategic Priorities frame the structure of the MTDP 2024-2029, which outlines the detailed interventions, targets and indicators. and it is also going to serve as the implementation framework for the National Development Plan (NDP): Vision 2030, the existing long-term plan for South Africa towards 2030

The Medium-Term Development Plan Framework is the guide for the 7th Administration guide planning and resource allocation across all spheres of government. As much as national and provincial departments have to develop the five-year strategic plan and budget requirements taking into account the medium term imperatives, municipalities are expected to adapt their IDPs in line with the national medium term priorities. Section 25 (1) of the Municipal System Act, 2000, stipulates that municipal council must adopt a single, inclusive and strategic plan for the development of the municipality which is compatible with national and provincial development plans and planning requirements bidding on the municipality in terms of legislation. The MTDP Therefore provides for priorities on which municipal planning and all spheres of government should be based on.

Section 4.1.1 of this document provide for a table depicting the alignment of the National, Provincial, District and Municipal priorities.

1.4.3 Government Priority Outcomes

The 7th Administration have identified through the MTDP 2024-2029 five missions for the next five years, which are intended to guide the actions of government in pursuing the goals of the NDP. It is through these missions, the

MTDP 2024-2029 seeks to transform the economy and society towards increased prosperity and equality for all citizens and to build social cohesion and unity.

1.4.4 Five missions to guide the MTDP 2024-2029

The MTDP 2024-2029 has set out five missions for the next five years, which are intended to guide the actions of government in pursuing the goals of the NDP. Through these missions, the MTDP 2024-2029 seeks to transform the economy and society towards increased prosperity and equality for all citizens and to build social cohesion and unit. The inclusion of the five missions and outcome of the 7th Administration will be implemented in the context of the 2022 to 2027 Adopted IDP for the current term of the sitting Council.

The following are the five outcomes as identified and agreed to by the Cabinet of the 7th Administration are as follows.:

1. A more equal society where no persons live in poverty.
2. A safe and secure environment
3. A dynamic growing economy
4. A capable state delivering basic services to all citizens
5. A cohesive and united nation
6. All people in South Africa are and feel safe;
7. Decent employment through inclusive economic growth;
8. A skilled and capable workforce to support an inclusive growth path;
9. An efficient, competitive and responsive economic infrastructure network;
10. Vibrant, equitable and sustainable rural communities with food security for all;
11. Sustainable human settlements and improved quality of household life;
12. **A responsive, accountable, effective and efficient local government system;**
13. Environmental assets and natural resources that are well protected and continually enhanced;
14. Create a better South Africa and contribute to better and safer Africa and World; and
15. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

Though most of the above outcomes include functions rendered by sector departments, the municipality must through its available resources contribute towards achieving these outcomes. The municipality have to give a specific focus on outcome 9 being “**a responsive, accountable, effective and efficient local government system**”.

The MECs responsible for local governments had during September 2010 signed the delivery agreements with Mayors on outcome 9 which are aiming at delivering the following outputs:

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

Therefore, as a municipality we need ensure that our plans are developed to address these outcomes as well as achieving the said outputs.

1.4.5 The National Development Plan

The National Development Plan (NDP) 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.

As a long-term strategic plan, it serves four broad objectives:

- ✚ Providing overarching goals for what we want to achieve by 2030.
- ✚ Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
- ✚ Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- ✚ Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

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

The NDP has been approved and adopted by government and has received strong endorsement from the broader society. The focus now shifts to how the NDP will be implemented.

Implementation Phases

The NDP and its proposals will need to be implemented in the right order over the next 17 years.

This process of prioritisation and sequencing will take place in three broad phrases:

(a) Critical steps to be taken in 2013 to unlock implementation.

The following actions will be undertaken during 2013:

- ✚ Implement programmes that do not require additional resources and long lead times
- ✚ Identify critical first steps to unlock implementation
- ✚ Preparation of the 2024-29 MTDP as the first five-year building block of the NDP
- ✚ Focus on areas where implementation of existing policies needs to improve
- ✚ Focused dialogues to overcome obstacles to implementation.

(b) 2014-2019 planning cycle.

The 2014-2019 planning cycle should be viewed as the first in a series of five-year planning cycles that will advance the goals of the NDP. The equivalent planning cycle at local government level will be equally important.

(c) 2019-2024 and 2024-2029 planning cycles.

This phase of the NDP will be used to initiate the remaining activities. It will build on previous cycles and be informed by the review of performance.

Integration into Government Plans

The planning processes carried out by departments and other government entities will have a vital role to play in bringing the vision and proposals contained in the NDP to life.

NDP proposals are being incorporated into the existing activities of departments and broken down into the medium and short-term plans of government at national, provincial and municipal level. The NDP provides the golden thread that brings coherence and consistency to these different plans.

Government has already started a process to align the long-term plans of departments with the NDP and to identify areas where policy change is required to ensure consistency and coherence. Each government programme will have to be backed by detailed implementation plans which clearly set out choices made, actions that need to be undertaken and their sequencing.

Key steps to facilitate this integration include:

- ✚ The Presidency is leading the formulation of the 2024-2029 MTDP (Medium Term Development Plan) in consultation with departments.
- ✚ The Presidency and National Treasury will work with departments to clarify roles and responsibilities, ensure that plans and budgets are aligned, and develop clear performance indicators for each programme.
- ✚ Departmental strategic plans, annual performance plans and programme plans will need to be evaluated by the Presidency to determine alignment with the NDP prior to submission to Parliament.
- ✚ Monitoring and evaluation will be used to identify obstacles to implementation, to facilitate reflection on what works, and to continuously improve implementation.

As mentioned above, implementation of the NDP in government requires a process of breaking down the plan into key outputs and activities to be implemented by individual departments or groups of departments.

In this regard, the 7th Administration has adopted the 2024-2029 MTDP. This will enable the new administration to focus on implementation and the MTDP is currently the guide for all government plans and processes. .

The MTDP will be precise and clear in identifying indicators and targets to be achieved in the 2024-2029 period. *The MTDP will contain the following for each of the outcomes:*

- a) *Key targets from the NDP and from other plans, such as the New Growth Path, National Infrastructure Plan, and Industrial Policy Action Plan*
- b) *Current baseline for each target and the MTDP (2024-2029) target based on consideration of a trajectory to 2030*
- c) *Key outputs and actions to achieve the target and department(s) responsible.*

The NPC and the Department for Performance Monitoring and Evaluation (DPME) in the Presidency are jointly leading the process of developing the MTDP.

This process requires intensive engagements and negotiations with individual departments, groups of departments and clusters to obtain agreement on the detailed contents of the MTDP.

DPME, the NPC, DCOG and line function national departments responsible for concurrent functions will also be engaging with the provincial Offices of the Premier, the relevant provincial departments and municipalities regarding the provincialisation and localisation of the national targets, for inclusion in provincial and municipal strategic plans.

This intensive engagement and negotiation process to work out detailed implementation plans for the 2024-2029 periods will be the major focus. However, in the meantime, some of the key proposals for change in the plan are already being implemented by national and provincial departments in the current financial year. For example:

- a) National Treasury is in the process of appointing a government Chief Procurement Officer to strengthen procurement systems so that they deliver value for money.

- b) The Minister of Public Service and Administration has started to develop proposals for restricting the business interests of public servants and to work on frameworks for improving performance incentives and the application of consequences for poor performance.
- c) The Presidential Infrastructure Coordinating Commission is driving and monitoring the process of accelerating the development of the economic infrastructure required to enable increased economic growth
- d) The Minister of Economic Development is coordinating and monitoring the various economic growth and job creation drivers in the New Growth Path
- e) The Minister of Health is implementing the prevention of mother-to-child transmission (PMCT) programme, and has already initiated antiretroviral (ARV) therapy for all eligible people living with HIV, and is already progressively improving TB prevention and cure and addressing HIV and TB co-infection
- f) The Minister of Basic Education is ensuring that parents receive their children's ANA results, and that Provincial Education departments have programmes that use ANA results to improve school performance
- g) The Minister of Higher Education is ensuring that FET lecturers are being trained as part of improving the quality of FET colleges.

There is a high level of correlation between the NDP priorities and the current 12 priority outcomes, and this correlation enables us to maintain continuity in the planning and monitoring and evaluation processes of government. Government will therefore continue with the focus on outcomes in the 2024-2029 period, with minor adjustments. For example, we are considering adding an additional outcome on social protection and to split outcome 12 into two outcomes on increasing the efficiency and effectiveness of government and nation building, given the importance attached to these issues in the NDP. Coordination of implementation will continue as before, with implementation forums (clusters and MINMECS or their equivalents) coordinating and driving implementation of each outcome.

1.4.6 Localisation of the SDG's and Alignment with the IDP



The driving force behind the Localisation of the SDG's was the realisation that since their advent they were attributable to the fact that the Millennium Development Goals (MDGs) had reached their projected delivery time (2015) yet there were objectives that were very far from being achieved.

On the other hand, the gap between those who have and those who do not, has been unprecedently widening thus exacerbating inequalities leading to challenges of poverty, unemployment and inequality especially in developing countries such as South Africa. It is for these reasons, among many, that 193 United Nations (UN) member states adopted the outcome document "Transforming Our World: The 2030 Agenda for Sustainable Development.

In the Case of South African Municipalities MDGs were criticized for focusing on social outcomes such as poverty, hunger, health, education, etc, and the SDGs that were adopted in 2015 set out a range of environmental, social and economic objectives and they apply to both the developing and developed countries which distinct it from the Millenium Development Goals.

As a result, the Msukaligwa Local Municipality accepted the invitation to participate on the Voluntary Local Review on the 25th of August 2025. The act itself was a commitment to be part of municipalities in South Africa to prepare Sustainable Development Goals Voluntary Local Review Report (SDGs VLR).

The SDGs VLR report is a United Nations Development Programme initiative in partnership with SALGA to assist municipalities to in the implementation of Sustainable Development Goals fat local government level in order to contribute to final Country Report on Sustainable Development. South Africa, as signatory to the UN SDGs, has aligned to SDGs and to AU Agenda 2063 and are integrated into Government planning systems and processes at national, provincial and local level.

Hence, there is recognition that localizing the national and internationally agreed development goals is essential for ensuring that these goals reflect local needs, norms, and values, thus ensuring that local actors find them relevant and meaningful.

Regarding the 2030 Agenda and its 17 Sustainable Development Goals, Local, Provincial and National governments are increasingly playing a pivotal role in implementation, addressing core issues including poverty, food security, access to quality education, health care and water and sanitation services, and in advancing gender equality and reducing inequalities, among others.

It is estimated that at least 100 of the 169 SDG targets will not be reached without proper engagement and co-ordination with local and regional governments, which what makes the participation of Msukaligwa Local Municipality in the Voluntary Local Review an important milestone.

Our experience through the years have highlighted some of the common challenges that we can relate to which are similar to most other municipalities across the country.

They are

- High unemployment, especially youth unemployment.
- Poor household income
- Poor revenue collection and insufficient credit control.
- High infrastructure backlog
- Unreliable energy and water provision
- Contamination of water sources by heavy metals such as Manganese
- Crime and related social ills

Our primary goal as the Msukaligwa Local Municipality in participating in the Voluntary Local Review programme is to ultimately integrate the Sustainable Development Goals in the municipality's strategy and anchoring them into our services and core operations throughout the organisation and beyond. We hope to ultimately integrate the goals into the political and strategic management of the municipality and use them to further develop core functions, services and activities.

Together the municipality hopes to stimulate working relations and cooperations with various stakeholders (business, private, government, NGO's etc) and develop partnerships required to bring about change in the long run which are sustainable, climate friendly and beneficial to humanity at large.

Implementation of Goals and Targets

As mentioned in the previous sections, Msukaligwa VLR for 2026/2027 focuses on 4 goals namely

- Goal 6 Clean Water and Sanitation
- Goal 7 Affordable and Clean Energy
- Goal 11 Sustainable Cities and Communities
- Goal 17 Partnerships for the Goals

These goals were selected based on local government mandate as enshrined in the Constitution of the Republic of South Africa. It is a known fact that the SDGs are interdependent and interconnected, the VLR therefore also looked at other goals interlinked to Goals 6, 7, 11 and 17.

The Municipality aims to take forward the VLR through placing dedicated focus on increasing its effectiveness on the following matters:

- Increasing awareness on the SDGs on a continuous basis.
- Regular engagement with external stakeholders such as civil society, private sector, general members of the community and government entities.
- Foster partnership with research and academic institutions for future VLRs
- Explore establishment of an SDG hub as a mechanism for SDG Localisation in local government.
- Financing for SDGs – dedicate funds towards activating some interventions aimed at accelerating the achievement of SDGs. Focusing on the principles of Sustainable Development, the Municipality will focus on the following to take its SDG Localisation process forward.

Environmental Planning, Coordination and Climate Change

Climate change poses a significant threat to South Africa's water resources, food security, health, infrastructure, biodiversity as well as its ecosystem services. If left unmitigated, climate change will significantly affect the economic, social and environmental dimensions of sustainable development, as well as key issues like poverty and equity. The Ecosystem in areas such as the Chrissiesmeer may endure severe environmental effects if not active and effective plans are put in place to secure, preserve and protect them through effective environmental planning, coordination and climate change response plan.

Consequently, the development process will be reversed, while on the other hand any successful solution to the climate change problem will come from the very development process. The impacts of climate change are felt at local government level. Msukaligwa Local Municipality is no exception to such realities. In recent years the Municipality has directly experienced the adverse effects of climate change resulting into extreme erratic weather conditions, high temperatures, high rainfalls and hailstorms affecting our communities leading to localised flooding even in areas that has never experienced such in the past.

The current prevalence of climate events affecting the Municipalities infrastructure and its community requires a municipal wide concerted effort. The impact of these negative impacts can be seen on the municipal decaying infrastructure and its interrupted ability to achieve its mandate of providing sustainable services. More than above, Municipality has several protected areas which are closer to mining activity, which are posing a threat to the biodiversity and water sources

Faced with this situation, Municipality strives to ensure compliance with all relevant environmental legislative requirements that must be adhered to under the National Environmental Management Act (Act 107 of 1998) In view of the above, the Municipality has developed a Climate Change Strategy to reduce vulnerability and build resilience (adaptation) against the negative impacts of climate change.

The strategy further aims to set-out the path to which the Municipality could put measures to minimize the climate change impacts, reduce greenhouse gas emissions footprint and improve its resilience through adaptation and mitigation means. The Strategy was further intended to raise climate change awareness and establish interdepartmental linkage in response to overarching climate change impacts.

Thus, mainstreaming of the Msukaligwa Climate Change Response Plans will improve and inform cross-cutting sector planning and management as well as the flow of information on possible risks (floods, hail) affecting service delivery. Several projects are currently underway that give effect to the strategy, which includes among others, promotion of water conservation mechanisms, implementation of energy efficiency projects, and mainstreaming of climate change at planning level especially on land use management issues. Over and above that, the municipality is undertaking environmental compliance monitoring and inspection to ensure compliance with environmental legislation through dedicated qualified officials.

This assist greatly with making sure that conditions of approved development applications are adhered to. In this case, conditions are mainly those aimed at contributing towards minimising negative development impacts to the environment

1.4.7 Alignment of the Programme of Priorities, NDP and the MTDP Statement of Intent National Development Plan

MTDP Strategic Priorities 1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments.

Macro-economic management must support national development goals in a sustainable manner. Ch3. Economy and employment Strategic Priority 1: Inclusive growth and job creation Ch4. Economic infrastructure Ch5. Ensuring environmental sustainability and an equitable transition to a low-carbon economy Ch6. An integrated and inclusive rural economy Ch8. Transforming human settlement and the national space economy 4. Investing in people through education, skills development and affordable quality healthcare. Ch9. Improving education, training and innovation

Strategic Priority 2: Reduce Poverty and tackle the high cost of living Ch10. Promoting health 2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights. Ch11. Social protection 7. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance. Ch15. Transforming society and uniting the country 5. Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals. Ch13.

Building a capable and developmental state Strategic Priority 3: A capable, ethical and developmental state 3. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework. 6. Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities. Ch12. Building safer communities Ch14. Fighting corruption.

The MTDP 2024-2029 outlines a plan to promote inclusive growth and arrest the decline in GDP per capita over the next five years. ▪ This ambitious plan seeks to lift average incomes back to levels before the decline and improving the quality of life for all South Africans. ▪ The mission of the MTDP 2024-2029 is to ensure that improvements promote inclusion by leveraging the shared capabilities of the state and social partners.

The Role of Different Sectors of Society

The NDP is a plan for the whole country. Government will engage with all sectors to understand how they are contributing to implementation, and particularly to identify any obstacles to them fulfilling their role effectively.

The NDP sets out ambitious goals for poverty reduction, economic growth, economic transformation and job creation. The private sector has a major role to play in achieving these objectives.

Long-term planning and investment in the future is just as important for the private as the public sector. Government is clearly stating its commitment to the NDP, and it is important that the private sector does the same.

Where the private sector faces obstacles, sectoral dialogues will take place to identify how these obstacles can be addressed within the parameters laid out by the NDP.

High-level leadership meetings will be held regularly between government and business, government and labour, and government and civil society. These will provide a route for focused dialogue to discuss the contribution of each sector to the implementation of the NDP, identify blockages and develop a common understanding of how obstacles will be overcome.

These high-level meetings will be underpinned by more focused stakeholder engagements. These stakeholder engagements will be intended to find solutions to specific challenges and construct frameworks that enable stakeholders to hold each other accountable.

Core Implementation Principles

The effective implementation of the Plan depends on our ability to build unity in action through the following principles:

- ✦ **Broad ownership** - The Plan enjoys wide support from all sections of society. The best way to sustain this support is by ensuring broad engagement at every level of implementation. It is important that the implementation phase builds on this sense of broad ownership by enabling different sectors and individuals to contribute their skills, resources and expertise.
- ✦ **Continuous capacity building** - Capacity building needs to be treated as an on-going process. It requires that all sectors constantly strive to improve their own performance. This includes measures to strengthen the capacity and developmental commitment of the state.
- ✦ **Policy consistency** - Many successful reform initiatives have policy consistency and stability of leadership as common features. The Plan is designed to bring about change over a period of nearly two decades and this requires a degree of policy consistency. Policy changes must be approached cautiously based on experience and evidence so that the country does not lose sight of its long-term goals.
- ✦ **Prioritisation and sequencing** - Not all proposals will be implemented at once. Priority will be given to policies that need to be implemented immediately because other actions cannot be implemented until these steps have been taken; policies and plans that have long-term implications and lock in future choices; areas where the core objective is to improve the implementation of existing policies; areas where the first task is to build consensus, improve trust, build capacity or agree on the division of responsibilities before implementation can take place. Particular attention will be given in the initial stages to the three objectives that the NPC has identified as being especially important for the success of the Plan: (a) improving the quality of learning outcomes, (b) creating jobs and promoting inclusive growth, and (c) strengthening the capacity and developmental commitment of the state.
- ✦ **Clarity of responsibility and accountability** - The Plan calls for the tightening of the accountability chain. An important step towards this is to ensure that all activities necessary to implement a programme are clearly spelt out including the timeframe and responsibility for implementation, as well as oversight and monitoring mechanisms that will help identify blockages.
- ✦ **Continuous learning and improvement** – It is important to figure out how to make things work before trying to implement at a large scale. Implementation needs to be a learning process, so that plans can evolve based on the experience of departments and the results of evidence-based monitoring and evaluation.
- ✦ **Coordinated action** - The NDP provides an overarching policy framework to bring greater coherence to the work of government. However, many coordination problems relate to implementation and in these areas, issues will need to be resolved through regular day-to-day interactions

Conditions for Successful Implementation

The successful implementation of the NDP depends on:

- ✚ Breaking the Plan into manageable chunks
- ✚ Developing detailed programme plans
- ✚ Building on the broad support for the Plan
- ✚ Building trust and confidence among key role-players
- ✚ Strengthening public sector capacity
- ✚ Streamlining reporting procedures
- ✚ Consistent messaging

Financing

The Plan will shape resource allocation over the next 17 years. The Plan supports government's intention to gradually shift resources towards investment that grows the economy, broadens opportunities and enhances capabilities.

As a result, other parts of the budget will need to grow more slowly. This will only be possible if we achieve greater value for money in many established areas of government activity; that is why much of the Plan focuses on how we can get better at what we do.

Provincial Government

The Plan identifies the task of improving the quality of public services as critical to achieving transformation. This is not an easy objective and it will require provinces to focus on identifying and overcoming the obstacles to achieving improved outcomes.

The provincial planning process should therefore be used to focus on the proposals that are made in areas of core provincial responsibility such as education and health.

Some of these proposals require policy changes at the national level, but there are many areas where provinces can start work immediately on improving the quality of what is already being done.

This applies, for example, to strengthening the capacity of education districts to provide quality support to schools and to ensuring procurement systems deliver value for money.

It is essential that provinces engage with these areas of the NDP in detail, identify specific priorities where they can commit themselves to improving outcomes and then develop focused plans for how this can be achieved.

In the process, each province has the opportunity to lead the way in demonstrating the potential for how we can get better at what we do.

Priority steps provinces need to take in implementing the NDP include:

- ✚ Engage in detail with areas of the NDP that relate to core provincial priorities and identify specific proposals where implementation can start immediately. Most of these will be proposals relating to how to improve the implementation of existing policies.
- ✚ Use the provincial five-year plan to focus attention on how to improve outcomes in core provincial functions, such as education and health.
- ✚ Pay greater attention to the quality of management within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.
- ✚ Address weaknesses in procurement systems to ensure a greater focus on value for money.
- ✚ Strengthen administrative relations between provincial departments and their national counterparts.

Local Government

The Plan highlights the need to strengthen the ability of local government to fulfil its developmental 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.

Like provincial planning processes, municipal IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This would allow the IDP process to 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.

To do this effectively, the IDP process needs to be led by municipal staff, not outsourced to consultants.

As for provinces, there are also many areas where municipalities could start implementation immediately by engaging with aspects of the Plan that speak to their core competencies and identifying how they can action proposals for improving implementation.

Monitoring and Reporting

Planning and implementation should be informed by evidence-based monitoring and evaluation. There are already monitoring and reporting processes in place for government priorities, plans and policies. Integration of the NDP into these plans will enable implementation of the Plan to be monitored through existing processes. The Department for Performance Monitoring and Evaluation (DPME) has responsibility for overseeing progress against many of these objectives through the outcomes approach, and will have overall responsibility for monitoring progress.

It is also important that we are able to keep track of our progress against the NDP as a whole. This includes identifying unforeseen circumstances that may hamper progress or identifying serious blockages that need to be addressed. This will require a more strategic and high-level form of monitoring that will be carried out by the NPC drawing on data that is already collected by DPME and other sources so as to minimise the reporting burden.

Since the implementation of the Plan will be a shared responsibility between government and social partners, it will be important to interact with organisations in other sectors to assess progress and identify blockages.

The Role of Leadership and Accountability

Political leadership is critical for effective implementation. The President and Deputy President will be the lead champions of the Plan within Cabinet, in government and throughout the country.

Premiers and Mayors will need to be visible and active champions of the Plan, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels.

Cabinet has the responsibility for making the necessary prioritisations, sustaining momentum and ensuring that public confidence in the NDP remains high.

Cabinet will be responsible for overseeing implementation and facilitating the resolution of coordination challenges. At an administrative level, this coordination role will be played by FOSAD Management Committee. Where there are blockages, the Presidency will mediate discussions between the different parties responsible for implementation in order to find a practical way of removing the blockage.

Getting the Incentives Right

Effective implementation will require a constant desire to improve. Too often the incentives do not encourage people to make the extra effort. In the public service, there are few consequences for public servants who do not perform, and sometimes the incentives can encourage people to do things that are inimical to the public good.

Similarly, we see from the many businesses that are failing to invest in growing their businesses or recruiting and training young talent that the private sector also faces many disincentives to taking decisions that will benefit it in the long term.

The long-term framework provided by the NDP should help to address some of these incentive problems; others will be identified and addressed through the processes of focused dialogue described above.

The steps the NDP identifies as necessary to improve the capacity of the state will also be important in this regard, as the state (at national, provincial and local levels) needs to be proactively involved in identifying and overcoming obstacles to implementation.

Source: *Government Communication and Information System*

1.4.8 Back to Basics

In support of the legislated functions, municipalities must work to ensure the following:

Good governance

- Municipalities must ensure transparency, accountability and regular engagements with communities.
- All municipal council structures must be functional and meet regularly. .
- Clear delineation of roles and responsibilities between key leadership structures.
- Functional oversight committees must be in place, e.g. Audit Committee and MPAC's.

Public Participation: Putting people first

- Municipalities must implement community engagement plans
- Municipalities to implement responsive and accountable processes to communities.
- Ward committees must be functional, and Councillors must meet and report back to their constituencies quarterly.
- Utilize the CDWs, Ward Committees and Ward Councillors to communicate projects earmarked for implementation.
- Municipalities must communicate their plans to deal with backlogs.
- Municipalities to monitor and act on complaints, petitions and other feedback.

Basic Services: Creating conditions for decent living

- Municipalities must deliver the basic services (Basic electricity, basic water, sanitation, waste removal etc.).
- In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and streetlights and consistent refuse removal are provided.
- Council to ensure proper maintenance and immediate addressing of outages or maintenance issues.
- Municipalities must provide basic services and maintenance.
- Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards.
- Focus must be placed on the operations and maintenance of existing infrastructure to ensure continuity of service provision.
- Increase of CWP sites targeting the unemployed youth in informal settlements to render day to day services such as, cutting grass, patching potholes, cleaning cemeteries, etc.
- Installation of high mast lighting.

Sound Financial Management

- All municipalities must have a functional financial management system which includes rigorous internal controls.
- Cut wasteful expenditure.
- SCM structures and controls with appropriate oversight.
- Cash-backed budgets.
- Post Audit Action Plans are addressed.
- Act decisively against fraud and corruption.
- Supply Chain Management structures in place and functional according to regulations.

- Conduct campaigns on 'culture of payment for services' led by councillors.
- Conduct campaigns against 'illegal connections, cable theft, manhole covers' etc.

Building Capable Institutions and Administrations

- All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications.
- All staff to sign performance agreements.
- Implement and manage performance management systems.
- Municipal management to conduct regular engagements with labour.

1.4.9 STATE OF THE NATION ADDRESS 2026

STATE OF THE NATION ADDRESS BY HONOURABLE PRESIDENT CYRIL RAMAPHOSA ON 12TH OF FEBRUARY 2026



The State President, in his State of the Nation Address on the 12th of February 2026, outlined a reform-driven agenda focused on fixing dysfunctional local government, tackling organised crime and corruption, resolving the water crisis, and accelerating infrastructure investment to drive inclusive economic growth and job creation.

The President committed to overhauling municipal systems through a revised White Paper, stronger accountability (including criminal action against failing municipalities), major water and sanitation funding, procurement reform, and faster national intervention where services collapse. The address positions 2026 as a turning point to restore service delivery, professionalise the state, modernise infrastructure, and ensure economic growth benefits all communities.

FIXING DYSFUNCTIONAL MUNICIPALITIES

- A **major overhaul of local government** is underway.
- A **revised White Paper on Local Government** will:
 - Simplify the current complex system.
 - Introduce a **differentiated model**, where stronger municipalities take on more functions and weaker ones receive adjusted responsibilities.
 - Improve cooperation with traditional and Khoi-San leadership.
- Senior municipal officials will:
 - Be appointed through **independent, merit-based processes**.
 - Be required to have proper qualifications.
- National government will intervene **faster and more decisively** where municipalities fail

WATER CRISIS – IMMEDIATE PRIORITY

Water was identified as the **most urgent Local Government Issue**.

Key Actions:

- Establishment of a **National Water Crisis Committee**, chaired by the President.
- Deployment of technical experts to struggling municipalities.
- R156 billion allocated over three years for water and sanitation infrastructure.

- Introduction of a **R54 billion incentive** for metros to reinvest water and electricity revenue into infrastructure maintenance.
- Government has laid criminal charges against 56 municipalities for failing water obligations.
- Municipal managers may face **personal criminal liability** under the National Water Act.
- Water Services Amendment Bill will allow:
 - Withdrawal of licenses from failing water service providers.
 - Replacement of municipalities unable or unwilling to deliver services.

Implication: Strong accountability and possible constitutional intervention in failing municipalities

CRIME & MUNICIPAL ROLE IN SAFETY

- Organised crime and gang violence are national priorities.
- 5,500 new police officers to be recruited this year.
- SANDF deployment in areas affected by gang violence and illegal mining.
- Integrated crime prevention includes:
 - Street lighting
 - Social services
 - Community-based interventions

Municipal implication: Urban design, by-law enforcement, and local safety planning become critical.

INFRASTRUCTURE INVESTMENT

- Over **R1 trillion in public infrastructure investment** over three years.
- Investment areas relevant to municipalities:
 - Roads and bridges
 - Water systems
 - Electricity distribution
 - Rail and commuter transport
 - Affordable housing
- Public-private partnerships (PPPs) encouraged.
- Infrastructure bond launched to raise funding.

Implication: Municipal readiness and project preparation capacity will determine access to funds.

FINANCIAL MANAGEMENT AND PROCUREMENT REFORM

- Procurement corruption identified as a major problem in municipalities.
- New Public Procurement Act regulations by mid-2026.
- Use of technology to reduce corruption.
- Lifestyle audits and central registry for disciplinary cases across government.

Implication: Stricter compliance and greater oversight of municipal supply chain management

EMPLOYMENT & LOCAL ECONOMIC DEVELOPMENT

Municipalities are key implementers of:

- Expanded Public Works Programme (EPWP)
- Community Work Programme
- Presidential Employment Stimulus

Additional funding:

- R2.5 billion for 180,000 SMMEs.
- R1 billion in guarantees.
- Simplification of business licensing.

Municipal implication:

- Improve turnaround times for licenses and permits.
- Reduce red tape.
- Support township and rural economies

HOUSING AND URBAN DEVELOPMENT

- Shift from state-built housing to:
 - Ownership subsidies
 - Rental support
 - Self-build support
- Focus on affordable housing near economic hubs.
- Urban revitalisation and commuter rail expansion.

Implication: Municipal spatial planning must support integrated, affordable development.

DISASTER MANAGEMENT & CLIMATE RESILIENCE

- Flooding in Limpopo and Mpumalanga declared a national disaster.
- Increased national coordination and funding for disaster response.

Municipal implication:

- Strengthen disaster management units.
- Improve infrastructure maintenance.
- Climate adaptation planning becomes critical.

DIGITAL TRANSFORMATION OF GOVERNMENT

- Launch of Digital ID.
- Digitisation of government services.
- Online police statements and SASSA checks.
- Expansion of Smart ID services through banks.

Implication for municipalities:

- Need to digitise services.
- Improve billing systems.
- Strengthen ICT capacity.

The President stated clearly “We must fix local government.”

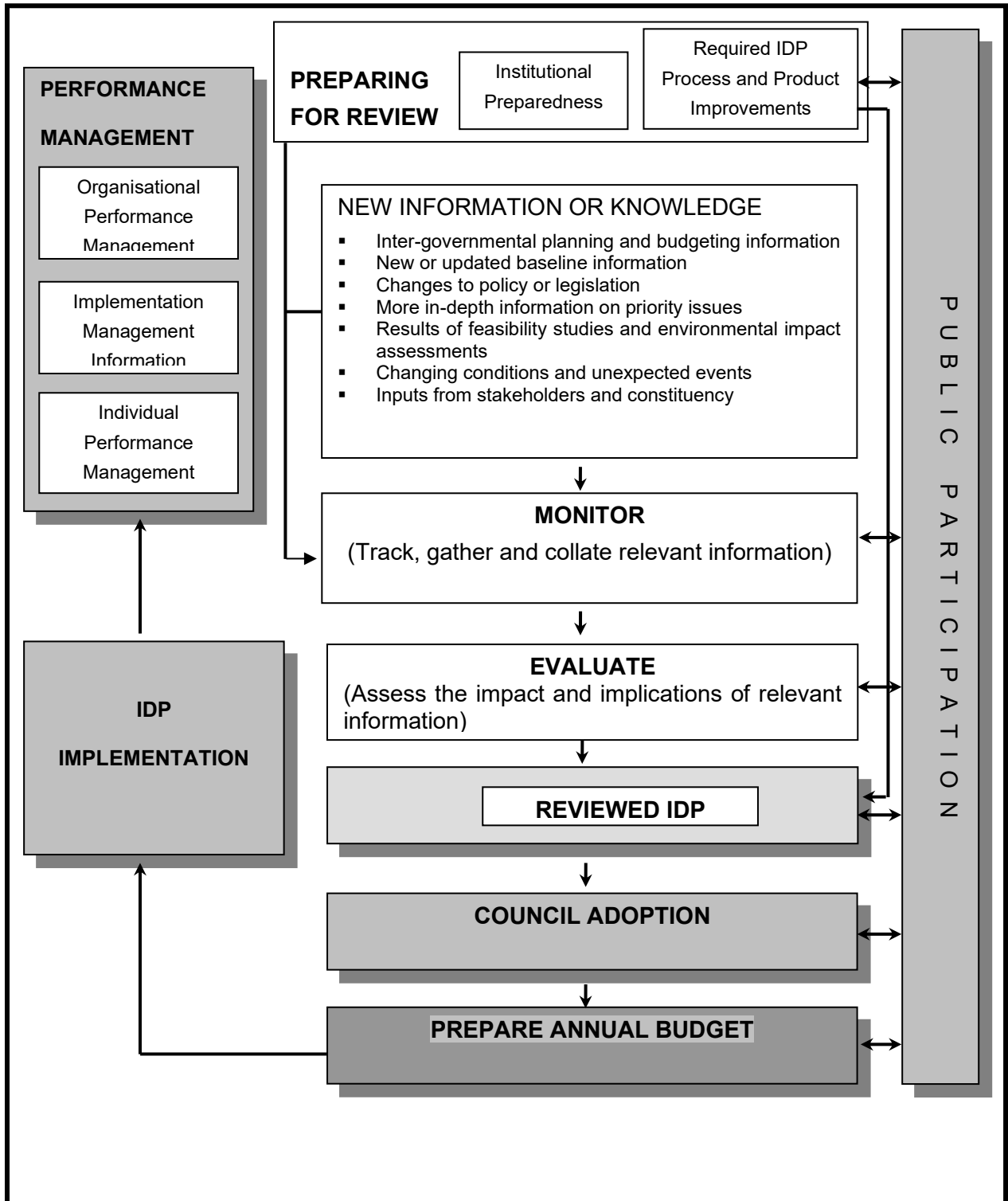
In conclusion, the President’s message underscores that reforming local government is now an urgent national priority. Persistent weaknesses in financial management, institutional capacity, governance practices, service delivery, and infrastructure maintenance can no longer be tolerated. The clear direction is toward stronger national oversight, stricter accountability, and decisive intervention — including constitutional measures where necessary — to restore functionality, rebuild public trust, and ensure municipalities effectively serve their communities.

Source: www.stateofthenation.gov.za

1.5 THE IDP PROCESS

The process as outlined in the flow chart below represents a continuous cycle of planning, implementation and review of the IDP. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

Figure 1: IDP REVIEW PROCESS



The Municipal Council has as per Resolution LM 925/08/2025 dated 28 August 2025, adopted the 2026/2027 IDP/Budget/PMS Process Plan for the review of the 2025/2026 IDP. The Process Plan is guided by relevant legislations to have it fully compliant. It has been adopted as a separate document which contains the broad scope of activities that will take place throughout the entire IDP compilation or review process. Community participation programmes and other IDP engagement activities are contained in the process plan.

Moreover, the municipality is required to adhere and align its IDP processes to the Gert Sibande District Municipality planning processes during the adoption and review of the IDP. The municipality ensure the alignment by participating in all GSDM structures that are established to manage the IDP Process including the local municipalities as outlined in the district's framework among others the:

IDP Management Committee: IDP MANCOM

Its main function is the management and co-ordination of the IDP review and implementation process.

IDP Representative Forum (GSDM)

The Rep. Forum monitors the performance of the Planning and Implementation process

1.5.1 Methodology in Compiling or Reviewing the IDP

When compiling our IDP in accordance with the process plan, we followed the A.S.P.I.A methodology of which activities are indicated below:

PREPARATION PHASE

Task	Output	Responsibility	Time frame
Preparation	<ul style="list-style-type: none"> IDP Steering committee meeting to prepare for the process plan. Preparation and adoption of the IDP/Budget/PMS Process Plan. 	IDP Manager/IDP Steering committee.	01 July - 31 August 2025

PHASE ONE – ANALYSIS

Task	Output	Responsibility	Time frame
Compilation of existing information and Community & stakeholder level analysis	<ul style="list-style-type: none"> Assessment of existing level services. Availability of resources/ potentials. IDP Steering committee meeting to prepare for the IDP Rep. Forum Report to the IDP Rep. Forum on projects and programmes. 	IDP Manager & Directors	01 September - 31 October 2025
In-depth analysis of priorities	<ul style="list-style-type: none"> Reconciling of existing information, priorities & problems. Identify service gaps and priority issues. Understanding the exact nature of issues, trends dynamics, causing factor. IDP Steering committee meeting 	IDP Manager, Directors & IDP champion	01 - 30 November 2025
Municipal level analysis: - cross sectoral - over reaching issues/problem	<ul style="list-style-type: none"> Economic, environmental, institutional, spatial socio-economic analysis, gender, poverty & HIV/AIDS 	Stakeholders, sectors departments & Municipality	01- 31 December 2025

PHASE TWO – STRATEGIES

Task	Output	Responsibility	Time frame
Vision of the Municipality	<ul style="list-style-type: none"> Indication of the municipality's Intended long-term goals of development Strategic Planning Session 	Msukaligwa LM	01 - 28 February 2026

Development of objectives and strategies	<ul style="list-style-type: none"> ▪ Priority issues translated into objectives. ▪ Develop statement of what the Municipality intend to achieve in a medium term to address issues/problems. ▪ Strategy to achieve vision and objectives 	Municipal Manager Directors IDP Manager & IDP champion	01 - 28 February 2026
Development of strategies	Revised objective on vision (if necessary) identified projects	Municipal Manager, Directors and IDP Manager	01 - 28 February 2026

PHASE THREE – PROJECT PLANNING

Task	Output	Responsibility	Time frame
Development of strategies	Preliminary budget allocation per project/programs	Directors and IDP Manager	01 - 28 February 2026
Consolidation of project and program	Operational expenditure budget	Directors and IDP Manager	01 - 28 February 2026

PHASE FOUR – INTERGRATION

Task	Output	Responsibility	Time frame
Discussion of draft proposed projects and programmes	<ul style="list-style-type: none"> - Compliance with priorities objectives / guidelines - Feasibility / viability check - Negotiation for Funds - Harmonization 	Municipal Manager, Directors, IDP Manager and IDP Champions	01 - 28 February 2026

PHASE FIVE – APPROVAL

Task	Output	Responsibility	Time frame
Consolidation of information received	Prepare and submit draft IDP document for Council approval IDP Steering committee meeting	IDP Manager	01 - 31 March 2026
Preparing presentations for the IDP Rep forum	Present at the IDP Rep forum the draft projects and progress report	Municipal Manager, Directors, IDP Manager and Executive Mayor	01 - 30 April 2026
Draft IDP out for public inspection and comments	Comments & inputs received from public on the draft IDP. Legislative requirement	IDP Manager	01 - 30 April 2026
Table in Council the Final IDP document	Approved IDP document Msukaligwa LM complied with legislative requirement	Municipal Council	01 - 31 May 2026

The IDP will be reviewed annually in terms of the legislation, the review process is conducted to amend and effect changes to the IDP contents because of changing circumstances and needs with regard to institutional and public issues. The process plan outlines the roles and responsibilities of various stakeholders in the Municipality. The following are the IDP and institutional arrangement as per the process plan:

Committees

- Municipal Council
- Mayoral Committee
- IDP Steering Committee
- IDP Representative Forum
- Ward Committees
- District and Sector Departments

Organizational Arrangements for Organised Public Participation

STRUCTURE	TERMS OF REFERENCE / ROLES & RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> • The Municipal Council will have a final say or comment and approve the reviewed IDP. • Will consider the process plan which should set out the process for the IDP Review. • A member of the committee or council to formally submit to the municipal council a proposal to amend the IDP and also give reasons why it should be amended • Considers and adopts revised IDP
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit reviewed IDP framework and draft IDP to Council • Develop terms and criteria for Representative Forum. • Give political direction
IDP Steering committee	<ul style="list-style-type: none"> • Provides terms of reference for the various planning activities • Manage draft action programme • Commissions research studies or investigations • Considers and comments on: <ul style="list-style-type: none"> - Inputs from sub-committee/s, study teams and consultants - Inputs from provincial sector departments and support providers - Analyse inputs from stakeholders • This committee will include the following departmental heads / delegated officials: <ul style="list-style-type: none"> - Finance - Corporate Services - Technical Services - Community Services - Planning and Economic Development - Office of the Executive Mayor - Office of the Municipal Manager • Ensures that the annual business plans and municipal budget are linked to and based on the IDP.
IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chair the forum meeting. • Informs interest groups, communities and organisations, on relevant planning activities and their outcomes. • Analyses issues, determine priorities, negotiate and reach consensus. • Participates in the designing of project proposals and/or assess them. • Makes recommendations on planning issues to the municipal council
Ward Committees	<ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards. • Responsible for organising public consultation and participation.
District and Sector Departments	<ul style="list-style-type: none"> • Provide vital information and support during planning, evaluation and monitoring.

1.5.2 Community Consultative Process

Msukaligwa Local Municipality comprises of **19** wards as demarcated by the demarcation board. Map **3** in the document depicts the Wards as demarcated by the demarcation board.

The municipality conducted the community consultative process during the month of September to October 2025 using the following methods of consultation:

- (a) Ward based consultation on all wards within the municipality
- (b) Handing of Ward Development Plans to Ward Councillors.
- (c) Virtual consultation in ward 7 and part of ward 8

Ward Development Plans were handed to councillors to convene extended ward committee meetings within their wards to consider the community needs and priorities.

After consideration by Council, the Draft IDP document is sent out for public inspection for a period of 21 days and after consideration of the public inputs, appropriate adjustments are made and the Final IDP is tabled in Council for approval. Public inputs on the Draft IDP document are collected through suggestion boxes placed at the specified locations where the IDP document is placed for public inspection as advertised in the newspapers as well as through written submissions to the Municipal Manager.

1.5.3 Community Needs Analysis per Ward

Table 1: Community/Stakeholders Needs

WARD	1	
SETTLEMENT/AREA	THUSI VILL, WESSELTON EXT. 3, LONG HOMES, MAZAKHELE AND PORTIONS OF KAKATI AND EVEREST PARK	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of more problematic roads in the ward ---- - houses get flooded during rainy season. ❖ Paving of Dolman Street. ❖ Paving of Albertina Sisulu Street ❖ Paving of Streets at O.R. Thambo Vill ❖ Paving of Papa Nkabinde Street ❖ Paving of roads at Everest Park These roads do not have proper water channelling, and they are problematic during rainy season ❖ Installation of new High must light in the ward. ❖ Upgrading of sewer infrastructure (pipes) to address the issue of sewer spillages----- the community is complaining about the constant sewer spillages that are a health hazard to the community specially to children. ❖ Building of Netball Ground ❖ Employment opportunities at the municipality. ➤ Paving of Dolman Street ➤ Paving of Albertina Sisulu Street ➤ Paving of Maphosa Street ➤ Paving or re-surfacing of all roads at Mazakhele. ➤ Paving or resurfacing of roads at Everest Park. ◆ Building of a Hall ◆ The municipality to accelerate the Installation of elevated tank and construction of booster 	<ul style="list-style-type: none"> ❖ Maintenance of High must lights ❖ Construction of speed humps at Thusivill ❖ Patching of potholes at Manyathi Street ----- the street is problematic. ❖ Inconsistent water supply at Everest Park ----Everest Park has been having inconsistent water supply for the past years. ❖ Low pressure water supply at stand 1405. They can't even use their toilets and there are elderly people staying at that area. ❖ Water leaking at Boxer is spilling over into nearby houses at Everest Park ❖ Cleaning of storm water drainage/channel system at Everest Park. (Hendrina road) ❖ Cleaning of illegal dumping site nearby sports ground at Thusi (Ezingadini) and around the ward. ❖ Maintenance of streetlights or high must lights at Reggie High School street. ❖ Electrification of informal settlements to reduce electricity illegal connections and load reductions. ➤ Maintenance of roads at Everest Park and Long Homes (Patching of potholes) programme to continue. ➤ Maintenance of all gravel roads in the ward: The roads become problematic during rainy season. ➤ Maintenance of Streetlights and High must lights: retrofitting was done but the streetlights and high mast are still not working. ◆ Sewer spillages around KaMlungi and kaMatshipane (Dolman Street) 	<ul style="list-style-type: none"> ❖ High crime levels and gangsterism the community is feeling unsafe. ❖ More Police Officers, Police Vehicles to be added and do more Patrols/be visible. ❖ Building of a new clinic to accommodate the growing population. ❖ Building of waiting/queueing area for the clinic at Thusiville ❖ The Department of Health to come up with systems to reduces the waiting time / queueing at Thusi clinic. ➤ Allocation of RDP Houses is at a snail pace: People are still on the waiting list. ○ Three months of unpaid contractor employees created delays with the clinic's construction. ○ Provision of RDP Houses in Ward 1

<p>pump station at Everest Park to deal with the water problem at Everest Park.</p> <ul style="list-style-type: none"> o Paving of Dolman Street o Paving of Albertina Sisulu Street o Paving of Maphosa Street <p>The above roads do not have proper water channelling and houses get flooded during rainy season</p> <ul style="list-style-type: none"> o Paving or re-surfacing of all roads with storm water drainage systems at Mazakhele. o Paving or resurfacing of roads at Everest Park o Building of Speed humps at Hleza street and Refurbishment of the street o Fixing speed humps that are damaging cars o Poor roads (internal streets) o Building of a Hall o The municipality to accelerate the Installation of elevated tank and construction of booster pump station at Everest Park to deal with the water problem at Everest Park. 	<ul style="list-style-type: none"> o Maintenance of roads at Everest Park and Long Homes (Patching of potholes) programme to continue. o Road Markings o Maintenance of all gravel roads in the ward: The roads become problematic during rainy season. o Challenges with problematic roads during rainy seasons at long homes & Tambo (including Nkabinde street) o Maintenance of Streetlights and High mast lights: retrofitting was done but the streetlights and high mast are still not working because of cable theft. (Nkabinde and Tambo street) next to electricity substation o Maintenance of Municipal infrastructure o Sewer spillages around KaMlungi and kaMatshipane (Dolman Street) o Prioritised the maintenance of storm water drainage systems. o Shortage of Water Supply at Everest Park (Only few houses have access to water at a time) o Major Electricity Issues (residents complain with load reduction claiming that illegal connections are caused by unemployment issues and cost of living is high) o Electrification of Informal settlements (to control illegal connections) o Defective of traffic lights (Boxer intersection) delays traffic 	
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WARD	2	
SETTLEMENT/AREA	WESSELTON EXTENSION 6	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of Roads with storm water drainage systems. ❖ Request for sewer connections at RDP houses built without sewer connection around erven 7330/1. ❖ Building of storm water drainage systems in the ward ❖ Building of taxi pickup points with shelters. ❖ Land for building of sport facility in the ward 	<ul style="list-style-type: none"> ❖ Maintenance of paved roads as the bricks are being eroded and the Khayelisha bridge. ❖ Maintenance of badly eroded roads making it difficult to render other municipal services like refuse removal. Cwebezela is the worst affected in the area. ❖ Maintenance of public lights or high mast lights. ❖ Municipality must deal with the illegal dumping of waste. ❖ Request for Title Deeds by community of ward 2. ❖ Informal settlements build along the riverbanks and on uninhabitable spaces which are either easily flooded or posing a danger. 	<ul style="list-style-type: none"> ❖ Closing of the unused mine pit posing danger to communities. ❖ Building of a Primary School - children are walking long distance every day to access schools and cross main roads. ❖ Building of a Clinic the nearest clinic is +- 5km from this Ward and it gets overcrowded with long queue. ❖ Job opportunities for ward 2 residents. ❖ Building of a community Hall. <p>➤ Land for human settlements.</p>

<ul style="list-style-type: none"> ➤ Need for Additional High mast lights around stand 6887 ➤ Paving of roads eMadamini ➤ Land for Housing at Enkanini ◆ Paving of Roads with storm water drainage systems at eMadamini and Cwebezela --- roads in these areas are problematic houses get flooded. ◆ Request for high must lights at Cwebezela around stand 7487. ◆ Paving of entrance road around Old RDP Houses (Apolweni) – the road is problematic especially during rainy season. ○ Building of storm water drainage systems in the ward. The stormwater project was terminated; the community request the municipality to continue with the project. ○ Electrification of Steve Biko informal settlements ○ Installation of toilets at Steve Biko informal settlements ○ Reconstruction / Upgrading of the Bridge around Thulani area. ○ Request for land or formalizing of the informal settlements around Khayelihle bridge / D005 Ntokozweni <p>The municipality to consider installation of Sollars for informal settlements.</p>	<ul style="list-style-type: none"> ❖ Provision of water and toilets to informal settlements ❖ Illegal electricity connections which are a cause for concern and hazardous to children. (Informal Settlements. ❖ Maintenance of public lights or high mast lights: Retrofitting has been done but the lights are not working. ❖ Grading of roads at Steve Biko informal settlements. ◆ Formalizing of eNkanini informal settlement ◆ Cleaning of stormwater drain at Ext. 6 behind the crèche front opposite open space next to Vodacom Areal. ◆ Frequent Maintenance of gravel roads whiles waiting for paving. ○ Maintenance of gravel roads in the ward especially Cwebezela (AZIHAMBEKI) ○ Cleaning of stormwater drainage system in the ward houses get damaged by water during rainy season. ○ Electricity outages lasting up to 3days ○ Waste removal at Apolweni area, the community is complaining that the municipality is not collecting wate in that area. ○ Waste removal Esincawuncawini area around stand 8982/18 ○ Sewer spillage at stand 6827 and around African Flaire Church ○ Maintenance of high mast lights 	<ul style="list-style-type: none"> ➤ Youth Development Programmes ◆ Unoccupied RDP Houses ◆ Houses are damaged due to mining operations nearby the location.
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WARD	3	
SETTLEMENT/AREA	PORTIONS OF WESSELTON & WESSELTON EXT. 5, CASSIM PARK INCLUDING THE SHOPPING CENTRE, JOHN VORSTER PARK AND A LARGE PART OF DE BRUIN PARK	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of roads at Wesselton Ext.5 ❖ Paving of Orchid and Capricorn Streets at Cassim Park 	<ul style="list-style-type: none"> ❖ Maintenance of existing community facilities (halls, libraries and other public facilities) falling apart. ❖ Introduction of by-laws on dealing with cable theft. 	<ul style="list-style-type: none"> ❖ Job opportunities ❖ Building of clinic, the nearby existing clinic is shared amongst the populations of wards 4, 5, 6, and 17.

<ul style="list-style-type: none"> ❖ Building of Skills Development Centre for youth development ❖ Upgrading of sewer pipes that are ageing or with no capacity. ❖ Upgrading of ageing electricity cables that causes electricity outages in the ward. ❖ Rehabilitation of dilapidated sports and community facilities. ❖ Formalising of informal settlements in suitable areas and providing basic services. <ul style="list-style-type: none"> ➤ Paving of the main roads (taxi collector behind Hall) and installation of storm water drainage systems at Wesselton Ext.5 ➤ Resurfacing or Paving of Mandela Drive. ➤ Paving of Siluma street the road was damaged during the construction of the Sewer Pipeline from Ext. 32,33,34. ➤ Acceleration of Formalising of informal settlements in suitable areas and providing basic services. 	<ul style="list-style-type: none"> ❖ Enforcement of By-laws on illegal dumping and empty stands. ❖ Utilizing of illegal dumping sites for other purposes like gardening. ❖ Maintenance of surfaced roads / Patching of potholes ❖ Maintenance of unsurfaced roads that are problematic during summer ❖ Opening of blocked storm water drainage systems ❖ Water and sanitation in informal settlements ❖ Opening of blocked sewer drainage systems ❖ Provision of free WiFi at libraries to promote access to information. ❖ Support Local Economic Development initiatives e.g. Youth on Waste Management, Youth on Agriculture and Youth Entrepreneurship ❖ Dealing with the challenge of electricity outages and loads reduction in Wesselton and Cassim Park. <ul style="list-style-type: none"> ➤ Water spillage at Capricorn Street was reported but still not attended too. ➤ Enforcement of By-Laws on livestock that is roaming around the streets and grazing on peoples' plants and flowers. ➤ Maintenance of streetlights and high mast lights ➤ Utilizing CWP employees to clean Cassim Park 2 ➤ Maintenance of Mandela Drive around Lindile School ➤ Graveling of roads at Nomzamo informal settlement ➤ Support of youth working on alternative service delivery project on installation of Solar's to informal settlements in the ward and around Wesselton. <ul style="list-style-type: none"> ◆ Refuse is not being collected in informal settlements, and this is resulting in illegal dumping. ◆ The community requests the Municipality to place skip bins at in the informal settlements and be collected on a regular basis. ◆ The Municipality must urgently attend the Mandela Drive Bridge near Lindile High School. ◆ Residents of Extension 5 and surrounding areas are experiencing water challenges 	<ul style="list-style-type: none"> ❖ Initiate and support Local Tourism ❖ Support Local Economic Development initiatives e.g. Youth on Waste Management, Youth on Agriculture, Youth Entrepreneurship. ❖ Revival of sport among youth. ❖ Provision of RDP houses at F-Section of Wesselton <ul style="list-style-type: none"> ➤ Support of youth working on alternative service delivery project on installation of Solar's to informal settlements in the ward and around Wesselton. <ul style="list-style-type: none"> ◆ The Municipality must finalise and support the issuing of mining permits to the community. ◆ The Municipality should assist in the formalisation of artisanal miners who are participating in informal mining. ◆ Members of the community are requesting the Municipality to resume connecting electricity to informal settlements at Extension 5 and affected areas. <ul style="list-style-type: none"> ○ Ward 3 residents complain of not being considered for employment on the Mandela Drive Project. ○ Job Creation (make use of the dumping sites for gardening)
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	<ul style="list-style-type: none"> ○ Formalising of Nomzamo informal settlements and provision of basic services. ○ Illegal dumping sites requested to be used for gardening as an approach to curb unemployment. ○ Formalization of Section F in Wesselton and provision of basic services. ○ Squatter Controls are requested by the community to assist with abandoned informal settlements that encourage criminal activity ○ Community members to be well informed (e.g. hailing) when land surveys are coming, that will eliminate the fights within the community. ○ Community members are not happy with the municipal action plan for the issues raised each year on IDP Consultation meetings (Not progressive) 	
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WARD	4	
SETTLEMENT/AREA	WESSELTON EXTENSION, WESSELTON EXTENSION 2 ADDING BOTH CEMETERIES WEST OF EXT 2, A PORTION OF PHUMULA LOCATION SOUTH-EAST OF ALF MASEKO STREET ADDING THE OLD PHUMULA CEMETERIES, MPUMALANGA STADIUM AND THE INFORMAL SETTLEMENTS BETWEEN WESSELTON AND EXTENSION	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of 17th Avenue ❖ Paving of Mndebele Street ❖ Paving of Mofokeng Street ❖ Paving of Ntshangase Street ❖ Paving of Mothopeng Street <p>These roads are in a very bad condition.</p> <ul style="list-style-type: none"> ❖ Paving of all Streets in the ward ❖ Installation of Storm water drainage systems. ❖ Provision of water at Mndeni Hostel <p>A portion of Mndeni Hostel does not get water.</p> <ul style="list-style-type: none"> ❖ Electrification of informal settlements. <p>People who are staying in informal settlements are requesting the municipality to legally connect them, so they can pay for the electricity they use.</p>	<ul style="list-style-type: none"> ❖ Maintenance of bridge at Mofokeng Street it is posing a danger to motorist. ❖ The municipality to put some safety measure to the ditch (Bridge) next to eMthonjeni Clinic, it's not safe to the community. ❖ Constant sewer spillages that are a nuisance and a health hazard to the community especially to children. ❖ Formalizing of informal settlements <p>People staying in informal settlements are complaining that they have been there for a long time, they want to know the municipal plans for informal settlements, and they cannot get services because they are not formalized.</p> <ul style="list-style-type: none"> ❖ Inadequate allocation of RDP Houses. People are still on waiting list and priority is now given to those who are invading open spaces and those on waiting list are still waiting for RDP houses. 	<ul style="list-style-type: none"> ❖ Job opportunities ❖ Slow delivery of RDP houses ❖ Inadequate allocation of RDP Houses. People are still on waiting list and priority is now given to those who are invading open spaces and those on waiting list are still waiting for RDP houses. ❖ Rebuilding of Emthonjeni Clinic in extension – the clinic burned down <p>➤ RDP Houses for the informal settlement at Mndebele street.</p> <ul style="list-style-type: none"> ○ Provision of RDP Houses for informal settlements eHostela ○ Allocation of RDP Houses for residents that are still on waiting list.

<ul style="list-style-type: none"> ❖ Upgrading / Refurbishment of bridge at Mofokeng Street it is posing a danger to motorist. ➤ Paving of Tekane street. ➤ Paving of roads in the ward. ◆ Paving of Mahlobo Street with stormwater drainage system. ◆ Paving of 11th Avenue with stormwater drainage system. 	<ul style="list-style-type: none"> ❖ Cleaning of illegal dumping sites. ❖ Cleaning of cemeteries. ➤ Maintenance of streetlights ___ retrofitting was done but the streetlights are not working. ➤ Cleaning of stormwater drainage system in the ward (emarobotini) ◆ Renovation of Mndeni Flat ---- The houses have cracked ◆ Revival of LED Forum ---- youth ◆ Cleaning of illegal dumping sites. (cemetery street) ◆ Cleaning of rubble around Mndeni Flats (was left by contractor during. ○ Formalization of informal settlements ehostela and provision of basic services (emaJ) ○ Residents complain that they do not afford to pay for the municipal basic services, as unemployment rate is high. ○ Community members requests all relevant officials from all departments to be well represented during IDP Consultation meetings, to receive accurate responses for their clarity seeking questions ○ Control the traffic on N11 Cemeteries, residents request the construction of an entrance and exit to regulate the congestion. 	<ul style="list-style-type: none"> ○ Functioning of Emthonjeni Clinic ○ Control the traffic on N11 Cemeteries, residents request the construction of an entrance and exit to regulate the congestion.
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WARD	5	
SETTLEMENT/AREA	WESSELTON PHUMULA SECTION, A PORTION OF EVEREST PARK NORTH OF PHUMULA AND THE INFORMAL SETTLEMENTS NORTH OF WESSELTON EXTENSION 2, THE GOLF COURSE, KAMABUZA INFORMAL SETTLEMENT AND A PORTION OF ERMELO TOWN	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Upgrade of sewer infrastructure (pipes) to address the issue of sewer spillages at Everest (Ezimpukaneni) and around the ward ----- the community is complaining about the constant sewer spillages that are a health hazard to the community specially to children 	<ul style="list-style-type: none"> ❖ Education on establishment of cooperatives ❖ The municipality to source other funding to support recycling projects and other Local Economic Development Projects e.g. Lottery, Recycling Funding and the Mining Industry. ❖ Youth Training on Local Skills needed buy subcontractors on local projects. 	<ul style="list-style-type: none"> ❖ Skills Development / Training on recycling for people who are doing recycling so that they can grow in the recycling business. ❖ Education on establishment of cooperatives ❖ Buy back centre to promote Waste Management and Recycling Projects

<ul style="list-style-type: none"> ❖ Paving of Gayiya Street ❖ Paving of Dlamini Street ❖ Paving/upgrading of tared roads at Everest (Ezimpukaneni) ❖ Request for electricity at KaMabuza (Ermelo Ext 50) ❖ Provision of basic services to the community of Ermelo Ext 50 (KaMabuza). <ul style="list-style-type: none"> ➤ Paving of roads at Ext. 2 RDP houses. ➤ Additional streetlights or High mast lights at Everest 1ST Avenue ➤ Additional high mast lights at Ext. 2 RDP Houses. ➤ Provision of water __ (Additional water tanks whiles planning for bulk water supply) ➤ Installation of high mast lights at Ermelo Ext. 50 (kaMabuza) there is no public lighting KaMabuza. ➤ Sports facilities __ to keep the youth away from mischiefs. ➤ Parks for children <p>◆ Refurbishment of Sport Facilities</p> <ul style="list-style-type: none"> ○ Patching of Potholes / Paving of roads Ezimpukaneni the first circle (the road is severely damaged) ○ Request for speed humps at 1st Avenue Street and around Apostolic Faith Church ○ Request for additional High must lights around kababa Thuku house that area is very dark at night. 	<ul style="list-style-type: none"> ❖ Update on implementation of issues raised by the community. ❖ Removal of waste/refuse at Ermelo Ext. 50 (KaMabuza) ❖ Construction of speed humps. <ul style="list-style-type: none"> ➤ Cleaning of stormwater drainage channels at Everest Park (ezimpukaneni) __ Houses around that area get flooded during rainy season. ➤ Maintenance of distribution Kiosks (Replacement of doors) ➤ Cleaning or upgrading of the park at Gayiya Street opposite (KaMangethe shop) ➤ Road marking of 1st Avenue at Everest Park. ➤ Acceleration of the township establishment at KaMabuza (Ermelo Ext 50) so that provision of services can also be accelerated. ➤ Cleaning of illegal dumping sites KaMabuza and next to the Airport access road to KaMabuza __ the community is complaining that people from the location and town dump their waste KaMabuza. ➤ Grading of both kaMabuza access roads. ➤ Provision of water through water tanks is not reliable __ the community wait for more than a week to get water. ➤ Enforcement of By-Laws on illegal dumping. <ul style="list-style-type: none"> ○ Cleaning of stormwater drainage system Ezimpukaneni ○ Cleaning of illegal dumping side between Everest open space and Ext.2 RDP Houses 	<ul style="list-style-type: none"> ❖ Removal of asbestos roof ❖ Acceleration of the township establishment at KaMabuza (Ermelo Ext 50) ❖ Request for a school at Ermelo Ext 50 (KaMabuza) since children are struggling to get to schools. <ul style="list-style-type: none"> ➤ Youth Skills Development Programs. ➤ Sports facilities __ to keep the youth away from mischiefs. <p>◆ The temporary houses are too small, and some families are big to be accommodated there. Refurbishment of Sport facilities.</p> <ul style="list-style-type: none"> ○ Removal of asbestos roof at Phumula
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WARD	6	
SETTLEMENT/AREA	PORTION OF WESSELTON BETWEEN MALINGA STREET COVERING THE COMMUNITY HALL, GSDM OFFICES, THE PROVINCIAL HOSPITAL, THE CEMETERIES GOING DOWN UNTIL THE STREAM, MABILISA, AND NHLAPHO STREETS, INFORMAL SETTLEMENTS BEHIND THE WESSELTON LIBRARY, THE POWER STATION OPEN SPACE ADJOINING THE SAID PORTION TO THE NORTH-NORTH-WEST BORDERED OOSTHUISE STREET AND N17 ROAD	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Upgrading of ageing infrastructure e.g. Sanitation, Water and Electricity. ❖ Land for human settlement ➤ Paving of all roads within the ward (internal roads) with storm water drainage system. ➤ Land for Human Settlement. ➤ Installation of high mast lights at Ext. 5 area behind the community Hall (Gugulethu street) ➤ Paving of the Ext. 5 Taxi rote behind community hall. ➤ Land for sports ground at Ext. 5. Upgrading of electricity infrastructure to permanently deal with Load reduction. ◆ Paving of Dube Street with stormwater drainage system. ◆ Fencing of Old Wesselton Cemeteries ○ Paving of Dube Street with stormwater drainage system. ○ Request for high mast lights at Ext. 5: the existing are not working. ○ Installation of high mast lights at Magwaza street – the area around the stadium is very dark during the night. ○ Renovation of the Community Hall 	<ul style="list-style-type: none"> ❖ Formalizing of informal settlements ❖ Maintenance of roads / patching of potholes ❖ Sewer spillages ❖ Water and Sanitation at Informal settlements ➤ Formalizing of informal settlements behind the Library, Jiyane street and around Eskom station --- People who are staying at these informal settlements are complaining that they have been staying there for a long time now without services they want to be formalized or moved to a suitable place. ➤ Provision of water – stand 8213 area around this stand does not have water ➤ Sewer spillages at Jiyane and Dube Streets ➤ Cleaning of the illegal dumping at the Old Wesselton Cemeteries ➤ Maintenance of streetlights at Oosthuizen Street ➤ Cleaning of illegal dumping site at Jiyane Street ➤ Cleaning of illegal dumping at Ext. 5 entrance road opposite GSDM --- (the municipality to place yellow bins around all illegal dumping sites) ➤ Graveling of roads at informal settlements ◆ Electrification of informal settlements ◆ Cleaning of storm water drainage system ◆ Communication with the communities if there are issues. ○ Maintenance of high mast lights at Ext. 5 ○ Cleaning of the illegal dumping site front opposite the GSDM offices ext.5 and convert it to something that 	<ul style="list-style-type: none"> ❖ Job opportunities ➤ Land for Human Settlement ○ Renovation of the two Wesselton Hostels at the back of Community Hall to permanent structures ○ Paving of the Emergency Helicopter Landing space between Ermelo Hospital and the GSDM Offices: the area gets flooded during rainy season which makes it difficult for a safe landing and pickup. ○ Maintenance of the Gym Park at Magwaza Street – the machines are now old some of them are broken posing a danger to the children who are using the park. ○ The TB Hospital was closed, and the building is getting dilapidated – are there any plans of reusing the building or can it be open for use by the community.

<ul style="list-style-type: none"> ○ Upgrading of the Mpumalanga Stadium the stadium needs upgrade, and it is also dark. ○ Maintenance of the Gym Park at Magwaza Street – the machines are now old some of them are broken posing a danger to the children. ○ Renovation of the two Weselton Hostels at the back of Community Hall. 	<p>will benefit the community or allow the community to use those spaces.</p>	
<ul style="list-style-type: none"> ○ A concern was raised that community needs / issues that were raised from previous years are not attended or prioritised ○ A concern was raised that Municipal Departments were not represented in the meeting. 		

WARD	7	
SETTLEMENT/AREA	ERMELO TOWN	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Upgrade of water infrastructure ❖ Upgrade of sewer infrastructure (Some blocked sewer is reoccurring problems, and it seems that the cause of the problems is not being addressed) ❖ Upgrade of the storm water infrastructure and the regular maintenance and cleaning of the storm water infrastructure especially in the CBD area ❖ Upgrade of the electricity infrastructure ❖ Request for either speed humps or a robot at the four-way stop in: -Border Street. 	<ul style="list-style-type: none"> ❖ Clear road markings, installation of visible road signs and clear street name signs. Various vehicle collisions could have been prevented if maintenance were done. ❖ Municipal manholes are left without covers. This poses an enormous risk and immediate action is required as it poses a danger to residents. ❖ Controlling of heavy vehicles (trucks) driving in residential areas (Border, Naude, Oosthuizen, Taute Streets, to name but a few) ❖ Upgrade and maintenance of roads specifically with regards to potholes in ward 7 ❖ The use of the Sport-Inn and the Pet Dam for recreational/social activity are getting out of hand. Consumption of alcohol in public, minors joining the gatherings and the uncontrolled noise levels are a concern for residents. It is requested that this issue receives immediate action. ❖ Illegal dumping of refuse. The pile-up of refuse at the Spur parking area & the Ermelo Mall parking area has been raised as a concern. It is requested that the municipality collect refuse and clean these areas on a regular basis. It is 	<ul style="list-style-type: none"> ❖ Prostitution and dealing in illegal drugs are an enormous issue and problem in Ward 7. Specifically in Burger, Oosthuizen, Sluiter, Naude and Robertson Streets, to name but a few. ❖ Job opportunities ❖ Local Economic Development ❖ The regulation of clubs/taverns in the CBD. It is noted that those clubs/taverns are trading on Sunday's and during the evenings until the early hours of the morning. That despite the fact that there are 2 churches, an old age home and numerous households in that area. The noise level from that specific clubs/taverns are unbearable and is resulting in residents wanting to sell their properties. Furthermore, there is evidence that alcohol is not only consumed within the clubs/tavern, but that the gatherings are taking place outside the clubs/taverns and in parking lots and public roads. It is also noted that crime has increased in that area.

	<p>requested that more bins are placed at the Spur parking area and Ermelo Mall</p> <ul style="list-style-type: none"> ❖ Maintenance of streetlights and the replacement of broken lamp poles remain a concern as the streetlights have not been functioning for years, despite several requests from the Ward Councillor and members of the community. ❖ Electricity boxes which are left unlocked / or of which the doors are missing, poses a danger to the community. ❖ Urgent request for a speed hump and/or zebra stripes opposite the day care centre in de Clercq Street. This is a very busy road, and the children are crossing the street on a daily basis. ❖ More accurate communication with the community when services are interrupted. ❖ Regular water meter readings and correct billing ❖ Regulation of street vendors using the municipal pavements to trade and thereby obstructing entry to businesses. ❖ Regulation and or total shut down of the illegal opening of business using containers and informal buildings as business premises ❖ Issues (water leaks, sewer spills etc) reported to the municipality are not attended to on time or not attended to at all. <ul style="list-style-type: none"> ○ Tariffs for Business and Schools – schools are complaining that they are billed as business and businesses are billed higher ○ The use of the Sport-Inn and the Pet Dam for recreational/social activity still not addressed. Consumption of alcohol in public, minors joining the gatherings and the uncontrolled noise levels are a concern for residents. It is requested that this issue receives immediate action. Murray Street - Electricity boxes which are left unlocked / or of which the doors are missing, poses a danger to the community and cable theft. ○ CBD – Church Street around Autor BMW electricity poles are posing a danger. ○ Controlling of animals roaming around in residential areas in the ward causing accidents and damaging people's properties. 	
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	<ul style="list-style-type: none"> ○ If there is a project implemented in the ward jobs should be given to people in the ward. 	
<ul style="list-style-type: none"> ○ A concern was raised that community needs / issues that were raised from previous years are not attended or prioritised 		

WARD	8		
SETTLEMENT/AREA	ERMELO NERDERLAND PARK, PORTION OF DE BRUIN PARK, NOMNDENI ERMELO EXT. 18, DE ROODEPOORT 435, UITGEZOCHT436,RIETSPRUIT 446,RIETSPRUIT 437,DE GOEDEHOOP 432, RIETVLEI 433,WINKELHAAK 431, WINKELHAAK 424, WINKELHAAK 418, ALBERT 429, NELSPAN 449, UITZIGT 450, OSHOEK 454 AND SPRINGBOKFONTEIN 425		
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS	
<ul style="list-style-type: none"> ❖ Provision of Water ----- some farm areas still do not have water; they rely on the municipality to deliver water through water tanks which are not consistent. ❖ Provision of Electricity ----- some farm areas still do not have electricity. ❖ At De Vereeniging Farm ----- their water tank was damaged they request the municipality to fix it for them. ❖ Installation of new high must lights in farm areas ❖ Drilling of boreholes in farm areas ❖ Resurfacing of main road in Ext.18 ❖ Rehabilitation of Merino Street in Netherland Park ❖ Paving of parts of President Fosche street in Ext. 14 ➤ Establishment of Youth Centre ➤ Request for 2 additional boreholes KaNdleleni ➤ Provision of VIP Toilets at Kroomdraai farm and all farm areas that still do not have VIP Toilets. ➤ Provision of electricity for those who were left out KaNdleleni farm areas ➤ Request for at least 2 additional High mast lights KaNdleleni 	<ul style="list-style-type: none"> ❖ Job opportunities ----- people in farm areas are always left out when there are posts within the municipality and on EPWP, they request that a certain percentage/number on employment should be set aside for people in farm areas. ❖ Maintenance of high must lights in farm areas. ❖ Supply of jojo tanks in farm areas ❖ Servicing of VIP toilets in farm areas ➤ Maintenance of boreholes in farm areas – two boreholes KaNdleleni are not workin ➤ Sewage spillage inside Nederland Park High School ➤ Maintenance of streetlights at Nomndeni and Chris de Villies ➤ Graveling of roads at Ext. 14 meantime waiting for upgrading/ paving ➤ Maintenance of roads at Nomndeni (main road) ◆ Maintenance of borehole KaMagagula/Reitspruite farm ○ Maintenance of Toilets (the existing toilets are no longer working) Rietspruit Farm ○ Illegal dumping at the bridge along railway line- the last house at Nomndeni ○ Illegal dumping at Rietbok Street 	<ul style="list-style-type: none"> ❖ Graveling of roads in farm areas (KaNdleleni) ❖ Provision of RDP Houses in farm areas within the ward --- ----- RDP Houses were built KaNdleleni for only those who are working in the farm not for everyone staying in the farm. ❖ There are some farmlands belonging to communities/residents they request for subsidized houses. ❖ Drilling and maintenance of boreholes in farm areas ❖ High crime rate ❖ Provision of mobile clinic service in farm areas ❖ Home affairs services in farm areas ❖ Servicing of VIP toilets in farm areas ➤ Request for a Creche/ Day care at Respruit Farm (the scholar transport does not transport younger kids to access creche from nearby farms) Convert the old school to a creche. ➤ Provision of Electricity – there are farm areas that still do not have electricity. ➤ Provision of Mobile Clinic services in farm areas. ◆ Graveling of roads at Rietspruite and surrounding farms. ○ Employment opportunities should also include people in the rural areas. 	

<ul style="list-style-type: none"> ➤ Upgrading of Infrastructure at Netherland Park (Sanitation, Water and Electricity) ➤ Paving of roads at Ext 14 George Botha Park. ◆ Provision of water at Rietspruite farm ---- some farms still do not have water. (Edamini farm) ◆ Provision of VIP Toilets Edamini Farm ◆ Provision of Electricity at Edamini Farm ◆ Request for high must lights at Rietspruite Farm ○ Provision of water at Rietspruite and surrounding farms ---- some farms still do not have water. (Municipal water tankers come once in a month) ○ Paving of Freedom Street connecting Nomndeni and Nerdaland Park (small bridge) at Ext. 14 	<ul style="list-style-type: none"> ○ Stormwater drainage cleaning – concern that municipal employees do not remove the garbage next to the drain after cleaning. ○ Request that local businesses should be prioritised when there are projects implemented in the ward 	<ul style="list-style-type: none"> ○ Graveling of roads at Rietspruite and surrounding farms, the roads are undrivable during rainy season. ○ Beneficiation
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WARD	9	
SETTLEMENT/AREA	WESSELTON EXTENSION 4, KHAYELIHLE, WESSELTON EXTENSION 7, FARMS BUHRMANN'S TAFELKOP 135, SPITSKOP 276, DRIEHOEK 273, KAFFERSPRUIT 274, MOOIFONTEIN 109, UITGEVALLEN 134, UMGWEMPIES 133 AND DIE EIKE 141 AND MIDDELPLAAT 271	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of First Ruth Street ❖ Paving of Kwame Nkrumah Street These roads are problematic especially during rainy season. ❖ Paving and storm water drainage system of Vuka Street at Ext. 4 ❖ Provision of water at Wesselton Ext. 7 ---- A portion of Ext 7 does not get water (eytandini) ❖ Installation of High must lights at Ext. 7 and Khayelihle 	<ul style="list-style-type: none"> ❖ Maintenance of High must lights ❖ Cleaning / opening of storm water drainage systems / channels at OR Tambo Street ----- houses get flooded during rainy season and people's belongings get damaged. ❖ Cleaning of storm water drainage system / water channels at Ext. 4 ❖ Provision of communal taps at Ethembeni and Sincawuncawini informal settlements ❖ Graveling of roads for informal settlements ❖ Sewer spillages at Solomon Mahlangu Street ❖ Sewer spillages at Khayelihle ❖ Sewer spillages around Douglas Dam flowing into the Dam . 	<ul style="list-style-type: none"> ❖ Removal of asbestos roof from old RDP Houses roofed with asbestos. ❖ Building of Schools at Khayelihle (Primary and Secondary School) ❖ Clinic at Khayelihle since the existing clinic is too far for older people. ❖ RDP Houses. ❖ Building of schools at Ext.7 – children are crossing the N11 road to access school. ◆ Land for Human settlement.

<ul style="list-style-type: none"> ❖ Rebuilding of the bridge at Khayelihle taxi route - ----- the bridge is falling apart pausing a danger to motorist. ➤ Paving of Hector Peterson Street ➤ Installation of storm water drainage systems and maintenance of Khayelihle taxi route ---- the road is eroded because of heavy rains. ➤ Rebuilding of the bridge at Khayelihle taxi route - ----- the bridge is falling apart pausing a danger to motorist ➤ Paving of roads in the ward (Internal roads) ➤ Additional high mast lights or streetlights at Ext. 7. ➤ Paving and storm water drainage system Maseko Street (at stand 8874 there is a person living with disability) ➤ Paving of the main road at Ext. 7 (URGENT) ➤ Provision of Bulk Sewer at Ext. 7 ➤ Installation of Stormwater drainage Systems at Ext. 7 ➤ Installation of Stormwater drainage Systems from Ext.3 to Ext.4 behind the Wesselton Primary School to OR Tambo Street (V-drain) URGENT ➤ Installation of Stormwater drainage Systems at Ext. 11 main road ➤ Paving of Adelaide Tambo Street with storm water drainage system. ➤ Paving of BabuKhumalo Street with stormwater drainage system. ➤ Paving of Makhubu Street with Storm water drainage system. ➤ Paving of Manana Street ➤ Paving of Mzimba Street ➤ Paving of Mama Mahlangu Street ➤ Paving of Bheki Street ◆ Land for Human settlement. 	<ul style="list-style-type: none"> ❖ Formalizing of informal settlements ----- People staying in informal settlements cannot get services because they are not formalized. ➤ Provision of temporary electricity at informal settlements, ➤ Maintenance of Electricity infrastructure to end load reduction. ➤ Graveling of roads at informal settlements ➤ The municipality must consider using the local Radio Stations to communicate with the community. ➤ Sites for small businesses ➤ Cleaning / opening of storm water drainage systems / channels at OR Tambo Street ----- houses get flooded during rainy season and people's belongings get damaged. ➤ Municipality to improve queuing time for payment of services. ➤ Provision of communal taps / temporal water pipes at Ethembeni and Sincawuncawini informal settlements. ➤ Formalising of Informal Settlements (Ethembeni, Emanzini and Behind Wesselton Primary School) ➤ Maintenance of Streetlights at Ext.4 Ntuli Street and Close to Tholulwazi Day Care. ◆ Sewer spillages at Ruth First Street ---- ◆ Bring along a suggestion box during IDP meetings. ○ The bridge at Khayelihle did not solve the water problem (water still rise above the bridge when it rains) the municipality to consider installing storm water drainage systems around the bridge. ○ Request for a lease agreement of 5 years for Izingadi at Thusi and Khayelihle. ○ Sewer spillages at Sincawuncawini ○ The municipality to monitor the quality of work done by service providers. ○ Inconsistency of water supply at Khayelihle (the community would stay for 4 months without water. ○ The quality of Water from the boreholes is not good for consumption (the water is dirty) 	
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<ul style="list-style-type: none"> ○ Paving of roads with stormwater drainage system as requested in the previous years: Ruth First Street cleaning of the V drain between the Primary School and the houses at that street., Kwame Nkrumah Street, Ext. 4 Vuka Street and Hector Peterson Street. <p>These streets are problematic especially during rainy season.</p> <ul style="list-style-type: none"> ○ Provision of water at Sincawuncawini. ○ Installation of robots at the N11 T-junction entrance to Thusi. 		
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WARD	10	
SETTLEMENT/AREA	KWADELA TOWNSHIP, DAVEL TOWN AND SURROUNDING FARMS	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Accelerating the Township establishment of Thembelihle settlement. ❖ Provision of water at some areas of Thembelihle ❖ Water, Electricity and Sanitation in farm areas ❖ Additional high mast lights ❖ Upgrading of roads at Maduze ❖ Upgrading of road to OTK <ul style="list-style-type: none"> ➢ Implementation of Phase 2 Paving of road at Maduze __ project was left uncompleted. ➢ Installation of high mast lights at Maduze. ➢ Acceleration of the Township establishment at Thembelihle settlement <ul style="list-style-type: none"> ◆ The Municipality should avail land for people who have the means to build their own houses <ul style="list-style-type: none"> ○ Request for Compactor truck to replace old Tractor 	<ul style="list-style-type: none"> ❖ Water and Toilets at the new informal settlements ❖ Bursaries and learner-ships for youth develop. ❖ Provision of Church sites ❖ Maintenance of high mast lights ❖ Waste removal not up to standard due to shortage of staff ❖ Formalizing and providing services at informal settlement <ul style="list-style-type: none"> ➢ Employment of permanent staff for the Davel Municipal Office _ community request that all municipal department be assigned at office. ➢ Maintenance of high mast lights <ul style="list-style-type: none"> ◆ Request for maintenance of the gravel road leading towards the graveyard ◆ Re-opening of the Municipal Electricity Office in Davel to reduce reliance of buying from TuckShops which add extra money ◆ The Municipality needs to provide more clarity on the process of applying for church sites. 	<ul style="list-style-type: none"> ❖ Outstanding low-cost houses since 1996 ❖ Job opportunities ❖ Building of a Centre for the aged and the disabled. ❖ Bursaries and learner-ships for youth develop. ❖ Extension of Clinic operating days to seven days. <ul style="list-style-type: none"> ➢ Completion of uncompleted RDP Houses eMaduze and Old Location. <ul style="list-style-type: none"> ◆ More skills development opportunities are requested ◆ The local clinic should operate 24/7 ◆ There is a request for an ambulance to be permanently stationed in Davel <ul style="list-style-type: none"> ○ Provision of RDP Houses (last built 2007) ○ Security Companies appointed by the municipality need to commit in taking responsibility of the municipal infrastructure theft ○ Job opportunities

<ul style="list-style-type: none"> ○ Request for maintenance of the gravel road leading towards the cemeteries. ○ Sewer Connections at Maduze 	<ul style="list-style-type: none"> ○ Attend to the cables and falling poles that pose danger to the public (especially Children) ○ Illegal electricity connections affecting residents that pay for electricity ○ Miscommunication and unsuitable hailing prompting poor attendance in community meetings ○ Unemployed residents should not pay for the proof residence ○ Municipal officials to use a door-to-door method for elderly and disable to assist in paying for services (eMaduze) ○ Allocation of business sites eMarikana ○ Community members concerned with their livestock (eMarikana) ○ The municipality to initiate a programme to check meters door to door ○ Request for Title deeds ○ Municipal vacant advertised posts to be filled by Davel residents only. ○ Equality and fairness in recruitment processes 	<ul style="list-style-type: none"> ○ Equality and fairness in recruitment processes ○ There is a request for an ambulance to be permanently stationed in Davel ○ Make use of unemployed securities to safeguard the municipal infrastructure
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WARD	11	
SETTLEMENT/AREA	CONSISTS OF FARMS	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Water and toilet facilities at KwaHerry farm, Siyanyakaza and other areas in the ward. ❖ Stolen solar water pumps and request for replacement with electric pump at Familiehoek and Jojo tanks at other areas of the ward. ❖ Provision of water at Ma4 section, Drinkwater farm – currently buying water from private people. ❖ Underground water problem at Ma4 section, Drinkwater farm. ❖ Request for pre-paid electricity as the current owner is charging a lot of money. ❖ Assistance with obtaining keys to the boreholes power supply held by the farmer at Drinkwater farm by Evulingqondo school. 	<ul style="list-style-type: none"> ❖ Maintenance of boreholes and pumps. ❖ Maintenance of sports fields (blading and levelling). ➤ Maintenance of boreholes and pumps. Drinkwater ➤ VIP Toilets are now full community request for a chemical to digest the sludge. ➤ Job opportunities -- The community want to be considered for employment on EPWP and CWP Programs and any other employment opportunities. ➤ Blading and levelling of sports ground. ○ The water tanks come once In a month. ○ Maintenance of high must lights at various farms. 	<ul style="list-style-type: none"> ❖ Job opportunities ❖ Electricity in farm areas ❖ RDP Houses at Farm areas ❖ Assistance in obtaining land ownership. ❖ Request for teacher's cottages at Habile Primary school so teachers can sleep over when it rains as the area is not accessible due bad roads. ❖ Request the DPWRT to upgrade the Sheepmoor – Gombas road than closing Habile Primary School as this won't solve the problem for school kids since the buses still will not be able reach them when it is raining. ❖ Request for ICT infrastructure to assist in using technology.

<ul style="list-style-type: none"> ❖ Request for electricity at some parts of Sizenzele farm. ❖ Request the fountain where community gets water at Gombas area be secured and pipes and tanks be installed to supply the community. ➤ Provision of Water at farm--- The are farm areas that still do not have water, they rely on water tanks to get water, and the water tanks are not consistent. ➤ Provision of Sanitation ➤ Provision of Electricity The are farm areas that still do not have water, sanitation and electricity. ➤ Additional Jojo tanks at Ma4 section, Drinkwater farm. ➤ Request for Jojo tanks at Gombas – the community is getting water from a fountain they have connected pipes they just request the municipality to provide them with JoJo tanks to secure ○ Request for Additional Boreholes at varies farms of ward 11. ○ Request for the VIP toilet to be added. ○ The community also asking for Jojo tanks for each household. ○ There is no electricity at Ext.4 in ward 11 ○ The community specifically at ext. 04, they don't have Jojo tanks. 		<ul style="list-style-type: none"> ❖ Considering farm communities when projects are implemented within the ward e.g., the N2 maintenance projects. ➤ Electricity in farm areas. ➤ Request the Dept. of Education to reconsider their decision to close Habile Primary School–this won't solve the problem for school kids since the buses still will not be able to reach them when it is raining. ○ The community requesting Speed Humps on the national road and stop sign, due the entrance of the trucks that are passing for the safety of their animals and children. ○ The community of ward 11 requesting that Department of healthy to provide them with Mobile Clinic, every week.
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WARD	12	
SETTLEMENT/AREA	WARBURTON/NGANGA, FARMS NU-SCOTLAND, ISABELLA DALE 199, CRAIGIELEA 202, BUSBY 222, MIDDLEDRIFT 201, BLOEMKRANS 121, LIEFGEKOZEN 119, HAMILTON 99, EDENVALE 100, UMPILUSI 98, CALEDONIA 97, FERNIEHAUGH 70, JESSIEVALLE 200 ISSABELLA DALE 199 AND MOUNT DENNY	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS

<ul style="list-style-type: none"> ❖ Provision of Water ----- the municipality to consider a permanent and consistent solution to supply water at Warburton. (Water Pipeline) ❖ Employment opportunities. ❖ Building of speed humps at N17 ❖ Building of a Hall ----- The community hold meetings at the sports ground ❖ Building of ATM at Warburton. ➤ Water connections ➤ Sewer connections ➤ Building of a Hall ----- The community holds meetings at the sports ground. ➤ Fencing of cemetery ➤ Upgrading of sports ground. ➤ Paving of the School road. ◆ Request for High Mast light ◆ Site for Cemeteries ◆ Proper representation from the officials (Name tags) ◆ Graveling of roads while awaiting sewer connections ◆ Electrification of houses with no electricity ◆ Resume services at the Youth Centre ○ Request for Traffic light or Stop & Go to control N17 traffic 	<ul style="list-style-type: none"> ❖ Proper channeling of rainwater around Emathuneni settlement. -----the community raised a concern that during rainy season houses around emathuneni area get damaged. ❖ Provision of satellite municipal offices at Nganga for proof of residence ➤ Maintenance of high mast lights ➤ Business stalls or shelters ○ Provision of basic services before property rates ○ No basic services kaMlozi (land belongs to York timber) ○ Illegal dumping on a small river stream causes air pollution to residents ○ Limited refuse collection (not all residents have access to waste removal) ○ Clarity on issues involving shifting of the community for development of the infrastructure ○ The community requests the Municipality to place skip bins to stop illegal dumping ○ Illegal invading of stands ○ Community requests new stands as the Warburton population is expanding (transfer private owned land to the municipality) 	<ul style="list-style-type: none"> ❖ Building of a Primary School at Nganga ----- The community is concerned about the safety of the children when crossing the N17 to access school. ❖ Building of a Hall ----- The community holds meeting at the sports ground ❖ The Clinic operating hours to be extended to 24hrs/7days ----- since the hospital is too far from these areas. ❖ Building of speed humps at N17 ❖ Provision of a satellite Police Station at Nganga ----- the community travels to nearby areas for certifying. ➤ Building of a Hall ----- The community holds meetings at the sports ground. ➤ Removal of ASBESTOS Roof from old RDP Houses. ➤ Request for a mobile Police Station at Warburton. ➤ Shortage of medication at the clinic. ➤ Employment opportunities ◆ Job opportunities ○ Provision of a satellite Police Station at Nganga ----- the community travels to nearby areas for certifying. ○ Vlakfontein residents raised their concern with the nearest police station (Chrissie) not providing them with SAPS services referring them to Mpuluzi Police Station which is far.
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WARD	13	
SETTLEMENT/AREA	BREYTEN TOWN, PHOSA VILLE, THABO VILLE, BREYTEN EXT. 4, SMUTSOOG, KLIPFONTEIN, HARTEBEESTFONTEIN 239, HARTEBEEFONTEIN 259, VOLGEFONTEIN, WATERVAL 244, BANKFONTEIN 215 AND DWARSTREK 216 FARMS	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS

<ul style="list-style-type: none"> ❖ Paving of roads with storm water drainage systems at Nkanini ❖ Paving of Nkosi Street at Thabovill - The street is problematic during rainy season. ❖ Installation of high must at Thabovill. ❖ 43 RDP houses were built without water and sanitation at Thabovill next to Marikana informal settlement. ➤ Provision of water at Thabo village - The water tanks are not assisting; the community request the municipality to plan for a permanent solution to the problem. ➤ Land for human settlement. ➤ Land for grazing. ➤ Paving of roads with storm water drainage systems at Nkanini --- Waste is not collected due to the bad condition of the roads at Nkanini. 	<ul style="list-style-type: none"> ❖ Provision of Land / sites for human settlements for middle income earners. ❖ Building of Speed humps at Thabovill, Nkanini and Town ❖ Maintenance of high must lights around eSiyazi School. ❖ Cleaning of illegal dumping sites. ❖ Extension of the refuse removal services to twice a week to minimize illegal dumping's ❖ Inconsistent water supply at Mafred Homes and Thabovill - The community request that they be supplied with water tanks at Thabovill or The municipality check if the water pumps are functioning. ➤ Request for Church sites. ➤ Title deeds for those who were allocated church sites they want to start building. ➤ Site for building of a Centre for the Disabled --- (the old Police Station) ➤ Title Deeds at eNkanini and Thabo village ◆ High mast light opposite Emachineni not working ◆ Maintenance of all gravel roads regularly ◆ Maintenance of storm water drainage systems. 	<ul style="list-style-type: none"> ❖ Building of new additional High School for Breyten and KwaZanele ----- the existing high school is now overcrowded. ❖ Skills Development by the mining sector. ❖ Unoccupied RDP Houses being vandalized and used for criminal activities. ➤ Land for human settlement. ➤ Land for grazing. ➤ Building of new additional High School for Breyten and KwaZanele ----- the existing high school is now overcrowded. ➤ Unoccupied RDP Houses being vandalized and used for criminal activities. ◆ More RDP houses requested ◆ Creation of more skills development programs and work opportunities. ◆ The community needs a clinic that operates on 24/7 ◆ Building of a shopping complex in Breyten
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WARD	14	
SETTLEMENT/AREA	KWAZANELE TOWNSHIP, AND FARMS STERK FONTEIN 242, KLIPSTAPEL 243, BOTHASRUST 211, WITBANK 82, LILLIPUT 83, GOEDVERWACHTING 80 & 81, MOOIPLAATS 86 AND VLAKFONTEIN 108	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of Mlotha Street ❖ Paving of road around (Baptized Church) ❖ Paving of roads at KwaZanele These roads do not have proper water channeling systems and are problematic during rainy season. ❖ Upgrading of KwaZanele Stadium ❖ Construction of storm water drainage systems on streets where there are no drains. ❖ Building of ablution block at the cemeteries 	<ul style="list-style-type: none"> ❖ Middle-income group request for land for human settlement. ❖ Support in establishing a water purifying business. ❖ Support on waste management and recycling. ❖ Support in establishing a coffin manufacturing business. ❖ Maintenance of cemeteries. ❖ Cleaning of storm water drainage system and proper channeling of water. ❖ Cleaning of illegal dumping sites. ❖ Waste collection is not done. ❖ Building of speed humps at Breytenburg street. 	<ul style="list-style-type: none"> ❖ Building of new additional High School There is only one Secondary/high School in KwaZanele and is now overcrowded. ❖ Support in establishing a Poultry farming. ❖ Support in establishing a coffin manufacturing business. ❖ Support in establishing a water purifying business. ❖ Support on waste management and recycling. ❖ Provision of scholar transport - Children are crossing the main R36 road to access school.

<ul style="list-style-type: none"> ➤ Paving of Old Cemeteries road ➤ Resurfacing of the main road joining Ext. 6 (Entrance to KwaZanele) ➤ Paving of roads at KwaZanele ➤ Upgrading of or additional electricity transformers. ➤ Provision of water. ➤ High mast lights at Ext. 6 ◆ Paving of the Back-end Road at Ext. 4 ◆ Paving of maphoyiseni road ◆ Paving of road around (Baptist Church) ◆ Request for site for sports ground at Ext.6 ◆ Availability of stands for buying ◆ Building of Mall ◆ Water at Dingindoda/ Ext. 6 ◆ Sanitation at Dingindoda / Ext. 6 ---- RDP Housed at ext. 6 do not have water and sewer connections. ◆ Building of KwaZanele stadium. Paving of all roads in KwaZanele the condition of the roads is terrible. ○ Paving of Siyazi School street ○ Request for sewer connection at Ext. 6 KwaZanele (RDP Houses were built without water and sewer connections. ○ Grading of roads 	<ul style="list-style-type: none"> ❖ Maintenance of high must lights. ❖ Establishment of Parks. ❖ Unavailability/none allocation of business sites There was a request that the municipality make available the beerhall at KwaZanele for business purpose. ➤ Maintenance of cemeteries and Fencing. ➤ Cleaning of storm water drainage systems and proper channelling of water. (Masizakhe road stormwater drains were built on the wrong side of the road) ➤ Establishment of Parks ➤ Construction of Speed humps at KwaZanele main entrance road. ➤ Request for clear road markings at Breyten R36 entrance to the cemeteries ➤ Municipal offices at Breyten to operate full time--- community is always send to Ermelo for other services. ➤ Poor communication when services are interrupted ◆ Cleaning of dumping site at Ext. 4 back-end road. ◆ Building of speed humps at Mkhomazi road, KwaZanele entrance road and Stadium Road. ◆ Maintenance of Maphoyiseni road. ◆ Maintenance of Tennis Court around maphoyiseni road. ◆ Maintenance of the KwaZanele Community Hall ◆ Unoccupied Municipal buildings that are misused ○ Cable theft becoming a problem ○ Maintenance of stormwater drainage system at KwaZanele ○ Maintenance of municipal buildings (Hall and Municipal building) ○ Maintenance of Sports Facilities and Parks (Sports Combo) ○ Projects are given to people from outside KwaZanele ○ The community request the municipality to review its policy of deducting a 75% penalty anytime they purchase electricity due outstanding debt. ○ Accurate billing on water 	<ul style="list-style-type: none"> ❖ Clinic operating hours to be extended to 24hr and allocation of an Ambulance to be stationed at Breyten. ➤ Unoccupied RDP Houses – DHS consider allocating those houses to people who need housing. ➤ Water connection at the clinic. ➤ Shortage of medication at the Clinic. ➤ Ambulance stationed at the clinic. ➤ Health inspection of local shops ➤ Provision of Bus transportation – Taxi fare is expensive. ◆ Request for a centre for the disabled, the existing centre is not suitable to accommodate people living with disability. <ul style="list-style-type: none"> ○ Request for a centre for the disabled, the existing centre is not suitable to accommodate people living with disability. ○ Establishment of an ICT and Artisanal training centre. ○ Request for a 24hr clinic service or the department to allocate an ambulance that will be stationed at the clinic. ○ Financing for the Community Safety Forums.
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	<ul style="list-style-type: none"> ○ Shortage of staff at the Breyten / KwaZanele municipal offices (The municipality to employ more meter readers and additional staff) 	
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WARD	15	
SETTLEMENT/AREA	LOTHAIR/SILINDILE and FARMS	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Installation of high must lights at Damesfontain ❖ Paving of Nzimande Street ❖ Paving of roads in the ward ❖ Water and sanitation in farm areas ❖ Thusong Centre that is still not completed; the municipality to complete the Thusong Centre and have it fully functional with essential government and municipal departments providing services. ➤ Silindile Ext.1 does not have water. ➤ Thusong Centre that is still not completed; the municipality to complete the Thusong Centre and have it fully functional with essential government and municipal departments providing services -- Community is forced to go to Ermelo for other services. ➤ Upgrading of the sports ground at Silindile. ➤ Provision of services in farm areas --- The are farm areas that still do not have Electricity, Water and Sanitation. ◆ Formalising of Ext. 1 Silindile (Enkanini) and allocate sites to accommodate people who are still on waiting list and Middle-income earners. ◆ Building of Connector Bridge between Lothair and Damesfontain. ◆ RDP Houses that were left without sewer connections. 	<ul style="list-style-type: none"> ❖ Maintenance of high must lights ❖ Waste removal and cleaning of illegal dumping sites ❖ Formalization of Sdakaneni settlement at Silindile. ❖ Request for Middle Class Stands at Extension 3 ❖ Employment of more staff for the Lothair office. ❖ Allocation of Church sites ❖ Establishment of sports programs/plans to develop the youth/talents. ❖ Allocation of business stands for building of shopping complex. ➤ Employment opportunities and Skills Development / Transfer from FX Group/Company—the community is complaining that 90% of people employed by the company are not from Lothair/Silindile. ➤ Forest nearby Ext. 3 be developed for human settlement and other public amenities (is it owned by the municipality) ➤ Formalization of Sdakaneni settlement at Silindile. ➤ Maintenance of toilets at Sdakaneni informal settlement. ➤ Allocation of Church, School sites and other amenities at Ext. 3. ➤ Formalising of eSdakaneni settlement – the community is complaining that most of the people who are staying there are not South Africans. ➤ Job opportunities for people who are staying in farm areas. ◆ Allocation of business sites for building of shopping complex. ◆ Church site ◆ Maintenance of the Community Hall ◆ Ext. 1 area around Silindile Hall does not have water. ◆ Internships 	<ul style="list-style-type: none"> ❖ Building of RDP Houses at Ext. 3 Silindile. ❖ Clinic operating hours to operate 24hrs. ❖ Establishment of sports programs/plans to develop the youth/talents. ❖ Electricity in farm areas ❖ Job opportunities ➤ Maintenance of roads at Klifton and Bonnie Breas farms – the Bridge is not safe during rainy season. ➤ Provision of services in farm areas (Water, Sanitation and Electricity) ➤ RDP Houses in farm areas. ➤ Allocation of RDP Houses – people who are still on waiting list eSdakaneni. ➤ Job opportunities for people who are staying in farm areas. ◆ Waiting period on Housing waiting list (people have been on waiting list for a long time) ◆ Additional ambulance stationed at Lothair Clinic ○ Waiting period on Housing waiting list (people have been on waiting list for a long time) ○ Clarity on the development of new RDP houses Ext 3 ○ Few of Silindile residents benefitted from 120 RDP houses built ○ RDP houses leaking at Ext 3

<ul style="list-style-type: none"> ○ Paving of roads part of Silindile ○ Paving of taxi collector road Ext 3 ○ Installation of water pump at Clifton (Bonnie braes) ○ Shortage of Water Supply Ext 1 ○ No Water Supply Ext 3 (Community requests jojo tanks or water tankers) ○ No Water Supply at Clifton ○ Building of storm water drainage systems in the ward. ○ VIP Toilets eSdakaneni ○ RDP Houses that were left without sewer connections. 	<ul style="list-style-type: none"> ○ Requests Water/ Jojo tanks at the RDP houses ○ Requests for honey sucker at Clifton and Damesfontein ○ Requests project steering committee (PSC) to oversee the implementation of the projects ○ Requests Jojo Tanks to be elevated to avoid being easily accessible and damaged by the community ○ Community residents' requests to purchase the empty stands at Ext 3 ○ Maintenance of the Community Hall – community requests renovation of the hall (include toilets, kitchen and clean running water) ○ Hailing should not be limited to Lothair section only reach to other portions of Ward 15 (Farm areas) ○ Formalization of eSdakaneni – community requests the prioritising of toilets while they still waiting ○ Requests for church sites – community make us of schools and halls to worship ○ Requests Stands for Military Veterans ○ Indigent matters – residents cannot apply to indigents subsidy because they are not homeowners (way forward how they can be assisted to transfer the ownerships) 	
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WARD	16	
SETTLEMENT/AREA	PORTION OF ERMELO EXTENSION 14 (NEDERLAND PARK) EAST OF AMERSFOORT ROAD (N11), ERMELO EXTENSIONS 32, 33, 34 FARMS WITBANK 262, CAMNDEN	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Provision of electricity at informal settlements. ❖ Insufficient water supply at Extension 34. ❖ Upgrading of roads ❖ Building of a Library ❖ Building of a community Hall ➤ Inconsistency of water supply at Extension 34.— the municipality to accelerate the installation of a 1ML steel elevated tank in Ext. 34 	<ul style="list-style-type: none"> ❖ Power outages taking long for the power to return. ❖ Sewer blockages causing spillages at manholes and inside some of the houses at Ermelo Ext. 32. ❖ Waste water / blood that is flowing from the Abattoir ❖ Poor refuse removal services at Ext. 32, 33, 34. ❖ Formalizing of informal settlements ❖ Maintenance of un-surfaced roads to allow public transport into extension 34. ❖ Cleaning of illegal dumping sites 	<ul style="list-style-type: none"> ❖ Youth development, job creation and employment of local communities in projects within the ward. ❖ RDP Houses that were left uncompleted. ❖ Building of a Library ❖ Building of a Community Hall ❖ Building of a Community Centre ❖ Issuing of Title deeds ❖ Accelerating the building of a Clinic

<ul style="list-style-type: none"> ➤ Paving of the road from the Clinic to Ext. 34. ➤ Upgrading of roads 	<ul style="list-style-type: none"> ❖ Maintenance of high mast lights. ➤ Formalizing of informal settlements ➤ Maintenance of un-surfaced roads to allow public transport into extension 34. ➤ Cleaning of bridge (main road) ◆ Formalizing of informal settlements ---- what is the municipal plan regards the informal settlements at ward 16 ◆ Sewer spillages in the ward ----- the sewer pipeline project is not assisting. ◆ Maintenance of un-surfaced roads. ◆ Cleaning of bridge (main road) 	<ul style="list-style-type: none"> ➤ Unoccupied RDP House --- the Dept. of Human Settlements must consider allocating unoccupied houses to needy people. ➤ Accelerate the building of the Clinic ➤ Allocation of RDP Houses
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WARD	17	
SETTLEMENT/AREA	PORTIONS OF EVEREST PARK, THEMBSA, MAZAKHELE, KLIPBOU, KWAKATI, AND PHUMULA	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Paving of Vilakazi Street ❖ Additional High must lights at Ext.10. ❖ Upgrading of Soccer Field at Ermelo Mine. ❖ Paving of all streets in the ward (Short streets) ❖ Provision of services for the Steve Biko Informal Settlements. ❖ Refurbishment of the bridge at Thambovill. ➤ Re-surfacing / Paving of roads eMazakhele ➤ Rehabilitation of the Tennis Court ➤ Installation of storm water drainage system. ➤ Building of speed humps at Mandela Drive ➤ Upgrading of the Ermelo mine Soccer Field. ➤ Paving of all roads in the ward ◆ Upgrading of Faleni Street as the road is in a poor state. ◆ Request for the installation of streetlights at Jager Street by the burial site. 	<ul style="list-style-type: none"> ❖ Maintenance of High must lights kaKati, Klipbou and Ext. 10 ❖ What is the municipal Plan with the Informal Settlements kaKati (eshlahleni and next to the Tennis court). ❖ Inadequate allocation of business sites There was a request that the municipality make available business sites. ❖ Issuing of municipal accounts ---- the community is complaining that they do not get municipal accounts anymore and they want to know their bill before coming to the municipality to pay. ➤ Maintenance of Transformers (Nkabinde, Mashila Streets) -- The municipality must consider fencing all transformers with palisade. ➤ Maintenance of high must lights (Faleni, KuBheka, Thanjekwayo, (around Qambekile School), Vilakazi Streets ➤ Maintenance of Thuthukani Hall – the hall is no longer safe to be used by the community. (who is the owner of Thuthukani Building) ➤ Maintenance of storm water drainage systems eMazakhele. 	<ul style="list-style-type: none"> ❖ Allocation of RDP Houses at Ext 10 Houses were built at Wesselton Ext.10, but other families were left out and never benefited.

<ul style="list-style-type: none"> ◆ Tar or paving of road at Dladla Street. ○ Formalizing of informal settlements KaKati Eshlahleni and next to Tennis court--- Those informal settlements have been there since 1994 what is the municipal plan. ○ Paving of internal roads in the ward kaKlipbouw and Mazakhele 	<ul style="list-style-type: none"> ➤ Monitoring of projects (The quality of work vs the budget (Msheveni Street)) ➤ Poor communication when services are interrupted. ◆ Regular grading of the gravel road at Bheka Street. ◆ Repairing of all high mast lights. ◆ Illegal connections in Tambo and surrounding areas. ◆ Maintenance of all streetlights in Mabuza street ◆ Consistent provision of municipal bills to residents ◆ Maintenance of the municipal loud hailer ○ Thuthukani Hostel – who is the owner of that building the community is concerned that the occupants are not paying for the municipal services. ○ Cable theft becoming a problem ○ Sewer spillage at the main hole around stand 2341 becoming a nuisance ○ Electricity problem at stand 2317 Manzini Street ○ Graveling of roads. ○ Billing statements no longer delivered. 	
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WARD	18	
SETTLEMENT/AREA	NEW ERMELO AND SURROUNDING FARMS, SHEEPMOOR AND SURROUNDING FARMS AND FARM AREAS	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Water and Sanitation in farm areas ❖ Formalizing and Servicing of New Ermelo Settlement (Nyibe) ❖ None functioning sewer network and toilets that were built and not operating/flushing. ➤ Provision of water at Sheepmoor (house connections). ➤ Paving of roads at Sheepmoor ➤ RDP Houses that were built without toilets still don't have toilets at Sheepmoor. 	<ul style="list-style-type: none"> ❖ Young matriculates from ward 18 and other ward with farms be considered when opportunities for Learnerships, bursaries and apprenticeships are available at the municipality and sector departments. ➤ Maintenance of the Hall ➤ Maintenance of High mast lights at Windhoek farm ➤ Waste removal eMavahini ➤ Maintenance of boreholes at Blaauwkop, Bankkop farms. 	<ul style="list-style-type: none"> ❖ Request that the clinic operate for 24hrs and include ambulance services. ❖ Consideration of young matriculates from ward 18 and its farms when opportunities for Learnerships, Bursaries and Apprenticeships are available at the municipality and sector departments. ❖ Building of RDP Houses at Sheepmoor and farm areas ❖ Job opportunities ❖ Graveling of roads at farm areas ❖ Electricity in farm areas

<ul style="list-style-type: none"> ➤ Emavahini – the area still doesn't have water, sanitation, and electricity. ➤ Paving of Clinic road at Sheepmoor. ➤ Fencing of the Hall ➤ Provision of services at Windhoek farm and Klayfontein Farm (Water and Electricity) ➤ Provision of Toilets eZitandini Sheepmoor. ➤ Houses around eMathangini don't have Water, Sanitation and Electricity. ➤ Provision of Services in farm areas – ◆ The paving of the clinic street ◆ Improvement of water quality and supply ◆ Urgent need for fencing and renovation of the community hall ◆ There are houses that have not been connected to the sewer system. ◆ The Municipality should assist the community with the construction of a bridge at the busy four-way stop. ◆ Building of a Community Hall in Nyibe. ◆ Request for fast-tracking the electrification process in Nyibe. ◆ The community requests that the Municipality assists with the construction of a primary school in Nyibe. ○ Shortage of water supply at Bankop and frere farm ○ Installation of boreholes at the following farms Blaukop (Randel), Roodewal, Jan Hendricks, Blankop, Frere and Cloete (Kasigwalaza) ○ Request for toilets at Holbank (George Cloete farm) ○ Electrification of portions at the following farms that are not electrified Bankop, Onverwacht 	<ul style="list-style-type: none"> ◆ The Municipality has not provided water tankers for the community and if there are water tankers. ◆ Only one high mast light remains functional, ◆ The water from taps looks clean but it has an unpleasant smell ◆ Raw sewerage flow into a nearby stream which some resident are getting water from ◆ There is no regular communication by the Municipality on matters raised. ◆ When the Municipality is employing refuse collectors, it should prioritise local residents. ◆ Request for title deeds ◆ All relevant managers must attend the IDP consultations to respond to the community ◆ Municipality must appoint local qualifying residents for learnerships. ◆ The community notes that the high mast lights which were installed are non-functional. ◆ The community requested regular maintenance of streets in Nyibe ◆ The community requests the Municipality to provide them with recreational sporting facilities instead of permitting more taverns to exist. ○ Maintenance of the boreholes at Bankop (The borehole pump was stripped by the municipality and never replaced) ○ Request the replacement of the current borehole pump at frere farm ○ Request replacement of electricity meters behind Umzimvelo School (old meters overcharging residents) ○ Maintenance of the Lothair/ Bankop road (left half completion) and also Bankop Umzimvelo road (affecting scholar transport) ○ 	<ul style="list-style-type: none"> ➤ Allocation of RDP Houses at Sheepmoor ---Community has been waiting for a long time. ➤ RDP Houses that were built without toilets still don't have toilets at Sheepmoor. ◆ SASSA does not come to Sheepmoor because of the state of the Community Hall. ◆ At Park Street, a truck hit Eskom electricity poles which were never repaired. ◆ There is land invasion currently taking place on property that is owned by the Department of Public Works as the community are desperate for RDP houses. ◆ Building of a community library. ◆ Request for fast-tracking the electrification process in Nyibe. ◆ The community requests that the Municipality assists with the construction of a primary school in Nyibe.
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(Johan Saayman), Holbank (George Cloete), Blaukop (Randel farm) and Shepstone farm (Lothair)		
o Improvement of water quality and supply Kasigwalaza Cloete farm (the borehole is contaminated)		

WARD	19	
SETTLEMENT/AREA	CHRISSIESMEER, KWACHIBIKHULU, AND THE FARMS GEMSBOKHEUVEL 87, NOOITGEDACHT 89, SIMONSDAL 88, LELIEFONTEIN 79, BOTHWELL 90, LACK CHRISSIE 92, FLORENCE 78, IONA 77, BLAAUWATER 91, THE PEARL 75, BELLEVUE 76, TARBERT 65, LILLIEBURN 74, KELVINSIDE 95, SPIOENKOP 73, BILLYSVLEI 96, WELTEVREDE 104, GOEDEHOOP 103, LAKE BANGHER 102, KNOCKDHU 93 AND GRSDALE 94	
CAPITAL	OPERATIONAL	SECTOR DEPARTMENTS
<ul style="list-style-type: none"> ❖ Upgrading of KwaChibikhulu Stadium ❖ Provision of Water, Sanitation, Electricity and Housing at Marikana and adjacent area. ❖ Building of speed humps at N17 road. ❖ Building of a Fire Station at Chrissiesmeer or the municipality consider having a Fire Truck stationed at Chrissiesmeer. ❖ Paving of roads ----- this road was left incomplete. ❖ Installation of high must lights ➤ Installation of high mast lights at Marikana and Sidingo settlements. ➤ Paving of Sidingo access road ➤ Paving of Clinic road. ➤ Maintenance of boreholes ➤ Installation of new boreholes. ➤ Electrification of farm areas. ◆ Shortage of Water Supply ◆ Supplied water not good for consumption. 	<ul style="list-style-type: none"> ❖ The municipality to investigate ownership of serviced stand that are unoccupied / or give those stands to people who need land for housing. ❖ There are empty stands nearby the shops. The community wants to know what is happening with those stands. ❖ Allocation of church sites. ❖ The municipality to investigate ownership of church sites that are currently occupied. ❖ Opening of the poultry site to be used by the community for farming. ❖ Refuse collection is not done. ❖ Opening of the new library The community is concerned that children are still crossing the N17 road to access the library. ❖ Maintenance of high mast lights ➤ Proposal that the municipality consider subdividing Church sites that are already occupied by churches due to unavailability of church sites. ➤ Maintenance of high mast lights and streetlights. ➤ Supply of water to the Clinic, Schools, and Centres. 	<ul style="list-style-type: none"> ❖ Clinic operating hours to be extended to 24hrs and over the weekends or the Department consider having an Ambulance stationed at Chrissiesmeer. ➤ Installation of Speedhumps along N17 road. ➤ Upgrading of the clinic---- it is now small to accommodate the community of ward 19. ➤ Creation of job opportunities ➤ Provision of security at schools. o Job opportunities

<ul style="list-style-type: none"> ◆ Allocation and Registration of houses ◆ Water pipes are not connected properly there are houses that do not have water. ◆ Request for High mast light. ◆ Debt relief (indergent) ◆ Abandoned houses used for criminal Activities. ◆ People from outside the ward are using land for church sites, while communities' members do not have houses or stands. ◆ No prioritised projects from the community needs for Ward 19. ○ Paving of roads ○ Paving from kaJesu to France - the street is problematic during rainy seasons ○ Sewer Connections ○ Shortage of Water Supply ○ Infrastructure Development eMarikana and provision of basic services (only have electricity) ○ Community requests allocation of projects for Ward 19 ○ Request for a new TLB (as the old one is not working) 	<ul style="list-style-type: none"> ➤ Cleaning of illegal dumping site at France Waste Collection Centre. ○ Maintenance of the High mast lights – Increase in criminal activities as a result of no public lighting ○ Maintenance of the entrances to chrissie from N17 ○ No hailing to inform the public of the meeting ○ No projects planned for Chrissiesmeer since 2021/2022 FY – community complains that they only get projects from private sectors ○ Requests for stands and sites eMarikana – community complains that the existing stands are huge, they request the stands to be subdivided. ○ The community requests the municipality to work hand in hand with the ward councillor to grant residents the stands with no owners. ○ Requests land surveys for pegging of the stands/sites ○ Negligence of the Municipal Workers – left a hole that pose danger to children (stormwater) ○ TLB driver advertised post to be filled by a candidate from Ward 19 only. 	
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1.5.4 Summary of Community and Stakeholders Input

Priority needs from the community were received through a community consultative process using the following methods of consultation:

- (a) Ward based consultation in all wards within the municipality.
- (b) Virtual consultation in ward 7 and part of ward 8
- (c) Handing of Ward Development Plans to Ward Councillors.

The following is a summary of community priorities as gathered during the consultation process and through ward development plans:

Sanitation

1. Toilets in farm areas.
2. VIP Toilets are now full community request for a chemical to digest the sludge.
3. Ageing sanitation infrastructure that needs upgrading.
4. Increasing of the wastewater treatment plant capacity to address the issues of sewer spillages around Ermelo and Wesselton.
5. Installation of internal sewer reticulation of RDP Houses that were built without sanitation.
6. Sewer blockages and spillages due to collapsed infrastructure causing discharge of effluent at manholes and inside some houses.
7. Provision of communal toilets to informal settlements.

Water

1. Water in farm areas.
2. Installation of boreholes with electric pumps in farm areas.
3. Ageing infrastructure causing persistent water outages / low pressure.
4. Additional Boreholes or Jojo tanks needed in some farms.
5. Bulk infrastructure at developing townships of the municipality.
6. Installation of Internal water reticulations at formalised settlement.
7. Installation of internal water reticulation of RDP Houses that were built without water connections and still do not have water.
8. Provision of communal taps to informal settlements.
9. Inconsistent water supply (Everest park pressing issue).

Roads and Storm Water

1. Paving of roads especially problematic and main roads within the municipality.
2. Pothole repair / Maintenance of roads.
3. Ageing infrastructure that needs upgrading or rehabilitation.
4. Storm water flooding residential areas and eroding roads due to poor or absence of drainage system
5. Graveling of roads in rural areas.
6. Building of Storm water drainage systems.
7. Cleaning of storm water drainage systems.
8. Construction and fixing of Speed humps.
9. Request for clear Road Markings, visible road signs, clear street name signs and Traffic lights.

Electricity

1. Electricity in Farm areas.
2. Ageing infrastructure that needs upgrading or rehabilitation to address power outages (Substations, cables).
3. Electrification of outstanding formalized informal settlements.
4. Illegal power connections and cable theft that lead to load reduction.
5. Maintenance of distribution Kiosks (Replacement of doors).
6. Installation of solar systems to curb electricity issues.

Waste management

1. Lack of dumping sites at some areas of the municipality.
2. Inconsistent refuse collection.
3. Inconsistent refuse collection in the CBD area resulting to pile up refuse at some areas of the CBD.
4. None refuse collection to some areas of the municipality.
5. Cleaning of illegal dumping sites and Education Programmes are required to educate communities on environmental cleanliness.
6. Replace illegal dumping sites with gardening to curb unemployment.
7. Request the municipality to place yellow bins around all illegal dumping sites.
8. Lack of machinery/Refuse Tractors.

Human Settlements

1. Formalising of informal settlements and provision of basic services
2. Informal settlements that are not clear whether they will be removed to a suitable area or not.
3. Abandoned informal settlements and RDP houses that are unoccupied being vandalised and used for criminal activities
4. Some RDP houses were built without water and sewer connections.
5. Allocation of RDP houses very slow V/S the waiting list.
6. Allocation of RDP Houses to farm areas.
7. Stands that are left unoccupied used for illegal dumping.
8. Request for title deeds.
9. Removal of Asbestos Roof.

Public lighting

1. Installation of street and high mast lights at areas without public lights.
2. Installation of additional street and high mast lights in some areas
3. Maintenance of street & high mast lights remains an area of concern.
4. Aging infrastructure that needs upgrading or rehabilitation.

Skills Development & Job Opportunities

1. Building of skills development centres or multipurpose centres.
2. Employing local contractors on projects implemented within the municipality.
3. Educational programmes to utilize the illegal dumping sites to useful community gardening.
4. Provision of Bursaries and learner ships.
5. Youth Development Programmes.
6. Support Local Economic Development initiatives and Local Tourism.

Sports and Recreation

1. Refurbishment of sports facilities.
2. Establishment of sports grounds at some areas far from the existing sports facilities.
3. Security at sports facilities to prevent vandalism.
4. Maintenance of parks and gym park (Magwaza Street)
5. Rehabilitation of the Tennis Court Kakati

Clinic/Health Services

1. Provision of mobile Clinic services to rural areas.
 2. Clinics in and outside Ermelo to operate 24 hours and seven days a week due to the absence of hospitals nearby and the time it takes ambulances to reach the areas.
 3. New clinics at the newly established areas and where the old clinics are too small to accommodate the community.
4. The Department of Health to come up with systems to reduces the waiting time or queuing at Clinics.
5. Rebuilding of Emthonjeni Clinic.
6. Shortage of Medication in Clinics.
7. Health inspection of local shops.

Land

1. Land for human Settlements and other amenities.
2. Establishment of new townships.
3. Church sites.
4. Business sites.
5. Land for sport facilities.
6. Land for grazing.

Community Facilities

1. Building of community Halls.
2. Completion of the Lothair Thusong Centre.
3. Optimal utilization of Thusong Centres.
4. Building of Disabled/ Aged Centres.
5. Establishment of Youth Centre.
6. Establishment of Parks with Gym equipment.
7. Request for government day care facilities.
8. Mobile Police Stations.
9. Building of Schools and Libraries.

Cemeteries

1. Maintenance of Cemeteries.
2. Fencing of cemeteries.
3. Building of ablution block at the cemeteries.

These are the community needs the municipality must take into consideration when planning, the detailed needs are listed above in **Table 1**.

In the case of public lighting, most of the areas of the municipality have public lights but the main issue is the maintenance of the lights as most of them are not functioning. In the case of water, sanitation and electricity it is most of the farms/rural areas of the municipality that still do have water, sanitation and electricity services. The comprehensive list of the community needs is contained on **Table 1** above.

Figure 2 below indicate that within the Municipality of Msukaligwa **Upgrading of Roads & Storm Water Drainage System, Access to Sanitation/Sewer spillages, Housing, Provision of Water, Electricity Supply, Speed humps, Public lighting, Provision of land** are on top of the priority list followed by **Waste Management**.

Figure 2: Community Priority Needs

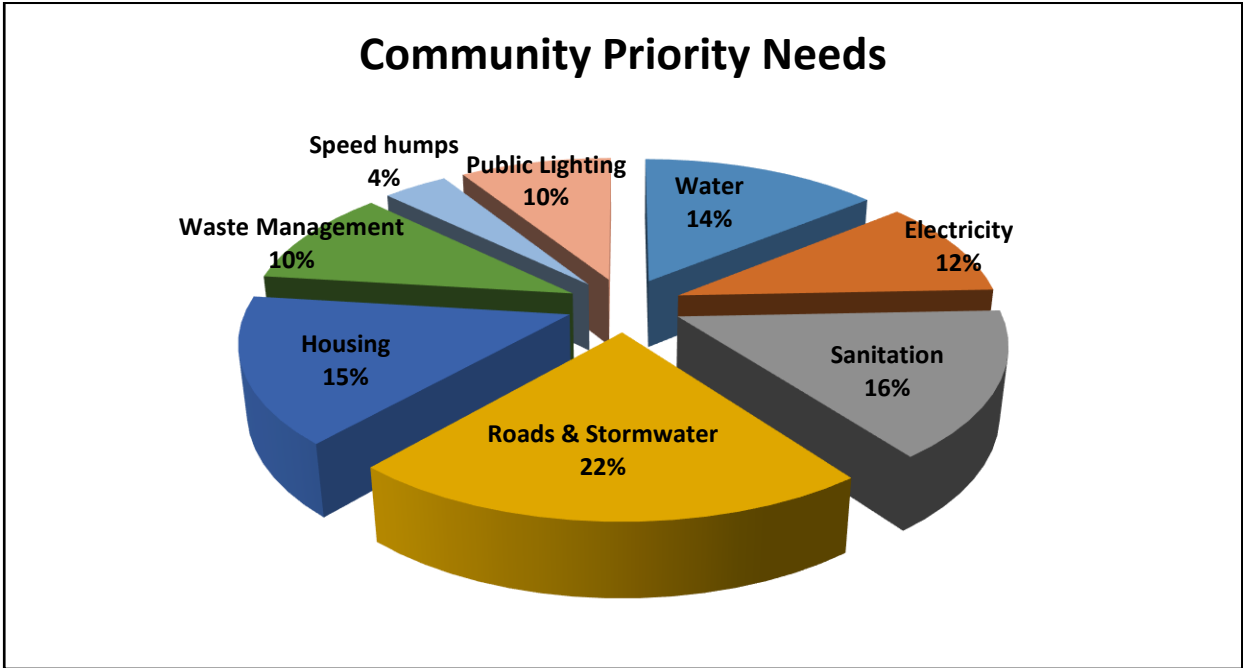
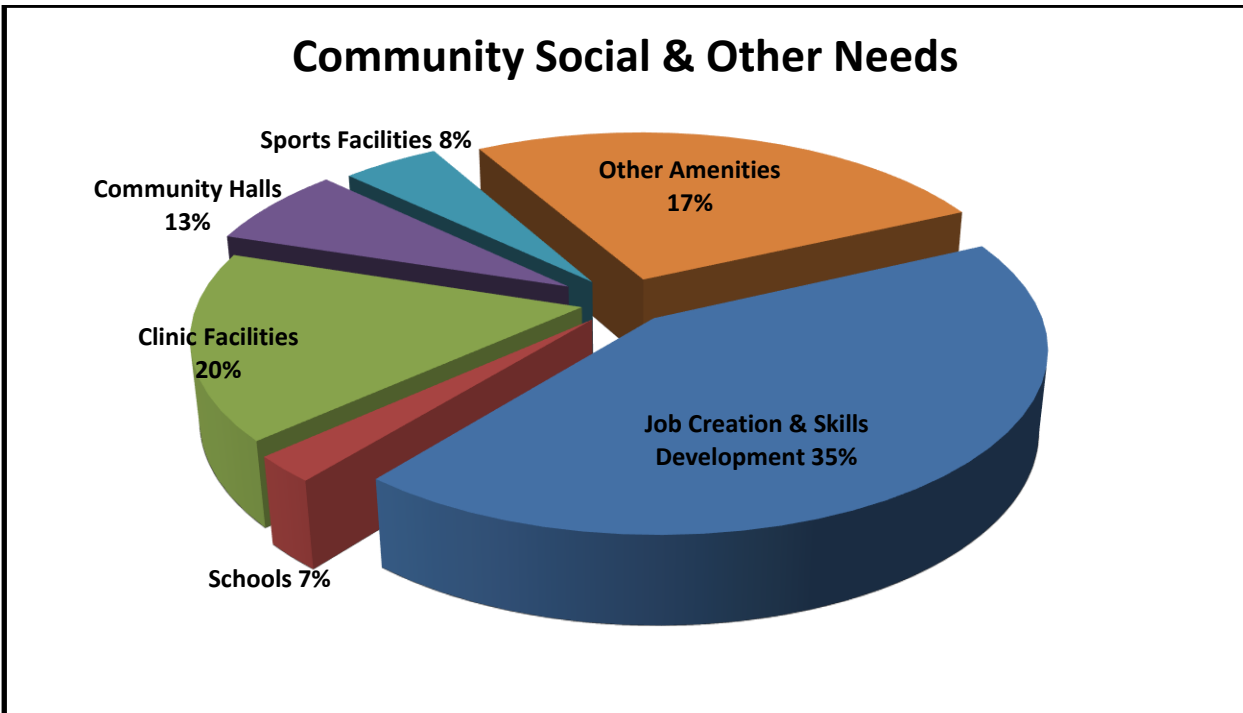


Figure 3 below depicts the community social needs with **Creation of Job opportunities and Skills Development, Provision & improvement of clinical services, Other Amenities, Construction of Community Halls,** being the top priority with **Upgrading and Establishment of Sports facilities and Construction or Upgrading of Schools** being the last. To provide for these services, the commitment from government sector departments and private sector is required.

Figure 3: Social Development and Other Needs

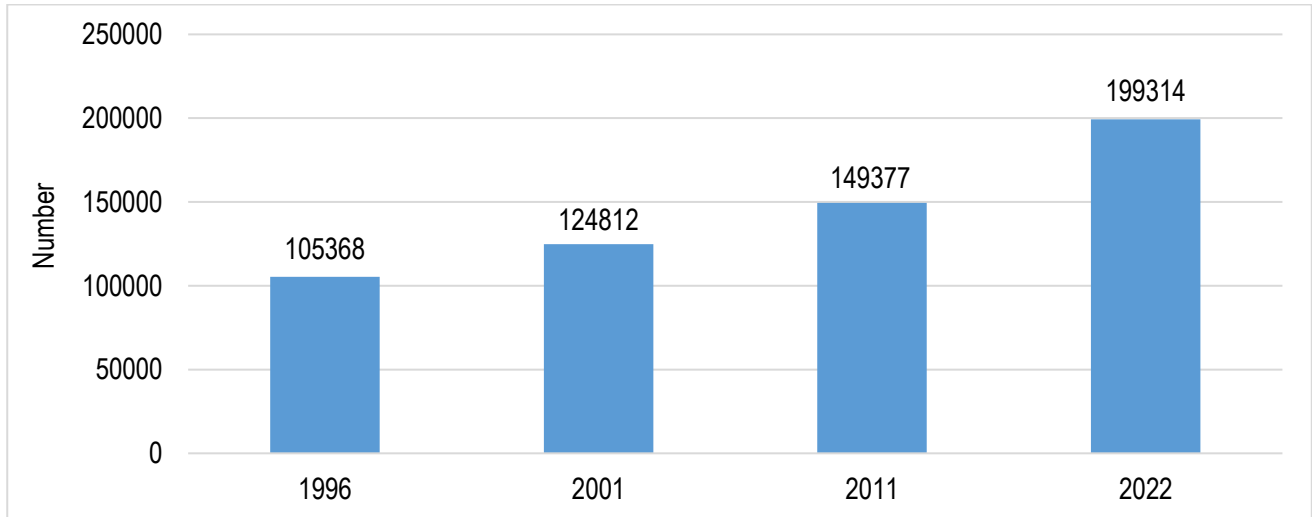


2 PART B: DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.1 Municipal Demographics

2.1.1 Population Trends of the Municipality, 1996 – 2022

Figure 4: Population Trends

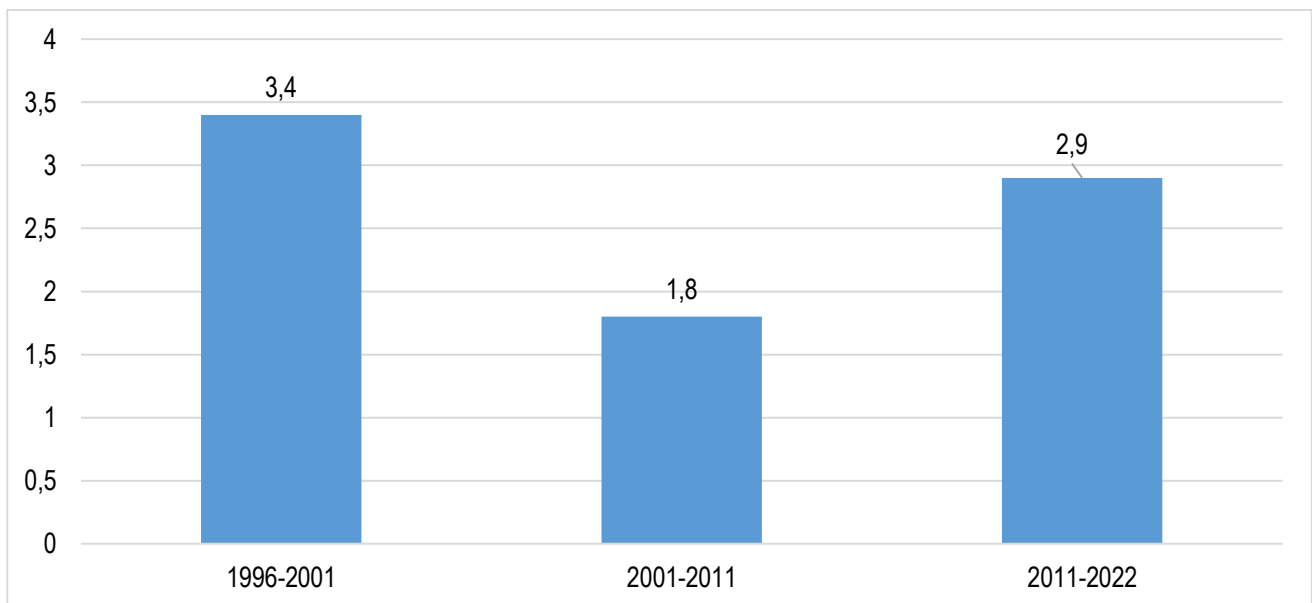


Source: Stats SA Census 2022

According to Stats SA's Census 2022, Msukaligwa Municipality population increased from 149 377 in 2011 to 199 314 people in 2022, making the Municipality eleventh largest population in Mpumalanga and 4th largest population in Gert Sibande District in 2022. The municipality contributed 3.9% to the provincial population and 15.5% to the district population.

2.1.2 Annual Growth Rate, 1996 – 2022

Figure 5: Annual Growth Rate



Source: Stats SA Census 2022

The population increased by 49 937 between 2011 and 2022, making a population growth rate of 2.8% per annum. which was faster than the corresponding economic growth of 1.5% per annum. Destination of choice, but pressure on infrastructure, household services, as well as economic and employment opportunities.

2.1.3 Msukaligwa Population Data and Projection

POPULATION	Total Population 2016	Total Population 2030	Additional Population 2016-2030	Additional Households 2016-2030	Total Population 2050	Total Additional Population 2016-2050	Total Additional Households 2016-2050
Ermelo / Wesselton	96 219	123932	27 713	8940	159145	62 926	20975
Breyten / Kwazanele	16 323	18 896	2 573	830	22 843	6 520	2173
Chrissiesmeer / KwaChibikhulu	6 480	5 094	-1 386	-447	5 979	-501	-167
Davel / Kwadela	5140	5 353	213	69	5 631	491	164
Lothair / Silindile	7 905	7 108	-797	-257	7 843	-62	-21
Warburton / Nganga	2 823	3 516	693	224	3 932	1 109	370
Sheepmoor	3 130	3 403	273	88	3 936	806	269
Remaining Rural	26 587	29 040	2 453	791	29 246	2 659	886

Source: 2030 and 2050 total population per settlement obtained from www.greenbook.co.za
Assumptions:

- Household Size 2030 3.1
- Household Size 2050 3.0

Table 30: Population and Household Projections

Population growth pressure in the municipal area has been identified by the CSIR Green Book which shows Ermelo, Lothair and Breyten to be settlements that would bring extreme & high growth pressure to the municipal area up to 2050.

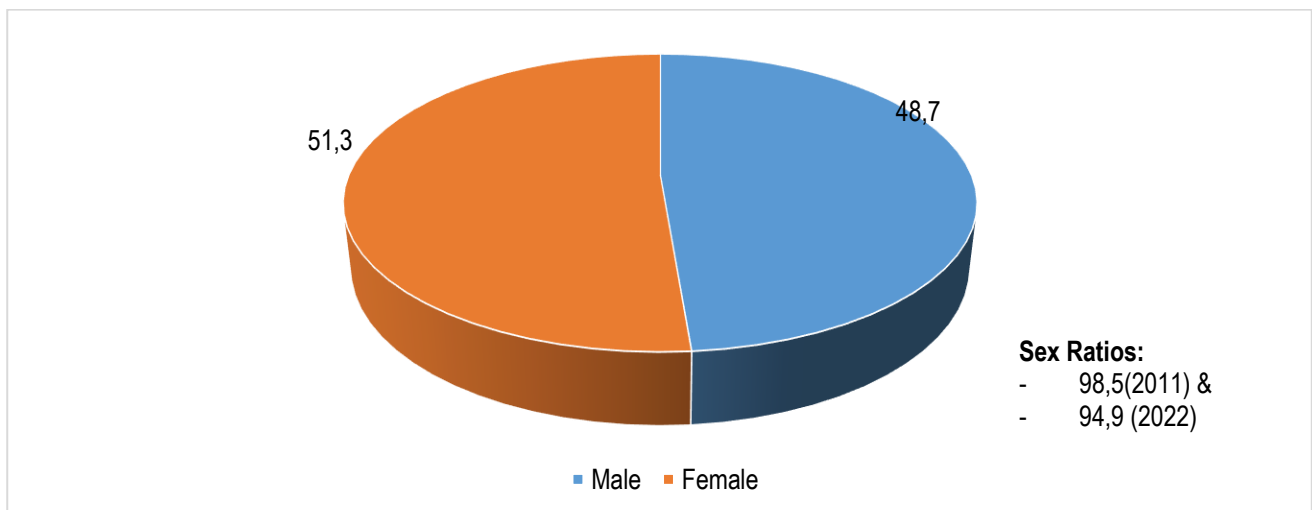
Leading challenges facing Msukaligwa

According to the 2016 CS (Community Survey) of Stats SA, the 5 leading challenges facing Msukaligwa as perceived by households in the municipal area were the following:

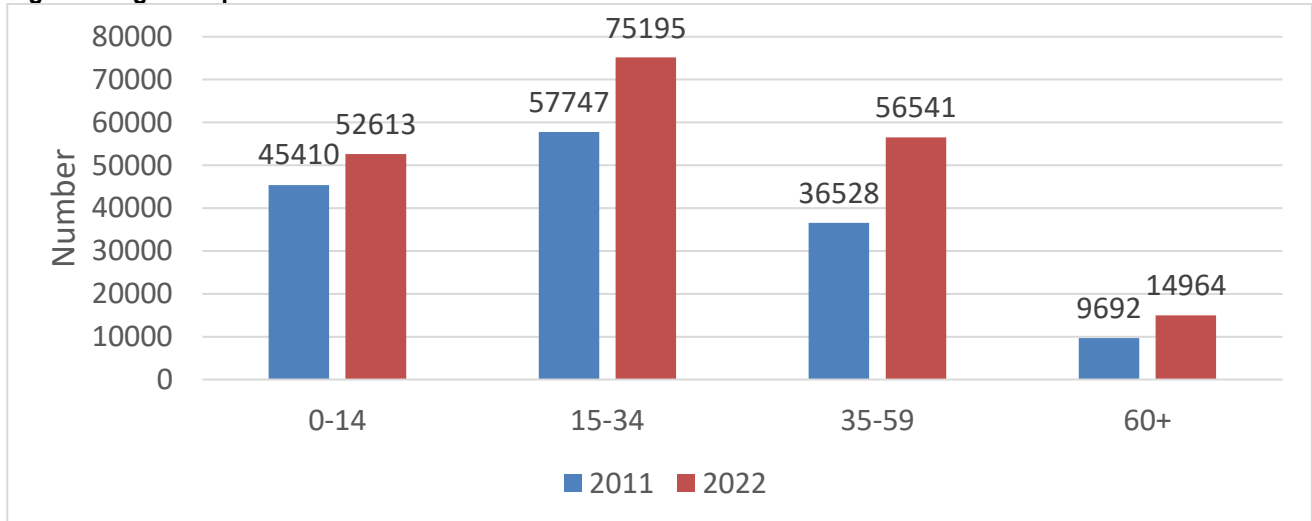
- Inadequate roads.
- Lack of safe and reliable water supply.
- Lack of reliable electricity supply.
- Lack of/inadequate employment opportunities.
- Inadequate housing.

2.1.4 Age and Sex Composition

Figure 6: Sex composition



Source: Stats SA Census 2022

Figure 7: Age Composition

Source: Stats SA Census 2022

According to Census 2022, the youth population (15-34 years) formed 38% (75195) of the total population which shows a 1% reduction as compared to 2011 census 38.7% (57747). while the share of the female's population is 51.3% and that of males is 48.7%. The figures above depict the population breakdown per age group based on the 2011 and 2022 census.

Table 2 below depicts the population breakdown per age group based on the 2011 and 2022 Census with a total population of 199314 persons in 2022. The working age 15 – 64 years constitutes 69% of the economically active population in Msukaligwa and as a result, contributing a larger percentage of the economically active population. This is therefore an indication that most of the youth are joining the job market implying that the municipality together with sector departments, NGO's and Private institutions must proactively engage in a joint effort to address issues of unemployment, skills development, provision of basic services and housing.

Table 2: Msukaligwa Population Breakdown by Age and Gender

Age Groups	2011			2022		
	Male	Female	Total	Male	Female	Total
0-4	8 301	8273	16 574	9650	9649	19299
5-9	7 590	7271	14 861	8412	8257	16669
10-14	7 030	6944	13 974	8353	8298	16651
15-19	7 532	7542	15 074	7843	7758	15601
20-24	8089	7908	15 997	9352	9691	19043
25-29	7969	7520	15 489	9897	10698	20595
30-34	5829	5359	11 188	9656	10297	19953
35-39	4794	4741	9 535	8960	9255	18215
40-44	4125	4191	8 316	6641	6735	13376
45-49	3427	3921	7 348	5005	4867	9872
50-54	3001	3238	6 239	3675	4258	7933
55-59	2417	2673	5 090	3267	3876	7143
60-64	1656	1970	3 626	2618	3231	5849
65-69	969	1192	2 161	1817	2312	4129
70-74	649	1082	1 731	1018	1517	2535
75-79	365	638	1 003	463	710	1173
80-84	223	438	661	283	483	766
85+	148	363	511	123	389	512
TOTAL	74 113	75 264	1149 377	97033	102281	199314

Source: Statistics SA: Census 2011 and 2022

2.1.5 Age of Head of Households by Local Municipality in GSDM, 2022

Municipality	12 - 17	18 - 24	25 - 34	35 - 59	60 +	Total
Msukaligwa	172	4 102	13 189	39 811	10 552	67 827

2.1.6 Population Pyramid

Figures 8 and 9 below depict the population pyramids for the year 2011 and 2022 according to age groups. When comparing the 2011 and 2022 population pyramids, the population growth for the age 15 – 64 has increased from 65.5% in 2011 to 69.0% in 2022. Also noticeable is the growth in the elderly people 65 -85 from 6067 which is 4.1% in 2011 to 9115 which is 4.6% in 2022.

Figure 8: Population Pyramid, 2011

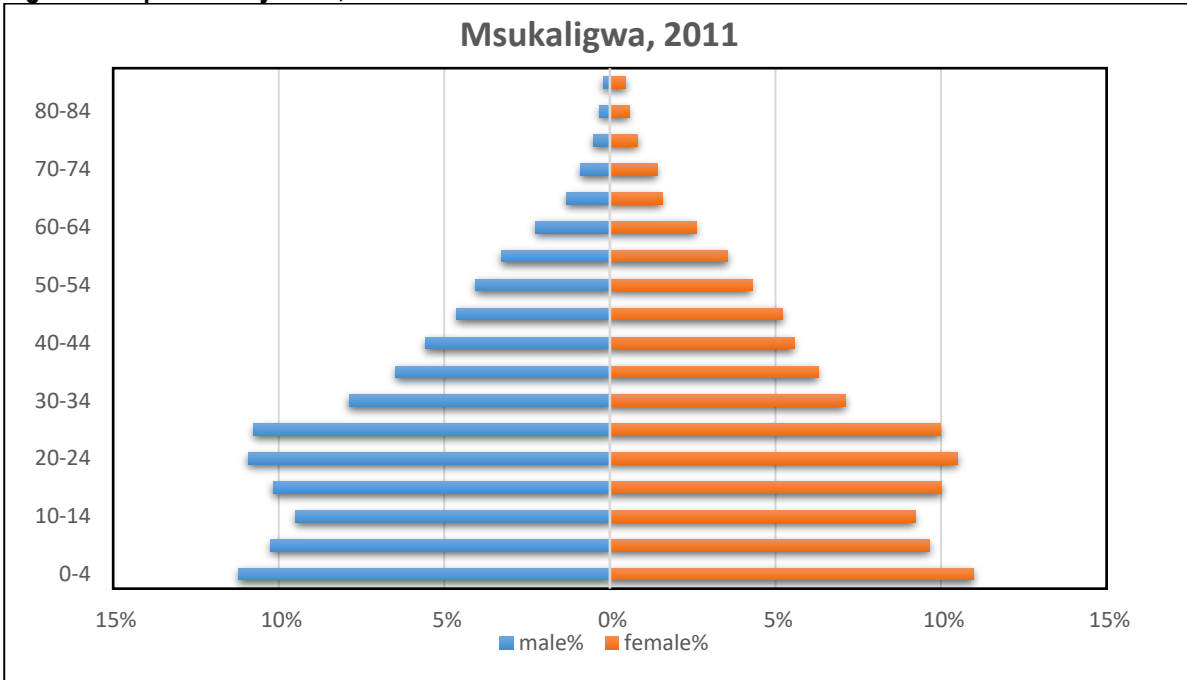
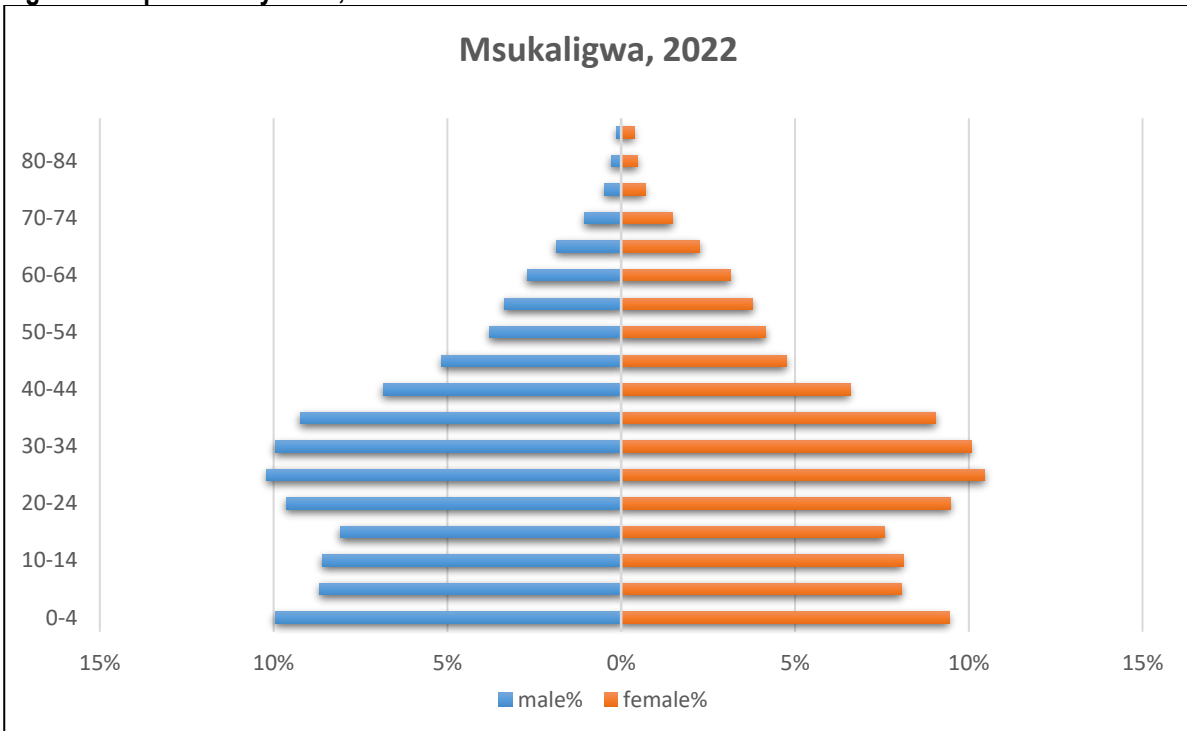


Figure 9: Population Pyramid, 2022



2.1.7 Population groups

Table 3: The Coloured population show a increase as per the Stats SA, Census 2022, while there was a decline in the White and Indian or Asian population. The decline could be a result of internal migration where other municipalities become recipients of in-migrants. Despite the negative net migration of the White and Indian/Asian population, the overall population of the municipality has continued to increase.

Table 3: Total Population by Group

Population Group	2011		2022	
	No.	%	No.	%
Black African	131625	88%	186 219	93.4%
White	14707	10%	10341	5.2%
Coloured	892	0.6%	1096	0.5%
Indian or Asian	1678	1.1%	1605	0.8%
Other	475	0.3%	26	0.0%
Population	149377	100%	199314	100%

Source: Statistics South Africa, Census 2011 and Community Survey 2016

2.1.8 Disability

A person is regarded as having a disability if they reported any of the following degrees of difficulty in the six functional domains, namely seeing, hearing, communicating, walking/climbing stairs, remembering or concentrating and self-care:

A person who reported “some difficulty” in at least two domains of functioning.

A person who reported “a lot of difficulty” in any of the six domains of functioning.

A person who reported “cannot do at all” in any of the six domains of functioning.

Table 4 below indicates the type of disabilities that are prevalent in Msukaligwa with a total of 16 941 and 18 792 persons living with disability in 2011 and 2022, seeing being the highest number followed by people who are using walking sticks or Frames in 2022.

Table 4: Prevalence of disabled by type of disability

Type of Disability	2011	2022
	Persons	Persons
Seeing	3759	15 058
Hearing	1599	1 809
Communication	2319	
Walking Stick or Frame	3105	2 952
Remembering/concentration	1664	
Self-care	4495	
Wheelchair		1 232
Prosthesis/Artificial Limb		1 346
Other Assistive Devices		1 122
Total	16 941	18 792

Source: Statistics South Africa, 2011 & 2022

2.2 Development Indicators

2.2.1 Educational Levels

Table 5 below depicts the education levels in Msukaligwa between the years 2011 and 2025 with a population of children within the municipality who remain without schooling. Msukaligwa grade 12 pass rate increased from 80.6% in 2014 to 92.80% in 2024, which is an improvement of 8%. The municipality obtained the 2nd highest pass rate after Steve Tshwete Local Municipality in the Province.

The proportion of population 20 years and older with no schooling improved between 2011 and 2022 – the indicator declined from 12.3% in 2011 to 10.9% in 2022. The proportion of population 20 years and older with a tertiary qualification declined alarmingly between 2011 and 2022 – the indicator deteriorated from 9.2% in 2011 to 7.1% in 2022.

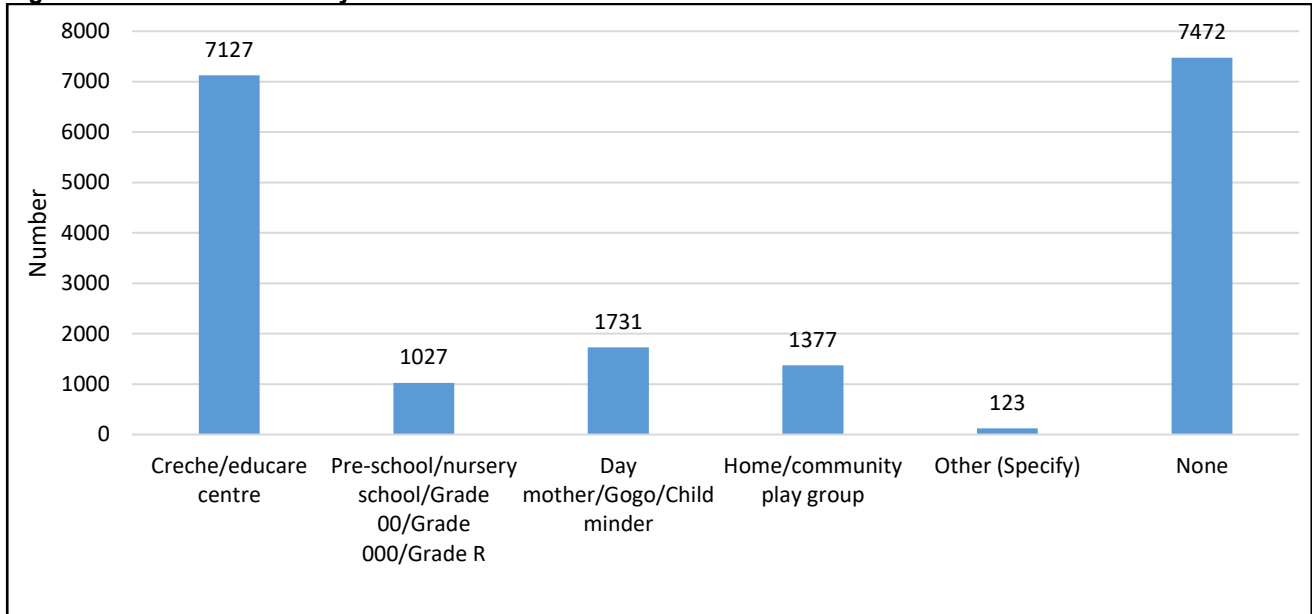
In 2022, the functional literacy rate (88.0%) was the 6th highest in the province & showed an improving trend.

The leading challenges in the municipal area are, to accommodate the educated young people, inadequate economic opportunities, provision of adequate educational & recreational infrastructure as well as skills development activities to meet the needs of the community. In 2020, the functional literacy rate was at 85.6% - 6th highest in the province and showed an improving trend. In 2021 the functional literacy rate was at 87.5%

Table 5: Education Levels

Education Indicators								
Indicator	2011	2016	2020	2021	2022	2023	2024	2025
% Population 20+ with no schooling	12,3%				10.9%			
%Age 20yrs+ with some Primary	11.7%				7.1%			
%Age 20yr+ and completed grade 7/Primary	79.0%	81.4%		87.5%	3.3%			
%Population age 20+ with Some Secondary	32.6%				32.4%			
% Population 20+ with tertiary education	9.2%				7.1%			
%Population 20+ with Grade 12/STD 10	29.6%				38.7%			
Grade 12 Pass Rate			76.40%	71.1%	83.6%	84.80%	92.80%	91.40%
Admission to University				32.6%	44.9%	40.5%		
Functional literacy rate				87.5%	88.0%			

Source: Statistics South Africa, 2011, 2016 CS, 2022 & Department of Social Development

Figure 10: ECD Attendance by Children 0-4 2022

Source: Department of Social Development

2.2.1.1 Educational Facilities

Table 6 below reflects the number of educational facilities within Msukaligwa municipality with only one FET College. Considering the continuous population growth within the municipality and the shortage of skills within communities, there is a need for a tertiary institution within the District. With the development within the municipality there is a need for a high school at Ermelo Ext. 32, 33, 34 and New Ermelo area, Khayelihle close to Emadamini and Thusi Ville as well as additional Primary Schools, except for the schools mentioned in table 6.

The establishment of these new schools should seek to promote innovation amongst learners so they can be problem-solvers and provision of adequate educational & recreational infrastructure which is a challenge within the municipality. Moreover, these schools will lessen the overcrowding faced by existing schools. It is therefore imperative that the existing schools are aligned to the key economic drivers of the municipality. For instance, since agriculture is a big economic driver within the municipality, the soil is fertile enough for the establishment of agricultural colleges that will feed into the agriculture labour market.

The table also indicates an imbalance in terms of the primary schools as compared to the number of high schools. Once again, the limited number of high school facilities further forces parents to seek other alternatives outside the municipality. Another explanation to the number of high school facilities could be a result of children, within the age of 15 years and above dropping out of school due to various factors.

Table 6: Educational Facilities

Educational facilities	
Facility	Number
No. of Primary Schools	71
No. of High School	6
No. of Combined Schools	12
No. of Secondary Schools	11
No. of Tertiary Education Facilities	0
No. of FET Colleges	1
No. of Training Centres/Adult Education	9
No. of Private Schools	3
Day Care Centres	40

Source: Municipality, Dept. of education & dept. of Social Development

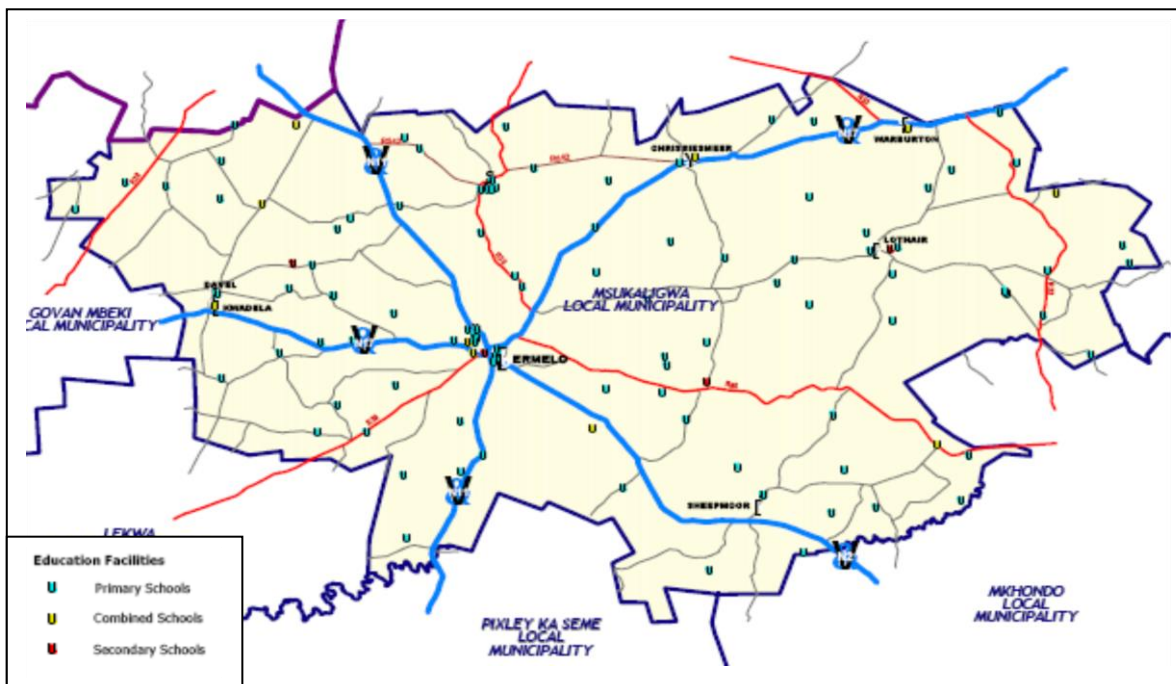
2.2.1.2 Education status

The District in collaboration with the Department of Education, Department of Labour and Private Education Institution should assist the municipality to undergo an assessment of its skills and training needs. The partnership will seek to come with a strategic document that will guide in the following:

- Technical Skills Training and Entrepreneurs Development
- Engineering (Artisans and Engineers)
- Agriculture and related services
- Accountants and Auditors
- SMME's Capacity Building and Training

In response to the calls of the MDGs together with SDGs which seek to achieve equal and equitable education to boys and girls regardless of where they come from DoE embarked on programmes which focus on improving/constructing/upgrading a number of schools within the municipality. This includes farm schools where most primary schools are needed due to dispersed communities of the municipality, as illustrated in map 3. The municipality has also worked closely with DoE in providing access to education through the provision of scholar transport to scholars located in farfetched communities. Such a provision has contributed towards the goal of achieving universal primary education for children.

Map 4: Educational Facilities



2.2.2 Labour Profile

To identify socio-economic trends within the municipality, it is important that we have statistical information on the employed and unemployed population of the municipality. These statistics are important when planning for the economic development of the municipality.

2.2.2.1 Labour Indicators

The official unemployment rate of Msukaligwa deteriorated from 24.1% in 2019 to 25.7% in 2022. The expanded unemployment rate deteriorated from 32.3% to 37.6% over the same period. In 2022, both Msukaligwa's official & expanded unemployment rates were the 2nd lowest in the district. In 2022, the official unemployment rate for females was 31.6% & that of males 21.1%. In 2022, the official youth (15-34 years) unemployment rate was 37.6% - lowest in the district. This is a concern.

about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs. Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Importance and relevance of the UMP and TVETs in this regard. In 2022, 5.0% of Mpumalanga’s employed worked in Msukaligwa, which was equal to 17.4% of the district. Between 2019 & 2022, employment numbers declined by 1.6% p.a. The average annual employment growth deteriorated compared with the 2014-2019 increase of 2.0% p.a. The job gains in 2022 was 6 633, which was in contrast to the 4 793 job losses in 2021.

In 2022, the largest employing industries in Msukaligwa were trade, community services, mining, & finance.

Source: *Socio-Economic Profile by the Department of Economic Development and Tourism*

2.2.2.2 Sectors of Employment and their Contribution to the Regional Economy

The municipality comprises a number of sectors that contribute to the regional economy and providing employment to the people of Msukaligwa and surrounding areas.

Table 7 below depicts that in 2022 the main “pull” industries contributing to employment include, among others, Trade (21.1%), Community services (16.6%), Mining (13.6% and Finance (10.8%), Manufacturing (9.6%) and). The Community Services and Mining contributing sectors show an increase in employment contribution compared to 2019 which further supports the population increase, though there is a decrease in Trade, Finance, Manufacturing and Construction.

The impact of COVID-19 has had cross-cutting effects on the economy, health, education and hidden impacts. Thus, despite the increase in population and economic growth in the Municipality which has been supported by South Africa’s positive economic growth of 2020, COVID-19 has had devastating implications within the Municipality resulting in an estimated 4381 jobs losses (Department of Economic Development & Tourism , 2021, p. 47) with the Construction Sector shedding the highest number of jobs equating to 30 050 job losses in Mpumalanga (Department of Economic Development & Tourism , 2021, p. 67) . Consequentially, the impact of COVID-19 will be felt at the Municipal level for years to come especially with unknown COVID-19 ‘hidden’ impacts. These hidden impacts include a redirection of service delivery funds and an impact on municipal revenue, especially on municipalities which already have strained cash flow. In these tumultuous pandemic times, revenue collection in municipalities is highly vulnerable to defaulting by household due to income losses (Department of Planning, Monitoring and Evaluation, 2020, pp. 2-3). Notwithstanding the pre-existing service delivery challenges facing, the Municipality should adopt a differentiated approach in addressing the impact COVID-19 has had.

Table 7: Employment per Sector & Contribution to GDP

	2020		2022	
	Employment	Contr. to GDP	Employment	Contr. to GDP
Trade	6.3%	18.5%	21.1%	17.7%
Community Services	9.5%	5.6%	16.6%	27.2%
Finance	10.4%	5.6%	10.8%	19.7%
Manufacturing	3.0%	19.2%	9.6%	5.4%
Construction	7.5%	17.0%	6.9%	1.9%
Private Households	22.7%	23.3%	7.4%	-
Mining	5.2%	31.0%	13.6%	6.8%
Agriculture	12.5%	24.5%	6.2%	6.5%
Transport	15.3%	23.0%	5.0%	9.5%
Utilities	7.6%	-	2.8%	5.3%
Total	100%	13.4%	100%	16.7%

Source: *Department of Economic Development & Tourism*

Table 8: Household Income per month

Income Category	2022	%
R0-R2 400	3	0.0%
R2 400 – R6 000	32	0.1%
R6 000 – R12 000	242	0.5%
R12 000 – R18 000	562	1.2%
R18 000 – R30 000	2 217	4.7%
R30 000 – R42 000	3 217	6.8%
R42 000 – R54 000	3 313	7.0%
R54 000 – R72 000	4 987	10.5%
R72 000 – R96 000	5 198	11.0%
R96 000 – R132 000	5 450	11.5%
R132 000 – R192 000	5 840	12.3%
R192 000 – R360 000	7 063	14.9%
R360 000 – R600 000	4 436	9.4%
R600 000 – R1 200 000	3 095	6.5%
R1 200 000 – R2 400 000	1 385	2.9%
R2 4 000 000+	251	0.5%
Total	47 292	100.0%

Source: S&P Global – Regional eXplorer, October 2023

2.2.3 Inequality and poverty levels

The share of population in Msukaligwa below the lower bound poverty line (LBPL) increased/deteriorated from 42.9% in 2019 to 43.3% in 2022 – the 9th highest/lowest of the local municipal areas. In 2022, the number of people below the LBPL was 73 340 – the 7th lowest number. In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Msukaligwa had 35 039 poor households in 2023. In 2022, Msukaligwa's share of income by the poorest 40% of households was 7.9%, an increase/improvement from 7.1% in 2019.

Msukaligwa ranked 9th highest/lowest, indicating that income inequality was not as severe within the area as in other areas of the province. In 2022, the Human Development Index (HDI) of 0.64 was higher/better than the 0.63 in 2019.

In April 2023, there were 34 084 beneficiaries of social assistance grants in Msukaligwa.

Msukaligwa ranked 7th lowest in terms of the 17 serious crimes reported and recorded an improvement between 2018/19 and 2022/23.

Table 9: Population and People below minimum living standard

Indicators	2019	2022
Share of population below the lower bound poverty line	42.9%	43.3%
Number of people in poverty	70 216	73 340
Share of income by poorest 40% of households	7.1%	7.9%
HDI	0.63	0.64

Source: DEDT- Socio-Economic Profile December 2023

2.2.4 Demographic Processes that Shape Population of an Area

There are three demographic processes that shape the population of an area, namely **fertility** (births), **mortality** (deaths), and **migration** (movement of people). These are the key drivers of population change, influencing a population's size, structure, and distribution over time.

- Fertility and mortality determine the **natural increase** (or decrease) of a population, while
- Net migration accounts for population changes due to people moving in and out of a region

The Fertility(births) and Mortality(deaths) rates of Msukaligwa will be incorporated in the next generation of IDPs.

Migration

Human migration is described as a movement by humans from one area to another, sometimes over long distances or in large groups. This movement includes humans moving from province to province, within a province and from one country to another on various reasons. Olivia Manning in Wikipedia, the free encyclopaedia, classify migration into three major types being labour migration, refugee migrations, and urbanization. As mentioned, there are various factors that forces people to migrate, and migration do have advantages and disadvantages depending on the reasons for migration.

In Msukaligwa local municipality, urban migration coupled with population growth due to In-migration people moving from other provinces to Msukaligwa for deferent reasons and fertility, and illegal migrants are putting pressure on the resources of the municipality and service delivery. We have seen a high increase in number of informal settlements overwhelming the municipality's resources in delivering services to those communities as well as affecting our electricity infrastructure. When some of these informal settlements have to be formalized and residents registered for ownership, it would be established that some of those residents cannot be registered since they do not have citizenship or legal documentation to be in the country. This therefore make it difficult to deal with human settlement issues in respect if land for relocation of the informal settlements.

Migration Status by Province/Area of Previous Residence, 2022														
Municipality	W Cape	E Cape	N Cape	Free State	KwaZulu-Natal	North West	GP	MP	L P	Outside South Africa	Do not know	Unspecified	N/A	Total Pop
Msukaligwa	83	157	166	184	1622	94	1157	189 631	349	829	11	3 689	1 342	199 314

Types of Migrants in Gert Sibande District Municipality 2022			
	In-migrants	Immigrants	Total Migrants
Gert Sibande	24 533 (81,9%)	5 436 (18,1%)	29 969
Msukaligwa	3 812 (82,1%)	829 (17,9%)	4 641

2.2.5 Crime Stats Per Component

The table below depict the 3rd quarter comparison of the crime categories from 2021 to 2025 per station in Msukaligwa, with Breyten, Chrissiesmeer, Ermelo, Lothair and Sheepmoor having the highest recording and Davel the lowest.

Breyten
Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	2	1	0	1	0	-1	1 count lower
Sexual offences	6	7	3	7	11	4	4 counts higher
Attempted murder	0	1	0	3	1	-2	2 counts lower
Assault with the intent to inflict grievous bodily harm	12	21	14	21	13	-8	8 counts lower
Common assault	8	10	17	16	10	-6	6 counts lower
Common robbery	1	4	2	0	7	7	7 counts higher
Robbery with aggravating circumstances	9	14	3	0	0	0	0 count diff
Contact crime (Crimes against the person)	38	58	39	48	42	-6	6 counts lower
SEXUAL OFFENCES - BREAKDOWN							
Rape	4	5	3	5	8	3	3 counts higher
Sexual assault	2	2	0	2	2	0	0 count diff
Attempted sexual offences	0	0	0	0	1	1	1 count higher
Contact sexual offences	0	0	0	0	0	0	0 count diff
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 count diff
Robbery at residential premises	0	3	1	0	0	0	0 count diff
Robbery at non-residential premises	4	4	0	0	0	0	0 count diff
TRIO Crime	4	7	1	0	0	0	0 count diff
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	0	0	1	0	0	0	0 count diff
CONTACT-RELATED CRIMES							
Arson	0	0	1	1	0	-1	1 count lower
Malicious damage to property	7	7	4	5	2	-3	3 counts lower

Contact-related crime	7	7	5	6	2	-4	4 counts lower
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	10	4	2	2	1	-1	1 count lower
Burglary at residential premises	12	14	8	9	7	-2	2 counts lower
Theft of motor vehicle and motorcycle	0	0	1	0	1	1	1 count higher
Theft out of or from motor vehicle	0	5	1	1	1	0	0 count diff
Stock-theft	10	8	9	5	5	0	0 count diff
Property-related crime	32	31	21	17	15	-2	2 counts lower
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	15	15	12	4	9	5	5 counts higher
Commercial crime	3	1	3	5	8	3	3 counts higher
Shoplifting	0	0	0	0	1	1	1 count higher
Other serious crime	18	16	15	9	18	9	9 counts higher
17 Community reported serious crime	95	112	80	80	77	-3	-3,8%
CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	1	2	0	0	0	0	0 count diff
Drug-related crime	4	4	4	3	4	1	1 count higher
Driving under the influence of alcohol or drugs	2	1	3	4	5	1	1 count higher
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	7	7	7	7	9	2	2 counts higher
Kidnapping	0	3	2	0	0	0	0 count diff

Chrissiesmeer
Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	0	0	1	0	0	0	0 count diff

Sexual offences	2	6	7	2	3	1	1 count higher
Attempted murder	0	0	0	0	0	0	0 count diff
Assault with the intent to inflict grievous bodily harm	6	15	12	12	11	-1	1 count lower
Common assault	10	6	8	6	3	-3	3 counts lower
Common robbery	0	0	3	1	0	-1	1 count lower
Robbery with aggravating circumstances	5	6	1	2	0	-2	2 counts lower
Contact crime (Crimes against the person)	23	33	32	23	17	-6	6 counts lower
SEXUAL OFFENCES - BREAKDOWN							
Rape	2	4	3	1	3	2	2 counts higher
Sexual assault	0	2	2	1	0	-1	1 count lower
Attempted sexual offences	0	0	2	0	0	0	0 count diff
Contact sexual offences	0	0	0	0	0	0	0 count diff
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 count diff
Robbery at residential premises	1	3	0	1	0	-1	1 count lower
Robbery at non-residential premises	2	3	0	0	0	0	0 count diff
TRIO Crime	3	6	0	1	0	-1	1 count lower
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	0	0	0	0	0	0	0 count diff
CONTACT-RELATED CRIMES							
Arson	0	0	0	0	0	0	0 count diff
Malicious damage to property	4	8	2	0	3	3	3 counts higher
Contact-related crime	4	8	2	0	3	3	3 counts higher
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	6	5	3	0	3	3	3 counts higher
Burglary at residential premises	4	8	8	2	8	6	6 counts higher
Theft of motor vehicle and motorcycle	0	0	4	1	1	0	0 count diff
Theft out of or from motor vehicle	0	5	1	1	0	-1	1 count lower
Stock-theft	13	13	7	7	3	-4	4 counts lower

Property-related crime	23	31	23	11	15	4	4 counts higher
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	10	17	7	8	8	0	0 count diff
Commercial crime	3	3	5	2	0	-2	2 counts lower
Shoplifting	0	0	0	0	0	0	0 count diff
Other serious crime	13	20	12	10	8	-2	2 counts lower

17 Community reported serious crime	63	92	69	44	43	-1	1 count lower
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CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	3	1	0	0	0	0 count diff
Drug-related crime	2	3	4	0	4	4	4 counts higher
Driving under the influence of alcohol or drugs	1	0	0	3	2	-1	1 count lower
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	3	6	5	3	6	3	3 counts higher
Kidnapping	1	0	0	0	0	0	0 count diff

Davel
Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	0	1	2	0	0	0	0 count diff
Sexual offences	2	4	0	0	3	3	3 counts higher
Attempted murder	1	0	0	0	0	0	0 count diff
Assault with the intent to inflict grievous bodily harm	8	9	10	4	2	-2	2 counts lower
Common assault	4	11	9	6	7	1	1 count higher
Common robbery	1	2	2	0	0	0	0 count diff
Robbery with aggravating circumstances	0	0	1	0	1	1	1 count higher
Contact crime (Crimes against the person)	16	27	24	10	13	3	3 counts higher

SEXUAL OFFENCES - BREAKDOWN

Rape	1	2	0	0	1	1	1 count higher
Sexual assault	0	1	0	0	2	2	2 counts higher
Attempted sexual offences	1	0	0	0	0	0	0 count diff
Contact sexual offences	0	1	0	0	0	0	0 count diff

SOME SUBCATEGORIES OF AGGRAVATED ROBBERY

Carjacking	0	0	0	0	0	0	0 count diff
Robbery at residential premises	0	0	0	0	0	0	0 count diff
Robbery at non-residential premises	0	0	0	0	1	1	1 count higher
TRIO Crime	0	0	0	0	1	1	1 count higher
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	0	0	0	0	0	0	0 count diff

CONTACT-RELATED CRIMES

Arson	0	0	0	1	0	-1	1 count lower
Malicious damage to property	3	5	7	3	2	-1	1 count lower
Contact-related crime	3	5	7	4	2	-2	2 counts lower

PROPERTY-RELATED CRIMES

Burglary at non-residential premises	1	0	1	3	2	-1	1 count lower
Burglary at residential premises	5	3	7	4	3	-1	1 count lower
Theft of motor vehicle and motorcycle	0	0	0	0	1	1	1 count higher
Theft out of or from motor vehicle	0	2	2	1	1	0	0 count diff
Stock-theft	1	3	2	6	6	0	0 count diff
Property-related crime	7	8	12	14	13	-1	1 count lower

OTHER SERIOUS CRIMES

All theft not mentioned elsewhere	1	5	4	5	3	-2	2 counts lower
Commercial crime	1	0	0	2	1	-1	1 count lower
Shoplifting	0	0	0	0	0	0	0 count diff
Other serious crime	2	5	4	7	4	-3	3 counts lower

17 Community reported serious crime	28	45	47	35	32	-3	3 counts lower
CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	0	0	0	0 count diff
Drug-related crime	0	1	4	4	5	1	1 count higher
Driving under the influence of alcohol or drugs	0	0	0	1	2	1	1 count higher
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	0	1	4	5	7	2	2 counts higher

Kidnapping	0	0	0	1	0	-1	1 count lower
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Ermelo

Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	14	10	10	15	6	-9	9 counts lower
Sexual offences	33	40	31	33	36	3	3 counts higher
Attempted murder	13	5	5	4	5	1	1 count higher
Assault with the intent to inflict grievous bodily harm	77	70	88	98	104	6	6,1%
Common assault	37	52	48	73	63	-10	-13,7%
Common robbery	12	21	18	22	22	0	0 count diff
Robbery with aggravating circumstances	63	49	50	49	39	-10	10 counts lower
Contact crime (Crimes against the person)	249	247	250	294	275	-19	-6,5%
SEXUAL OFFENCES - BREAKDOWN							
Rape	31	26	22	28	29	1	1 count higher
Sexual assault	2	11	8	5	5	0	0 count diff
Attempted sexual offences	0	1	0	0	1	1	1 count higher
Contact sexual offences	0	2	1	0	1	1	1 count higher
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	4	2	2	1	0	-1	1 count lower
Robbery at residential premises	22	9	6	8	6	-2	2 counts lower
Robbery at non-residential premises	12	11	10	5	3	-2	2 counts lower

TRIO Crime	38	22	18	14	9	-5	5 counts lower
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	1	1	0	0	0	0	0 count diff
CONTACT-RELATED CRIMES							
Arson	2	0	0	0	2	2	2 counts higher
Malicious damage to property	55	53	44	42	33	-9	9 counts lower
Contact-related crime	57	53	44	42	35	-7	7 counts lower
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	32	55	57	32	20	-12	12 counts lower
Burglary at residential premises	113	109	122	103	92	-11	-10,7%
Theft of motor vehicle and motorcycle	15	16	24	8	5	-3	3 counts lower
Theft out of or from motor vehicle	38	61	40	30	14	-16	16 counts lower
Stock-theft	18	16	19	12	17	5	5 counts higher
Property-related crime	216	257	262	185	148	-37	-20,0%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	108	86	90	85	84	-1	-1,2%
Commercial crime	75	57	61	85	61	-24	-28,2%
Shoplifting	22	23	18	18	24	6	6 counts higher
Other serious crime	205	166	169	188	169	-19	-10,1%
17 Community reported serious crime	727	723	725	709	627	-82	-11,6%
CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	2	7	3	0	0	0	0 count diff
Drug-related crime	24	19	22	23	42	19	19 counts higher
Driving under the influence of alcohol or drugs	50	37	43	57	90	33	57,9%
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	76	63	68	80	132	52	65,0%
Kidnapping	6	3	4	7	3	-4	4 counts lower

Lothair

Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	1	0	1	0	1	1	1 count higher
Sexual offences	3	4	5	3	4	1	1 count higher
Attempted murder	0	1	0	1	0	-1	1 count lower
Assault with the intent to inflict grievous bodily harm	9	7	12	12	14	2	2 counts higher
Common assault	2	3	4	3	0	-3	3 counts lower
Common robbery	0	1	2	0	0	0	0 count diff
Robbery with aggravating circumstances	2	1	4	1	1	0	0 count diff
Contact crime (Crimes against the person)	17	17	28	20	20	0	0 count diff
SEXUAL OFFENCES - BREAKDOWN							
Rape	2	3	4	2	4	2	2 counts higher
Sexual assault	0	1	1	1	0	-1	1 count lower
Attempted sexual offences	0	0	0	0	0	0	0 count diff
Contact sexual offences	1	0	0	0	0	0	0 count diff
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 count diff
Robbery at residential premises	0	0	1	1	0	-1	1 count lower
Robbery at non-residential premises	1	0	1	0	1	1	1 count higher
TRIO Crime	1	0	2	1	1	0	0 count diff
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	0	0	0	0	0	0	0 count diff
CONTACT-RELATED CRIMES							
Arson	2	0	0	0	0	0	0 count diff
Malicious damage to property	1	3	4	3	2	-1	1 count lower
Contact-related crime	3	3	4	3	2	-1	1 count lower
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	1	1	1	2	3	1	1 count higher

Burglary at residential premises	6	4	13	11	9	-2	2 counts lower
Theft of motor vehicle and motorcycle	0	1	0	0	0	0	0 count diff
Theft out of or from motor vehicle	0	1	0	0	0	0	0 count diff
Stock-theft	8	8	11	11	11	0	0 count diff
Property-related crime	15	15	25	24	23	-1	1 count lower
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	8	7	5	4	4	0	0 count diff
Commercial crime	0	0	1	0	2	2	2 counts higher
Shoplifting	0	0	0	0	0	0	0 count diff
Other serious crime	8	7	6	4	6	2	2 counts higher
17 Community reported serious crime	43	42	63	51	51	0	0,0%
CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	0	0	0	0 count diff
Drug-related crime	1	3	0	2	3	1	1 count higher
Driving under the influence of alcohol or drugs	2	0	7	6	3	-3	3 counts lower
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	3	3	7	8	6	-2	2 counts lower
Kidnapping	1	0	0	0	0	0	0 count diff

Sheepmoor

Comparison – 3rd quarter (October to December – 2021 to 2025)

CRIME CATEGORY	October 2021 to December 2021	October 2022 to December 2022	October 2023 to December 2023	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(%) Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	0	2	0	0	2	2	2 counts higher
Sexual offences	1	1	2	2	3	1	1 count higher
Attempted murder	1	0	0	2	0	-2	2 counts lower
Assault with the intent to inflict grievous bodily harm	9	3	8	6	3	-3	3 counts lower
Common assault	6	5	9	4	3	-1	1 count lower
Common robbery	0	2	0	1	0	-1	1 count lower
Robbery with aggravating circumstances	0	2	1	2	1	-1	1 count lower

Contact crime (Crimes against the person)	17	15	20	17	12	-5	5 counts lower
SEXUAL OFFENCES - BREAKDOWN							
Rape	1	1	2	2	3	1	1 count higher
Sexual assault	0	0	0	0	0	0	0 count diff
Attempted sexual offences	0	0	0	0	0	0	0 count diff
Contact sexual offences	0	0	0	0	0	0	0 count diff
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 count diff
Robbery at residential premises	0	0	0	0	1	1	1 count higher
Robbery at non-residential premises	0	1	1	0	0	0	0 count diff
TRIO Crime	0	1	1	0	1	1	1 count higher
Robbery of cash in transit	0	0	0	0	0	0	0 count diff
Bank robbery	0	0	0	0	0	0	0 count diff
Truck hijacking	0	0	0	0	0	0	0 count diff
CONTACT-RELATED CRIMES							
Arson	0	0	0	0	0	0	0 count diff
Malicious damage to property	4	3	7	1	3	2	2 counts higher
Contact-related crime	4	3	7	1	3	2	2 counts higher
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	3	0	3	1	1	0	0 count diff
Burglary at residential premises	4	5	7	6	5	-1	1 count lower
Theft of motor vehicle and motorcycle	1	0	0	0	0	0	0 count diff
Theft out of or from motor vehicle	2	1	4	2	2	0	0 count diff
Stock-theft	8	9	11	9	6	-3	3 counts lower
Property-related crime	18	15	25	18	14	-4	4 counts lower
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	4	2	1	0	3	3	3 counts higher
Commercial crime	1	1	2	2	1	-1	1 count lower
Shoplifting	0	0	0	0	0	0	0 count diff
Other serious crime	5	3	3	2	4	2	2 counts higher

17 Community reported serious crime	44	36	55	38	33	-5	5 counts lower
CRIMES DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	1	1	0	0 count diff
Drug-related crime	0	3	9	6	5	-1	1 count lower
Driving under the influence of alcohol or drugs	0	0	0	3	0	-3	3 counts lower
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 count diff
Crime detected as a result of police action	0	3	9	10	6	-4	4 counts lower
Kidnapping	0	0	0	0	1	1	1 count higher

3 PART C: STATUS QUO ASSESSMENT

3.1 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives:

To build a capable workforce to deliver services

Intended Outcome:

Sustainable organization

3.1.1 Municipal Powers and Functions

In fulfilling its developmental role/mandate as provided for in the Constitution, Msukaligwa Municipality shall strive through its available resources to provide services to its constituent communities. The municipality shall through stakeholder's participation and consultation endeavour to thoroughly plan and manage development within its jurisdiction. Of critical importance while exercising its powers and functions, the municipality must promote and plan for the development of the local economy. Table 10 below tabulates the powers and functions of the municipality as well as the implementing strategies.

Table 10: Powers and Functions of the Municipality

POWERS AND FUNCTIONS	IMPLEMENTING STRATEGY AND PRIORITY ISSUES
Inter-Governmental Relations, Social & Community Services	<ul style="list-style-type: none"> • The municipality will facilitate community development & participation through Mayoral Izimbizo, Mayoral outreach LED Forums, Transport Forums, Disaster Forums, District Communication Foreship Forums and District and Mpumalanga Records Management Forum • The municipality shall through the support of the District Municipality provide fire and disaster management training, infrastructure development, equipment & fleet. • The municipality in partnership with the department of Sport and Recreation will promote and support development of Sports & Recreation within the area of its jurisdiction through provision of suitable infrastructure and promotion of sports, art and culture programmes. • The municipality in partnership with the sector departments and private sector will promote and supports the Youth Development, Gender & Disability programmes and projects. • The municipality will partner with civil society, NGO's, CBO's to facilitate and provide support for HIV/Aids programmes and projects. • The municipality in partnership with sector departments and private sector will support the provision of Community Services through infrastructure and support programmes. • The municipality will in partnership with other spheres of government enhance the provision of Municipal Health Services & Environmental Management. • The municipality will in partnership with all stakeholders facilitate and contribute towards the development of skills an provision of training to enhance the Municipality to have a pool of skills needed to support government and economic development. • The municipality in partnership with the stakeholders and the government will promote and support Tourism initiatives and developments. • The municipality will attract skilled and experienced staff to assist in coordinating district efforts, other spheres of government and private sector efforts. • Partnership with Department of Arts, Culture, Sport and Recreation • Municipality in partnership with the provincial Human Settlements Department, Department of Rural Development and Land Reform, DARDLA should endeavour to provide or acquire land for integrated sustainable human settlement.

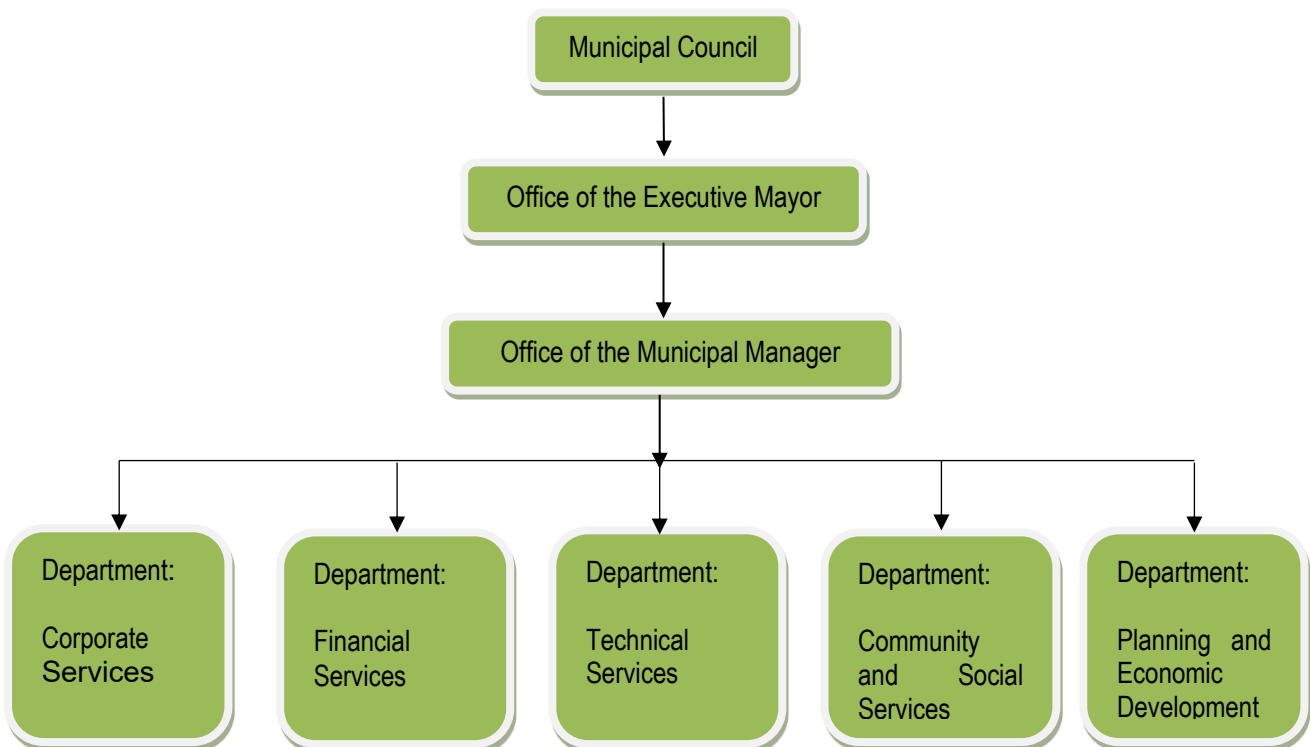
	<ul style="list-style-type: none"> The Municipality participates in District and Provincial Records Management Forum that seek to ensure that Records are managed in accordance with all existing legislations and policies .
Corporate Services	<ul style="list-style-type: none"> The municipality will strive to provide support to all the municipal departments and the community through effective and efficient Administration through Facility Management and Auxiliary Services relevant to Halls and Municipal Facilities Provide efficient and effective support to Council and its Committees through the Council Secretariat Services The municipality will strive to provide effective and efficient Human Resources Management and Development The municipality will strengthen its accountability and transparency through its Communication and Marketing strategies and programme. The municipality will strive and contribute to Youth, Gender and Disability development programmes and projects. The municipality will strive to implement efficient and effective Information Technology (ICT) The Municipality will ensure proper Management of Records for both internal and external use The provision of legal advisory services to Council and directorates Providing support to the offices of the Political Office Bearers
Planning & Economic Development Services	<ul style="list-style-type: none"> The municipality will strive through the Integrated Development Plan to address the following key development priorities: <ol style="list-style-type: none"> Bulk Water and Sanitation infrastructure Facilitate provision of Electricity Facilitate and Provide efficient transport network (airports, rail, roads) Provision of integrated waste management Provision of integrated environmental management plan The Municipality with the assistance of the District and Sector departments will strive through its Town & Regional Planning initiatives to support the following key objectives: <ol style="list-style-type: none"> Feasibility studies for development of Agri-Villages Integrated land use Management Systems Spatial Local Economic Development (economic developmental nodes) Facilitate Township establishment Regional planning for sports centres, landfill sites, cemeteries and fresh produce markets Feasibility studies for future developmental needs (Housing, Water, Sanitation, Transport, Community facilities, Economic nodes and tourism)
Water & Sanitation Services	<ul style="list-style-type: none"> The municipality will in partnership with other spheres of government support and capacitate the establishment and support of water services authorities through the following: <ol style="list-style-type: none"> Water quality control and Monitoring Water Services Development Plans Water Loss Management Institutional Development and capacity building
Organisational restructuring and transformation	<ul style="list-style-type: none"> The municipality will ensure that the organizational structure of the municipality is responsive to the priorities and objectives of the municipality and in line with the Constitutional mandate of the municipality.
Financial Services	<ul style="list-style-type: none"> The municipality will through its Budget and Treasury office guide the compliance to all MFMA requirements and regulations, including its Audit committee.
Infrastructure & Technical Services	<ul style="list-style-type: none"> The municipality will through partnerships and support of private sector and other spheres of government strive to provide: <ol style="list-style-type: none"> Bulk Infrastructure Provision (Planning & implementation) Project Management & Implementation

3. Infrastructure Maintenance & Development
4. Housing (Planning & support)
5. Technical Support

3.1.2 Organizational Design

Council has approved an organizational administrative structure as per **Figure 6** below showing the organizational structure up to top management level with the rest of the other components contained at the broader structure attached as **Annexure "A"**. The political structure which did not form part of the structure below comprises the Executive Mayor, Chief whip, Speaker and members of the Mayoral committee.

Figure 11: Msukaligwa Municipal Organizational Structure



3.1.3 Administrative Capacity

Msukaligwa municipality has approved the administrative structure as indicated on **table 11** below in order to respond to its Developmental mandate.

Table 11: Msukaligwa Municipality Administrative Capacity: Management Level

DEPARTMENT/OFFICE	POSITION	TASK TG/PL	STATUS	GENDER
Municipal Manager	Municipal Manager	Sec.54 A	Filled	M
	Manager in the Office of the MM	17	Filled	M
	Chief Internal Auditor	16	Filled	F
	Senior internal audit	14	Filled	M
	Manager PMS	16	Filled	M
	Chief Risk Officer	16	Filled	M
	Manager Communications /IGR and Call Centre Management	16	Filled	M

	Manager Service Delivery Unit – Breyten / Chrissiesmeer / Lothair	16	Filled	M
Planning & Economic Development	Director Planning and Economic Development	Sec. 56	Filled	M
	Manager Land Use Management and Spatial Development	16	Filled	M
	Manager Human Settlements	16	Filled	M
	Manager LED	16	Filled	M
	Manager IDP	16	Filled	M
	Snr Town and Regional Planner	16	Vacant	N/A
Corporate Services	Director Corporate Services	Sec. 56	Filled	M
	Chief of Staff in the Office of the Exec Mayor	15	Filled	M
	Manager in the Office of the Speaker	15	Filled	M
	Manager HR Management	17	Filled	F
	Snr OHS	14	Filled	M
	Manager Legal Services	17	Filled	M
	Legal Practitioner	14	Filled	F
	Manager ICT	16	Filled	F
	Manager Secretariat, Records	16	Vacant	N/A
	Manager Auxiliary and Facility	16	Filled	M
	Manager Fleet	16	Vacant	N/A
	Manager Mechanical	16	Filled	M
	Manager Transversal	16	Filled	F
Financial Services	Director Finance / CFO	Sec. 56	Filled	M
	Deputy Director Finance	18	Filled	M
	Manager Revenue Management	16	Filled	M
	Manager Budget & Financial Reporting	16	Filled	M
	Manager Demand and Logistics	15	Filled	F
	Manager Cash Management & Credit Control	16	Filled	F
	Manager Assets	16	Filled	M
	Manager Contracts and performance	16	Filled	M
	Manager Expenditure and payroll	16	Filled	F
Technical Services	Director Technical Services	Sec. 56	Filled	F
	Manager Water and Sanitation	17	Filled	M
	Manager revenue protection	N/A	Vacant	N/A
	Manager Roads Management	17	Filled	M
	Manager Electricity (Operations and Maintenance)	17	Filled	F
	Technician Maintenance & Metering	14	Filled	M
	Senior Technician Infrastructure and network	14	Filled	F
	Senior Technician Compliance and monitoring	14	Filled	M
	Technician Infrastructure	14	Filled	M
	Manager PMU	17	Filled	F
	PMU Project Technician	14	Filled	M

	PMU Project Technician	14	Filled	M
	PMU Project Technician	14	Filled	M
	Snr Technician Substation	14	Vacant	N/A
	Snr Technician O&M	14	Vacant	N/A
Community and Social Services	Director Community and Social Services	Sec. 56	Filled	M
	Manager Parks, Sports & Cemeteries	16	Filled	M
	Manager Waste Management	16	Filled	M
	Manager Library and Information Service	16	Filled	M
	Manager Landfill	16	Filled	M
	Chief Fire Officer	16	Filled	M
	Chief Traffic Officer	16	Filled	M
	Deputy Chief Traffic Officer	15	Vacant	N/A
	Station Officer	14	Filled	M
	Manager Disaster Management, Security and Law Enforcement	16	Filled	M
	Senior Internal Auditor	14	Filled	M
Planning & Economic Development	Director Planning and Economic Development	Sec. 56	Filled	M
	Manager Human Settlements	17	Filled	M
	Manager LED	17	Filled	M
	Manager IDP	16	Filled	M
	Manager spatial planning and land use management	17	Filled	M
	Building Technician	14	Vacant	N/A
	Town and regional planner	16	Vacant	N/A
Corporate Services	Director Corporate Services	Sec. 56	Filled	M
	Chief of Staff in the Office of the Exec Mayor	15	Filled	M
	Manager in the Office of the Speaker	15	Filled	M
	Manager HR Management and Development	17	Filled	F
	Manager Legal Services	17	Filled	M
	Manager ICT	16	Filled	F
	Manager Secretariat, Records, Facility	16	Filled	M
Financial Services	Director Finance / CFO	Sec. 56	Filled	M
	Deputy Director Finance	18	Filled	M
	Manager Revenue Management	16	Filled	F
	Manager Budget	16	Filled	M
	Manager Demand and Logistics	15	Filled	F
	Manager Cash Management & Credit Control	16	Filled	F
	Manager Assets	16	Filled	M
	Manager Contracts and performance	16	Filled	M
	Manager Expenditure and payroll	16	Filled	F

According to the table above, it is evident that **9%** of positions at management level were not filled, which implies that the municipality needs to fill those positions as and when funding becomes available. Evident from the above table indicates that out of 85 management positions 76 are filled positions with 9 vacant, 17 females and 59 males. The figures further indicate that the municipality still needs to focus on addressing barriers impacting in the achievement of employment equity targets. It should also be taken into consideration that the positions mentioned above are up to management level and there are still vacant positions below this structure.

The overall Municipal Organizational structure has a total staff composition of **1121**. Out of the **1121** positions, **721** are filled. The total number of vacant positions is **370** out of the **370** vacant position **161** are budgeted and it is anticipated these will be filled in **2026/2027** financial year. The current vacancy rate in the municipality is at **35,7%**.

Over and above the administrative structure of the municipality, there is a functional political structure consisting of the Offices of the Executive Mayor, Speaker, Whip of Council and Mayoral Committee whose roles are general oversight of the municipal activities as prescribed by the Municipal Structures Act.

Table 12: Municipal Posts per Department

DEPARTMENT	TASK GRADE	NO. OF POSTS (AS PER ORGANIZATIONAL STRUCTURE)	NO. OF POSTS FILLED	NO. OF VACANT POSTS BUDGETED	NO. OF VACANT POSTS NOT BUDGETED
Office of the Municipal Manager	Strategic	1	1	0	0
	Tactical (TG 14-18)	7	7	0	0
	Specialised (TG 9-13)	15	10	2	3
	Discretionary (TG 4-8)	13	12	1	0
	Basic (TG 1-3)	0	0	0	0
TOTAL		36	30	3	3
Corporate Services	Strategic	1	1	0	0
	Tactical (TG 14-18)	11	10	1	0
	Specialised (TG 9-13)	60	38	4	18
	Discretionary (TG 4-8)	23	21	2	0
	Basic (TG 1-3)	32	29	3	0
TOTAL		127	99	10	18
Finance	Strategic	1	1	0	0
	Tactical (TG 14-18)	8	8	0	0
	Specialised (TG 9-13)	18	18	0	0
	Discretionary (TG 4-8)	88	66	9	13
	Basic (TG 1-3)	0	0	0	0
TOTAL		115	93	9	13
Technical Services	Strategic	1	1	0	0
	Tactical (TG 14-18)	9	9	0	0
	Specialised (TG 9-13)	77	57	10	10

DEPARTMENT	TASK GRADE	NO. OF POSTS (AS PER ORGANIZATIONAL STRUCTURE)	NO. OF POSTS FILLED	NO. OF VACANT POSTS BUDGETED	NO. OF VACANT POSTS NOT BUDGETED
	Discretionary (TG 4-8)	135	77	10	48
	Basic (TG 1-3)	159	91	69	0
TOTAL		381	235	89	58
Community and Social Services	Strategic	1	1	0	0
	Tactical (TG 14-18)	7	7	0	0
	Specialised (TG 9-13)	48	47	1	0
	Discretionary (TG 4-8)	105	61	15	29
	Basic (TG 1-3)	257	122	25	108
TOTAL		418	238	41	137
Planning and Economic Development	Strategic	1	1	0	0
	Tactical (TG 14-18)	4	4	0	0
	Specialised (TG 9-13)	36	21	8	7
	Discretionary (TG 4-8)	4	3	1	0
	Basic (TG 1-3)	0	0	0	0
TOTAL		45	29	9	7

The table above depicts the Municipal post per department and according to the municipal organisational structure that was adopted by Council as per resolution **LM 841/05/2025**

3.1.1 Institutional Capacity

Table 13: Institutional Capacity / Institutional Plans

ISSUES	STATUS	ISSUES	STATUS	ISSUES	STATUS
Job Evaluation	Job evaluation was conducted and implemented, appeals process has been concluded, however the Outcome reports recommend that a maintenance phase and work-study be conducted.	Focus Groups Programme (Youth, Gender, Disability)	In place	Integrated Water Management Plan	Under Review
Delegations Register	The delegation's register was reviewed and approved by	Delegation of Power Policy	Not in Place	Employment Equity Plan	In place

	Council on 27 February 2023 Council Resolution LM 369/02/2023.				
Human Resource Strategy	In place, and was approved by council on the 28 th of May 2025			Housing Charter	In place

The tables above reflect institutional plans of the Municipality and gives indication of programmes that the Municipality managed to have in place and those that are not yet in place. The Municipality is facing a challenge of developing some of the plans due to either capacity or financial constraints. Financial assistance is therefore required from the District Municipality, Department of Cooperative Governance Human Settlements and Traditional Affairs and other funding institutions to finalize our plans/programmes. Support / assistance from Sector Departments with capacity to develop specific programmes/plans will be highly appreciated.

IMPLEMENTATION OF PMDS

The municipality has adopted PMS Framework and IPDMS Policy and the policy in line with the Municipal Staff Regulation. Municipality has migrated from the Vander Merwe Pay System to the TASK pay system. IPMS has been cascaded to all occupational levels.

3.1.2 Council Committees & Records Management

The Msukaligwa Local Municipality approved the review and restructuring of its section 80 Committees through Council Resolution No **LM 785/02/2025**. There are five section 80 Committees which are the Department of Corporate Services, Department of Finance, Département of Planning and Economic Development, Department of Community Services and the Department of Technical Services.

These Departments also have fully functional and established section 79 oversight committees that were reviewed and restructured through resolution **LM 784/02/2025**. The Local Municipality further have fully functional and established Municipal Public Accounts Committee, Local Geographical Names Committee, By-Laws and Policies Committee, Rules and Ethics Committee, Woman Caucus Committee co compliment the work of Council. The committees are assigned personnel to service them.

Section 79 Committees shall provide assurance to Council, that the Executive is delivering Municipal Services on excellence as per the mandate of Council, Integrated Development (IDP) and Service Delivery Budget Implementation Plan (SDBIP).

Section 80 Committees will focus on the fostering of proper coordination between departments to eradicate duplication and speeding up of Service Delivery.

Key issues on administration of committee services

It is sometimes experienced that items are submitted late, and the admin section has to do addendums. A procedure was agreed upon with all role players that items submitted after the prescribed closing date will be deferred to the next meeting. In order to promote paperless environment and reduce costs the committees of Council are through its standard standing orders holding virtual meetings where necessary with the agenda for committees circulated electronically. The key challenge is still on some Councillors insisting to be provided with hard copies of the council committees agenda whilst they would have received the electronic copies.

3.1.3 Facilities and Auxiliary Services

Facility Management and Auxiliary Services Section

The core functions of this section comprise of coordinating the logistical planning in the municipal facilities, booking of the community halls, facility management, general maintenance, rendering deep cleaning and surface cleaning activities, promotion of personal hygiene, project prioritisation, health and safety in the municipal facilities in line with the applicable legislations such as the **Environmental Health regulations, Facilities Regulations Act of 2004, Environmental Regulations for Workplaces of 1998, Electrical Machinery Act of 2011, Lift, Escalator and Passenger Conveyor Regulations of 2010 and Occupational Health and Safety Act No 85 of 1993** in the allocated budget to ensure that the operational expenditure activities are put into good use for the promotion of personal hygiene, health and safety, revenue enhancement, business continuity, operational efficiency, service excellence and acceleration of quality service delivery in a relentless pursuit for effective implementation of the financial recovery plan and sustainable community development:

The core functions will comprise of the following operational activities:

- Direct supervision and implementation of the management control mechanisms in the facility management and auxiliary services for effective control, business continuity, promotion of personal hygiene;
- Logistical planning, booking of the facilities such as Community Halls for corporate functions, funeral services, weddings and social gatherings;
- Performance evaluation and monitoring of the panel of service providers acceleration and coordination of the procurement processes for the renovation and rehabilitation of the municipal facilities;
- Management control mechanisms and direct supervision in the staff rotation system to improve the conditions of the municipal facilities;
- Amending, adjusting and reviewing policies and operating standard procedures in line with the organizational requirements and statutory guidelines;
- Budget prioritisation in terms of the National Treasury Circular Number: 08 as predicated from the Municipal Standard Chart of Accounts (MSCOA) which was promulgated in April 24, 2014 to ensure uniformity and standardisation of the financial classification to protect the investment properties for capital accumulation and revenue enhancement through a reasonable, affordable, fair, open, cost effective , and market related prices in the administration of the procurement processes in order to respond into the material and socio-economic needs of the clientele public for financial sustainability and community development;
- Policy regulation and implementation of parking spaces for the welfare and safety of the employees in the workplace;
- Establishment of the open view office arrangement in the allocation of the office space and decentralisation of the municipal services.;
- Managing the back-up generator system to ensure implementation plan for business continuity,

Records Management

The Records Management division is faced with challenges of digital document archiving. The Records Management is sitting with over 2TB of documents such as Employees Data, Maps, Sketches, Drawings etc. which is not digitally stored, that on its own it's an audit finding we have been having for the past few years.

The Section has been advised by Provincial Records and Archives to request for proposals on the provision of Electronic Document Management System by accredited service providers. The municipality has advertised for the EDMS so that records management incorporates the file plan that is required by the Provincial Archivist.

3.1.4 ICT Services

The ICT service at the municipality is currently functional as the nerve centre of information. The municipal information can be accessed by public and stakeholders through the municipal website www.msukaligwa.gov.za The Municipal website is currently revamped to be able to enable the public to better access the municipality for all the services that the municipality renders such as E-governance.

3.1.5 IT Capacity of Council and Council Committees for Remote Operation Services.

In terms of the Councillors Tools of Trade policy that was adopted by Council all Councillors are provided with IT tools of trade in the form of laptops and data on a monthly basis. These tools of trade that the municipality has provided to its Councillors are the tools with which Council and its committees are holding virtual and physical meetings. The use of these electronic devices is a very cost effective and efficient for the municipality.

The municipality is using the Microsoft Teams to conduct its virtual meetings. The municipality is delivering the agendas for Council and council committees electronically.

3.1.6 Service Delivery Strategies

There is a necessity to review the organisational structure in the light of the changes that Covid 19 has fostered on Msukaligwa Local Municipality to realize the vision and mission of the municipality through proper alignment of all resources with development priorities as part of the IDP process. The Municipality must begin an urgent process to address succession planning in view of the large number of employees who will be retiring with a lot of institutional memory and skills that have not been imparted to the remaining employees. Accordingly, the formulation of policies will be aimed at achieving the objects of outcome 9 being “a responsive, accountable, effective and efficient local government system”, the millennium targets as well as alignment with the Provincial Growth and Development Strategy. In order to accelerate service delivery, the municipality need funding which implies that the municipality will through the District, Provincial and National departments as well as other funding sources strive to solicit funding for projects that cannot be funded. The municipality is obliged to put in place mechanisms for the implementation of the District Development Model in all its operations.

3.1.7 Skills Development and Capacity Building

Skills shortage within the municipality is a challenge which impact on service delivery and Local Economic Development. There is a shortage of skills mostly in the technical, financial and other specialised fields. This is also affecting the use of local labour in specialised fields resulting in companies employing people from outside the municipality which eventually contributes to high unemployment and resentment by locals’ residents that their work opportunities are taken by outsiders.

The municipality shall therefore endeavour through its available resources and support from other institutions as well as the District and other spheres of government:

- to build capacity and develop skills to existing and future internal staff
- to engage FET institutions with regards to skill required within the municipality
- to engage private sector in respects of training of local employees on specialized field and skills transfer
- to encourage the use of local labour by private sector on activities/developments taking place within the municipality.

In case of internal staff, the municipality has adopted the five year skills development plan following the Skills Audit project in which plans are to be explored for skills development through various institutions. As far as encouraging the use of local labour, the municipality is in accordance with the prescripts of EPWP ensuring that local labour is used in which skills are transferred to local people. The municipality is updating the skills audit that was conducted in 2020 as required by the Municipal Staff Regulations. The municipality will also be exploring the ISDG funding to close the gap where there are shortages with regards to the technical skills required particularly by Technical Services departments.

3.1.8 Municipal Policies

Policy	Approved	Date Of Approval	Council Resolution
	Yes / No		
Standing Orders for Traffic Officers	Yes	2012	
Standing orders of the Msukaligwa Fire And Rescue Service	Yes	April 2010	LM 905/04/2010
Integrated Veld Fire Management Plan	Yes		
Fire Service Master Plan	Yes	30 June 2020	LM 704/06/2020

Policy	Approved	Date Of Approval	Council Resolution
	Yes / No		
Incapacity Due To Ill-Health Policy	Yes	30 June 2024	LM 674/07/2024
Remuneration work outside the municipality (WROM)	Yes	30 June 2024	LM 674/07/2024
Attendance and Punctuality Policy	Yes	30 June 2024	LM 674/07/2024
Employee Assistance Policy	Yes	30 June 2024	LM 674/07/2024
Leave Management Policy	Yes	30 June 2024	LM 674/07/2024
Succession Policy	Yes	30 June 2024	LM 674/07/2024
Overtime Policy	Yes	30 June 2024	LM 674/07/2024
Occupational Health and Safety Policy	Yes	30 June 2024	LM 674/07/2024
Bursary Policy	Yes	30 June 2024	LM 674/07/2024
Recruitment, Selection, Promotion and Retention Policy.	Yes	30 June 2024	LM 674/07/2024
Scarce Skills Allowance Policy	Yes	30 June 2024	LM 674/07/2024
Acting Policy	Yes	30 June 2024	LM 674/07/2024
Employee Transfer Policy	Yes	30 June 2024	LM 674/07/2024
Danger allowance Policy	Yes	30 June 2024	LM 674/07/2024
Travelling Allowance Policy	Yes	30 June 2024	LM 674/07/2024
IPMS Policy	Yes	30 June 2024	LM 674/07/2024
Sexual harassment Policy	Yes	30 June 2024	LM 674/07/2024
Exit or termination Policy	Yes	30 June 2024	LM 674/07/2024
Tools of Trade Policy for Councilors	Yes	30 June 2024	LM 674/07/2024
Electronic Communication Device Policy	Yes	30 June 2024	LM 674/07/2024
Msukaligwa CGICT Framework	Yes	28 June 2023	LM 440/06/2023
ICT Steering Committee Charter	Yes	28 June 2023	LM 440/06/2023
ICT Security Controls Policy	Yes	28 June 2023	LM 440/06/2023
ICT User Access Management Policy	Yes	28 June 2023	LM 440/06/2023
ICT Service Level Agreement Management Policy (External Service Providers/Vendors)	Yes	28 June 2023	LM 440/06/2023
ICT Disaster Recovery Policy	Yes	28 June 2023	LM 440/06/2023
ICT Data Backup and Recovery Policy	Yes	28 June 2023	LM 440/06/2023
Standard Operating Procedures	Yes	28 June 2023	LM 440/06/2023
Hardware & Software Standardization Policy	Yes	28 June 2023	LM 440/06/2023
Public Participation Policy	Yes	27 February 2023	LM 615/02/2023
Public Participation Strategy	Yes	30/06/2023	LM 699/06/2020
Msukaligwa Records Management Policy	Yes	30/10/2025	LM 933/12/2025
Secretariat Support Policy	Yes	28 Nov.2023	LM 526/11/2023
Msukaligwa Facilities and Auxiliary Services Policy	Yes	25 May 2025	LM 846/05/2025
Delegations Register	Yes	27 February 2023	LM 615/02/2023
Change Control Procedure	Yes	31 May 2019	LM 374/05/2019
SOP Legal Services	Yes	31 May 2019	LM 374/05/2019
Compliance Policy and Register	Yes	31 May 2019	LM 374/05/2019
Individual Performance Management & Development Policy	Yes	30 June 2024	LM 674/07/2024
Development of SMME and Cooperatives Policy	Yes	2020	
Housing Allocation Policy	Yes	2020	
Bulk Service Contribution Policy/Development Charges	Yes	28 November 2023	LM 523/11/2023
Land Use Enforcement Policy	No	N/A	To be developed in the outer years.
Naming of Streets and Townships Policy	No	N/A	2024/2025
Electronic Record Keeping System	Yes	22 Dec. 2025	LM 721/11/2024
A SPLUMA compliant SDF has been reviewed	Yes	May 2020	LM 673/ 05/2020).
SPLUMA compliant LUS was approved by Council	Yes	January 2021	LM 896/01/2021

Policy	Approved	Date Of Approval	Council Resolution
	Yes / No		
Standing Orders for Traffic Officers	Yes	2012	

3.1.9 Municipal By-Laws

The municipality has not been successful in having its By-Laws promulgated and enforced due to the huge cost entailed in having this done. Although there had been promise by sector department to assist the municipality in this regard the municipality must now make budget provision from each of the cost centres for the municipal By-Laws to be promulgated and enforced.

By-Law	Date Of Approval By Council	Council Resolution	By-Law Gazetted	How Is The By-Law Enforced	How Was Consultation Done With The Public	Any Challenges Encountered
Spatial Planning and Land Use Management By-Law, 2016	12/11/2015	LM 712/11/2015	22 April 2016	Will be enforced Through the working together with the SAPS and the NPA pending the appointment of the law enforcement officers.		
Land Invasion and the Management and Control of Informal Settlements By-Law.	27/08/2020	Final by-law (LM 774/08/2020).	Waiting for the publication in the gazette.	Will be enforced Through the working together with the SAPS and the NPA pending the appointment of the law enforcement officers.	Through the newspapers and community meetings	Minimum capacity on the law enforcers.
Msukaligwa Local Municipality Land Use Scheme		LM 896/01/2021	Awaiting promulgation		Advertised on media	
Electricity	2004	LM1512/02/04	By-law currently under review with the assistance of MISA	Will be enforced Through the working together with the SAPS and the NPA pending the appointment of the law enforcement officers.	Through the newspapers and community meetings	Minimum capacity on the law enforcers.
By-Law relating to Nuisances			Gazetted	Through the working together with the	Through the newspapers and	Minimum capacity on the law enforcers.

By-Law	Date Of Approval By Council	Council Resolution	By-Law Gazetted	How Is The By-Law Enforced	How Was Consultation Done With The Public	Any Challenges Encountered
				SAPS and the NPA	community meetings	
Traffic			Gazetted	Through the working together with the SAPS and the NPA	Through the newspapers and community meetings	Minimum capacity on the law enforcers.
Dogs			Gazetted	Through the working together with the SAPS and the NPA	Through the newspapers and community meetings	Minimum capacity on the law enforcers.
Street Trading	28/02/2021	LM934/02/2021	Awaiting for publication in the gazette.	Will be enforced Through the working together with the SAPS and the NPA pending the appointment of the law enforcement officers.	Through the newspapers and community meetings	By-law not gazetted and cannot be enforced
Waste Management by-law		LM 774/08/2020	Gazetted	The by-law is enforced by the Waste Officers/ SAPS/ and Municipal By-Law enforcement officers	Through the newspapers and community meetings	Environmental Management laws are not properly understood by SAPS.
Fire Service By-Law	28/02/2021	LM934/02/2021	Waiting for publication in the gazette.	By fire fighters appointed as peace officers	Through the newspapers and community meetings	By-Law is since 2009 not gazetted and can there for not be enforced and fines could not be approved by the magistrate due to the non-gazette of the by-laws to date.
Storm Water By-Law	Draft not approved yet. The review is done with the assistance of MISA.	N/A	Not gazetted		Through the newspapers and community meetings	

3.2 BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives

To provide sustainable and reliable services to communities

Intended outcome

Sustainable and well-maintained services infrastructure

The municipality shall through its available resources and in partnership with state departments strive to provide and improve basic services and infrastructure to its communities in order to achieve statutory obligation of providing basic services to the community to ensure better life for all. In its endeavour to improve service delivery, the municipality has through the District, MIG and other funding sources extended its services to rural communities/farms by providing water boreholes where farm owners consented to these services. It should however be noted that service provision at some rural/ farm areas become difficult due to resistance by farm/landowners which poses a challenge to the Municipality. All urban areas within the municipality have access to running water which includes squatter areas where water is provided through communal taps. The municipality has further endeavoured to meet the millennium target of eradicating the bucket system by providing water borne sewerage system at formal township areas and VIP toilets at rural/farm areas as well as communal water borne or chemical toilets for some of the informal settlements.

Urban migration is also posing a challenge especially in Ermelo with the increase of illegal squatting making it difficult for the municipality to render proper sanitary services, water and waste removal. **This has also brought about an overloaded electricity grid due to the high demand created by continuous theft, vandalism, and illegal connections on the network.** Water provision has also been affected as most higher lying areas especially in Ermelo Extension 34, Breyten town and KwaZanele, including Chrissiesmeer and KwaChibikhulu, are experiencing drops and / or no water supply especially during peak hours.

The municipality is offering free basic water of six kilolitres (6kl) to indigent households only. The provision of free basic electricity still remains a challenge to the municipality. Eradication of informal settlement is one of big challenges of the municipality as this impacts on community health due to poor sanitation services, refuse removal and inaccessibility to some sections of the settlement as result of poor/none existence of roads.

3.2.1 Summary of Service Delivery Backlogs

Below are service delivery progress figures as well as backlogs from June 2022.

Services	Total No. of Households Census 2022	Households serviced - Census 2022	New developments after Census 2022	Progress as at end of June 2025	Backlog as at end of June 2025	% backlog as at end of June 2025
Water	67 827	63 526	210	63 736	4 091	6,0%
Sanitation	67 827	62 031	334	62 595	5 232	7,7%
Electricity	67 827	59 145	85	59 230	8 597	12,7%
Refuse Removal	67 827	50 056	1 852	51 908	15 919	23,5%

The figures for electricity include connections made by Eskom at areas licensed to Eskom. In terms of waste removal, only areas where the municipality could render such services were considered.

Sex of Head of Households by Local Municipality in Gert Sibande District, 2022

Municipality	Number of Male-headed Households	% of Male-headed Households	Number of Female-headed Households	% of Female-headed Households	Total
Gert Sibande	200 232	53	177 951	47	378 182
Msukaligwa Local Municipality	37 135	55	30 692	45	67 827

Age of Head of Households by Local Municipality in Gert Sibande District, 2022.

Municipality	12 - 17	18 - 24	25 - 34	35 - 59	60 +	Total
Gert Sibande	1655	21755	68634	215669	70471	378182
Msukaligwa Local Municipality	172	4102	13189	39811	10552	67827

3.2.2 Water Provision

The Msukaligwa Local Municipality, as the designated Water Services Authority, is responsible for the supply and management of water within its jurisdiction. Over the years, with support from Gert Sibande District Municipality and other government partners, the municipality has actively worked towards achieving the Millennium Development Goals by ensuring universal access to water by 2020. These efforts have resulted in the reduction of the water service backlog to 6.1% by the end of June 2024.

It is important to note that the remaining backlog primarily affects communities in rural and farm areas, where water is provided through boreholes, windmills, and water tankers, albeit below the Reconstruction and Development Programme (RDP) standards. Additionally, interventions funded through the Water Services Infrastructure Grant (WSIG) and the Municipal Infrastructure Grant (MIG) have enabled the refurbishment of aging water infrastructure, enhancing its efficiency.

3.2.2.1 Water quality

Ensuring the provision of clean water remains a top priority. The municipality continually strives to meet the South African National Standards (SANS) 241 requirements. Monthly water sampling and testing are conducted through the Gert Sibande District Municipality's laboratory, covering both tap and borehole water sources. Furthermore, Msukaligwa Municipality has established its own water testing facility at its treatment plants, allowing daily monitoring.

A Technician has been appointed to oversee compliance at drinking water facilities, while an acting Superintendent ensures optimal operations at the treatment works. During the last Blue Drop assessment of 2022, the municipality achieved a score of 21.6%, showing slight improvement from the previous score of 21%. The department of Water and Sanitation is preparing to have assessments in 2026; however the actual dates are still to be determined.

3.2.2.2 Water Supply

Ermelo and Wesselton are supplied with raw water sourced from Brummer Dam, Douglas Dam, and the Department of Water and Sanitation's Jericho Scheme, which is treated at the Northern and Southern Water Treatment Works. Their design capacities are as follows:

Treatment Works	Design Capacity (Ml/day)
Northern	14
Southern	13
Total	27

Reservoirs and their capacity

Reservoir	Capacity (kl)	Quantity
South Reservoir	10,000	2
Ithafa Reservoir	5,000	1
Airport Reservoir	5,000	5
SABC Tower	700	1

Current Water Provision

- Jericho Scheme (also supplying Davel and Kriel Power Station)
- Brummer Dam: 100% full
- Douglas Dam: 100% full

Other Administration Units

The municipality is also responsible for the provision of water to other administration units within its jurisdiction. Those are:

- Lothair
- Breyten
- Chrissiesmeer
- Davel
- Sheepmoor

Water supply to additional areas is managed as follows:

AREA	RAW WATER SOURCE	PLANT CAPACITY (MI/day)	OPERATIONAL CAPACITY (MI/day)	REQUIRED CAPACITY (MI/day)
Breyten	Torbanite Dam	6	4	6
Chrissiesmeer	Receives water from the Breyten supply			
Lothair	Impuluzi River	1	1	3
Davel	Jericho Scheme	1	0.5	2
Sheepmoor	Jericho Scheme	1	0.5	1

Legislative Plans

The municipality have developed the following Legislative Plans.

Document name	Implementation date	Status
Water Master Plan	September 2019	Due for review
Water Safety Plan	July 2024	Approved
Standard Operating Procedures for Water Treatment Works	June 2022	Approved
Water Services Development Plan	July 2023	Approved
Water Conservation and Demand Management Plan	February 2023	Approved

3.2.2.3 Allocation for water provision and maintenance of infrastructure

The municipality funds maintenance from its operational budget, guided by the Spatial Development Framework prioritizing upgrading and maintenance projects.

A total of R34 361 939.00 has been allocated for water infrastructure improvements from MIG, WSIG, and RBIG grants for the 2025/2026 financial year.

Challenges/Key issues

- Current water infrastructure valued at over R500 million requires a minimum of R50 million annually for maintenance (10% standard).
- Funding for maintenance is insufficient due to financial constraints.
- Shortage of human resources in maintenance teams.

3.2.2.4 Household Access to water

Urban. and semi-urban households are mainly supplied through house connections or communal taps, while rural areas depend on boreholes and water tankers. Borehole maintenance is handled internally and by contracted service providers. Eight municipal water tankers are operational.

Table 14: Households with Access to Water

No. of h/holds	households with adequate water supply		households with inadequate water supply		Estimated Backlog	
	No.	%	No.	%	No.	%
67,827	63,526	95%	4 091	6,0%	4 091	6,0%

Source: Statistics South Africa, Census 2022, and local administrative data

Table 14: above reflect the number of households with and without adequate water supply within the municipality. The municipality has through funding from MIG, District and own initiatives ensured that access to water for all has improved over the past years. There are still challenges in ensuring access to water more especially in the rural areas of the municipality. The vastness of the rural areas as well as resistance of some land owners also poses a challenge in provision of water/boreholes.

Table 15: Types of Access to Water

Types of Access to Water	2001	2011	2016
Piped water inside dwelling	10,340	21,707	25, 543
Piped water inside yard	9,720	10,248	17,320
Piped water from outside yard	6,554	2,075	3,478
Borehole	369	2587	1,642
Spring	425	375	343
Dam/Pool	828	656	75
River/Stream	610	952	927
Water Vendor	297	190	-
Rain water tank	67	168	53
Water tanker	0	1342	462
Other	478	632	1,246
Total	29,688	40,932	51,089

Source: Statistics South Africa, Census 2001, 2011 and Community Survey 2016

The above table reflects the level of service delivery mechanisms in respect of provision of water to the communities of Msukaligwa municipality. The municipality still need to do a lot of work with regard to providing water at the rural areas and therefore landowners, especially those resisting need to be engaged in negotiations to enable the municipality to provide water for those residents.

3.2.2.5 Status of Bulk Supply and Storage

Gert Sibande District Municipality, as the implementing agent under RBIG, has commenced bulk water projects:

CLUSTER	AREA	ALLOCATION	PROGRESS
1	Ermelo / Wesselton	R1 billion	Still to be implemented
2	Breyten (including Chrissiesmeer, Lothair, Warburton)	R415 million	98% complete
3	Davel	R35 million	Completed

The estimated cost to upgrade bulk storage and supply is R1.45 billion. The goal is to establish reliable regional water supply schemes by 2030.

3.2.2.6 Free Basic Water

Registered indigent households receive six kilolitres of free water monthly, funded by the equitable share. Rural communities are serviced via boreholes and tanker deliveries.

3.2.3 Sanitation

The provision of sanitation remains a major challenge in rural/farm areas due to vast distances and resistant private landowners. The municipality eradicated the bucket system by 2007, replacing it with waterborne and VIP systems. The current backlog in sanitation provision is at 8.1%.

Warburton remains without functional sanitation due to water shortages, despite installed infrastructure. However, the municipality is in a process to refurbish the network infrastructure together with the wastewater treatment plant since the bulk water project from Breyten is almost complete.

Allocation for Sanitation

A total of R50 000 000.00 has been allocated for reticulation and outfall sewer projects in 2024/2025 through MIG, WSIG, and RBIG funding streams. Free basic sanitation services are provided to registered indigent households.

Challenges/Key issues

- The total value of sanitation assets has not yet been established.
- Maintenance budgets are insufficient and funded from the operational budget.
- Human resource constraints persist in maintenance teams.

Table 16: Msukaligwa Municipality Households by Type of Toilet

Type of Toilet	2001	2011	2016
Flush toilet (connected to sewerage system)	19,170	28,910	37,969
Flush toilet (with septic tank)	1,187	912	429
Pit toilet with ventilation (VIP)	1,122	1,393	2,006
Pit toilet without ventilation	4,896	4,746	6,442
Chemical toilet	90	321	497
Bucket toilet system	794	457	-
None	2,430	1,987	1,295
Other		2,206	2,451
Total	29,689	40,932	51,089

Source: Statistics South Africa, Census 2001, 2011 and Community Survey 2016

From the table above, a reflection is made of households that still use other means of sanitation or below RDP level which remains a challenge. The areas without proper sanitation are mostly at farms/rural areas which the municipality is in a process of providing a possible alternative toilet system to as opposed to the VIP toilets. About 97.5% of the municipality's households have been provided with hygienic toilet systems while 2.5% are still below the RDP level of sanitation.

3.2.3.1 Waste Water Treatment

All sewer treatment plants are operating over the design capacity. This is due to housing developments that have been taking place around the municipality. There's a need to upgrade all municipal sewer treatment plants together with bulk main lines to the capacity that will be able to cope with existing demands. The following are the treatment plant according to type:

Table 17: Types of Waste Water Treatment Plants

Municipal Admin Unit	Type of Plant	Treatment Capacity	Required Capacity
Ermelo & Wesselton	Treatment Plant	6 mega litres per day	24 mega litres per day
Breyten	Oxidation ponds	<1 mega litre per day	3 mega litres per day
KwaZanele	Treatment plant	3 mega litres per day	6 mega litres per day
Chrissiesmeer & KwaChibikhulu	Oxidation ponds	<1 mega litre per day	3 mega litres per day
Silindile/Lothair	Oxidation ponds	<1 mega litre per day	3 mega litres per day
Davel/KwaDela	Oxidation ponds	<1 mega litre per day	3 mega litres per day
Sheepmoor	Oxidation Ponds	1 mega litre per day	<1 mega litre per day

The Refurbishment of Davel, Breyten, Chrissiesmeer, Lothair and KwaZanele ponds have been completed. Plans to upgrade the Ermelo WWTW's capacity from 6MI/d to 30MI/d are currently underway. The project will commence before the end of this financial year (2024/2025) and the allocated funding is approximately R780 million. The project period is estimated at 6 years.

Legislative Plans

The municipality has developed the following Legislative Plans:

Sector/Master Plan	Implementation	Status
Sewer Master Plan	Implemented	Approved, due for review
Waste Water Risk Abatement Plan	Implemented	Approved July 2023

3.2.3.2 Free Basic Sanitation

Indigent households receive a free basic subsidy on wastewater management services, financed from the national equitable share allocation.

3.2.4 Electricity Supply

Msukaligwa Local municipality comprises of seven admin units. Electricity supply is therefore rendered by the municipality where license is held by the municipality and by Eskom for those areas licensed to Eskom.

There are no backlogs within the municipality's area of supply. All the areas that are currently not electrified are informal settlements. However, there is a backlog within Msukaligwa jurisdiction but under Eskom's license areas. The major challenges in these areas affecting farm dwellers are secluded off-grid areas and that of wayleave issues whereby landowners refuse to sign.

Allocation for Electricity

The allocation for maintenance of electricity is funded from our operational budget. There is no allocation for bulk electricity infrastructure. However, 10 km of MV underground cables in various areas to the total amount of R 15 million have been replaced to date. There is a challenge with maintenance of the existing infrastructure and therefore the amount allocated for maintenance is not enough.

An amount of **R 2 871 104** has been allocated for the electrification of 120 households from INEP funding for **2025/2026** financial year and from the Energy Efficiency and Demand Side Management Grant, an amount of **R4 000 000** had been allocated for retrofitting of 250W HPS to 100 LED lights in the **2025/2026** financial year. Most of the areas to be electrified are farm / rural areas under Eskom's area of supply.

A multi-year bulk electricity project estimated to an amount of R 56 million is envisaged to commence in **2026/2027** financial year for the Upgrading of the 11kV Switching Station at Wesselton Ext 7 to a 20MVA, 88/11kV Substation. Furthermore, Silindile Ext 3 with 120 households is expected to be electrified with the project estimated value of **R 2 691 000 in 2025/2026** financial year.

Challenges/Key issues

The main challenge for the municipality in providing electricity is at farm areas where some farm owners are refusing to give consent for electrification for their farms dwellers households.

The Municipality has applied for bulk capacity upgrades in 2023/24 financial year from Eskom (Notified Maximum Demand) to eradicate monthly penalties and to meet the current demand of the growth. However, there is a lack of appetite from Eskom due to high debt and lack of capacity hence the Municipality still awaits feedback from Eskom. Also consider allocating funds for the replacement of underground cables which are negatively impacting on the electricity supply as there are constant power failures due to aged and insufficient cable sizes.

3.2.4.1 *Free Basic Electricity*

The municipality is offering free basic subsidy on electricity services based on 50 kwh as well as basic charges to registered indigent households.

3.2.5 Roads and Transportation

3.2.5.1 *Roads*

The municipality is faced with a huge challenge of ensuring that access roads by its residents to critical areas and social amenities including access to economic opportunities are maintained. The state of most of the municipal roads especially the gravel roads are bad with poor storm water drainage. The unacceptable standards of our roads also impact on our local economic development and tourism industry. Heavy trucks transporting coal are causing a lot of damage to the municipal, national and provincial roads. The national roads damaged by the heavy trucks are in process of being maintained by the South African National Roads Agency Limited. **Table 18** below indicates the length and the status of the municipal roads; this is as per the asset register in 2018. It should be noted that the indicated length does not include the rural roads within the municipality.

Table 18: Roads Infrastructure

Municipal Roads		National and Provincial Roads	
Status	Length	Classification	Number
Total Km for municipality	446,8 km	National Roads	3 (N11,N17,N2) 220.13 km
Total tarred and paved roads	234,34 km	Provincial Roads	4 (R33,R36,R39,R65 & R542) =221.82km
Total gravel roads/ Backlog	212,59 km	Msukaligwa Municipal Roads	Numbered and un-numbered link and farm roads=2760.21km

Source: as per asset register: 2018

Allocation for roads infrastructure

The allocation for roads infrastructure operations and maintenance is budgeted an amount of R10,000,000.00 from the own operational budget. There is no capital budget from Council's own money for new roads. Allocation of **R 30 925 501.55** has been made available from MIG and MDRG funding for upgrading existing roads to paved surfaces. However, the Spatial Development Framework makes provision for new roads based on the future expansion of the municipality. Such new roads become part of the future developments, and the municipality will therefore plan for maintenance of such roads

Key issues

The total asset value of the municipal tarred roads is **R 750,000,000** and **R 65,000,000** for gravel roads. Therefore 10% of the total asset value goes to operations and maintenance of the roads which implies that a total of **R 81,500,000** is required for maintenance of the municipal roads a year. As with other maintenance programmes, the maintenance is funded from own operational budget. A total of **R 31 838 169** has been allocated for upgrading of roads in the **2025/2026** financial year. As a result of the fiscal constraints, the municipality is also experiencing shortage of tools of trade in the maintenance teams

creating a huge backlog on maintenance of the gravel and surfaced roads infrastructure. The municipality is also in the process of procuring the professional service provider for the development of Roads and stormwater master plans and the project will be funded internally although there are financial constraints. The operations and maintenance plans are developed every financial year. The national roads damaged by the heavy trucks are being maintained by the South African National Roads Agency Limited. There is currently an ongoing N2 upgrades road project worth R3.2 Billion which is currently under construction.

3.2.5.2 Access Roads and Backlogs

Most of the social facilities within the towns and townships of the Municipality are accessible through municipal internal roads linking to National and provincial roads. Maps 4, 6 and 7 depicts the National and Provincial roads linking to municipal and provincial secondary routes to various social amenities like schools and health facilities within the municipality. There are currently no backlogs in respect of construction of new municipal roads since roads form part of every new development. The only challenge as mentioned before is the maintenance of existing municipal roads due to budgetary constraints. The municipality does not have enough funds for maintenance of the existing roads.

3.2.5.3 Transportation

Transportation within the municipality and surrounding municipalities takes place through various methods that include the following:

3.2.5.3.1 Road Transportation

Road transportation is being carried out through the National, Provincial and Municipal roads networks for both goods and passengers as depicted on Map 4. The South African National Roads Agency (SANRAL) has already started with the planning stage for the 42km ring road linking the National roads N17, N11, N2 and Standerton road. The estimated value of the project is R 800million (Vat inclusive).

The South African National Roads Agency has implemented the R3.2 billion (Including Vat) project in Msukaligwa Local Municipality for the upgrading of the N2 National Road and the estimated duration is 45months. The Mpumalanga Department of Public Works Roads and Transport handed over the road R65 to SANRAL. The emergency repairs on the 36km stretch are estimated to be R165 million rands after completion the road will be under the SANRAL routine road maintenance to benefit the local SMME's.

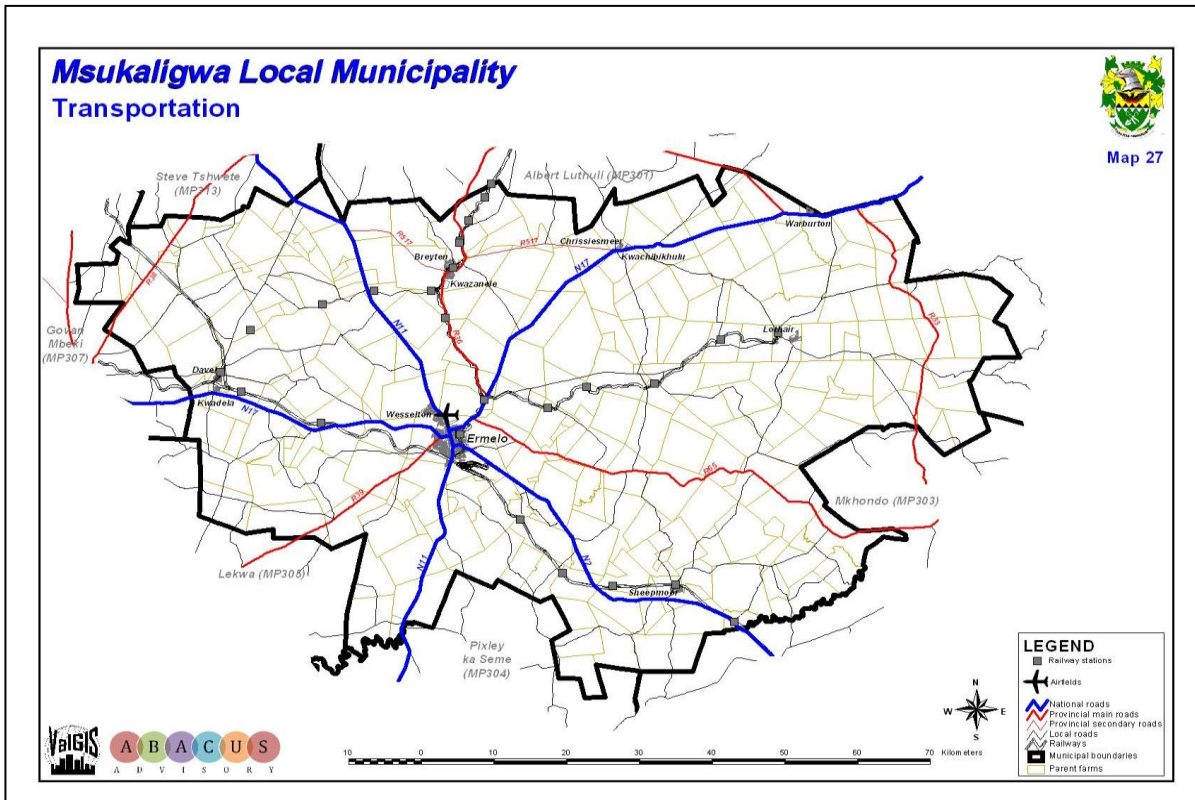
3.2.5.3.2 Rail Transportation

Currently the rail transportation within the municipality is for goods only. However, the GSDM Integrated Transport Plan has a proposal of looking at investigating the feasibility of providing a rail commuter service along the Leandra/Ermelo/Piet Retief railway line which will provide convenient mobility within the district. There is also an initiative from the National government to extend the railway line from Lothair to Swaziland in order to improve transportation of goods between South Africa and Swaziland which will in turn alleviate the road transportation burden. In improving transport system, the government commits to shift the transportation of coal from road to rail in order to protect the provincial roads through a planned construction of Majuba Rail coal line linking to the existing rail line in Msukaligwa to Majuba power station. The Majuba rail coal line is expected to be commissioned in near future.

3.2.5.3.3 Air Transportation

Air transportation is currently limited for smaller activities due to the size of the landing strips and licensing thereof. There are 3 landing strips within Msukaligwa municipality one municipal landing strip in Ermelo with tarred runway for various activities, one at Warburton and Woodstock farms respectively used for firefighting purposes by forestry companies.

Map 5: Transportation Network



3.2.6 Storm Water Management

The operation and maintenance budget for storm water management for the 2025/2026 financial year has been allocated an amount of R 1 000 000. There is no specific Storm Water Management Plan as yet due to financial constraints within the Municipality and the Municipality is however looking at establishing the plan once funding for the plan is available. Most of the storm water problems are addressed during construction or upgrading of roads. There is a dedicated project for the construction of a Stormwater channel at Wesseltown Ext.6 which is going to be implemented in the next financial year and will be funded from the MIG. Shortage of tool of trade remains a challenge since there are no resources available for maintenance of storm water drainage system owing to financial constraints.

3.2.7 Community and Social Service

3.2.7.1 Health Services

In terms of Chapter 2 of the Constitution of the Republic of South Africa, act 108 of 1996, provision is made that everyone has the right to have access to Health care services including reproductive health care. It is from this provisions that the *National Health Act, Act 61 of 2003* has been promulgated to address issues pertaining to health. The aim of the National Health Act is to provide a framework for a structured uniform health system within the Republic, taking into account the obligations imposed by the Constitution and other laws on the national, provincial and local governments with regard to health services and to provide for matters connected therewith.

In delivering health services to the citizens of the country, the Act also recognizes the following important aspects:

- the socio-economic injustices, imbalances and inequities of health services of the past
- the need to heal the divisions of the past and to establish a society based on democratic values, social justice and fundamental human rights
- the need to improve the quality of life of all citizens and to free the potential of each person.

Section 27(2) of the Constitution, states that, “*the State must take reasonable legislative and other measures within its available resources to achieve the progressive realization of the rights of the people of South Africa to have access to health*”

care services, including reproductive health care". Since health services is a provincial function, the municipality have an obligation as the third sphere of government to render support services to the Department of health in terms of infrastructure and all other services that will promote and improve quality of life of the community. Coordinated planning between the municipality and the Department of Health must be encouraged in order to realize the objects of the Constitution.

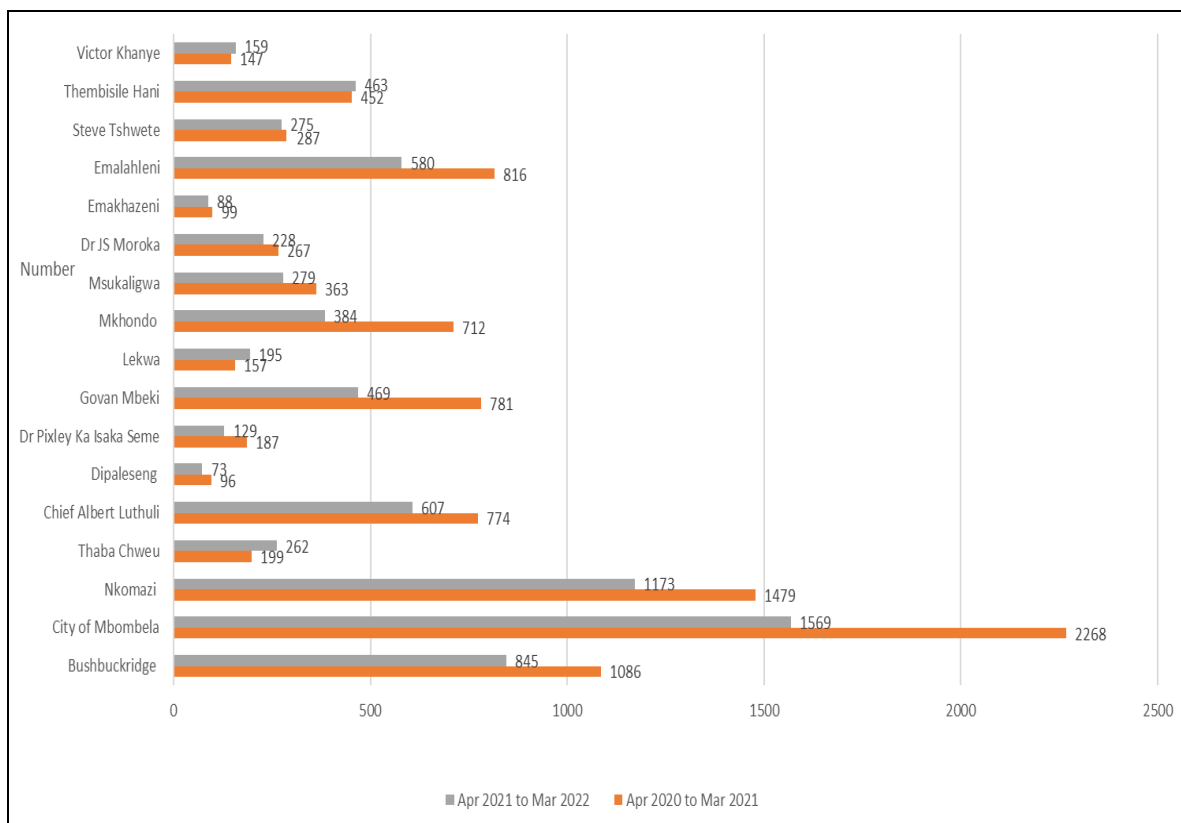
3.2.7.1.1 HIV/AIDS

Msukaligwa municipality is partnering with the District municipality, the Department of Health and all relevant stakeholders to facilitate all programmes aimed at responding to the HIV/AIDS infections within the Municipality. According to the Department of Health, 2013, HIV prevalence rate within the municipality has been standing at a rate of **46.5%** among the antenatal clients tested which has increased when compared to 2012 at **34.4%**. The municipality will therefore in partnership with all relevant stakeholders engage in the following activities:

- ✚ Developing and implementing programmes and projects on HIV/AIDS awareness.
- ✚ To provide slots/articles on local media to educate the community on how to prevent infection and provide counselling service to the HIV/AIDS victims.
- ✚ Provide support to people living with HIV/AIDS through the home-based care.
- ✚ Draft the HIV/AIDS workplace policy to assist the municipality in ensuring confidentiality in the workplace.
- ✚ Based on resources available, the municipality will provide support services to HIV/AIDS orphans and child headed Homes

HIV Prevalence Amongst 15-24 Year Olds by LMs, 2020/21 and 2021/22

The table below reflects a decrease in HIV/AIDS prevalence amongst the 15 to 24 years old from 363 in April 2020 to March 2021 and 228 from April 2021 to March 2022 in Msukaligwa Local Municipality.



Source: MP Department of Health

Table 19 Health Facilities

Facilities	Number
Private Hospitals	1
Primary Health Care Clinics	10
Mobile Clinics	4
Government hospitals	1
Infectious Hospital (TB)	1
Dentists	4
Gynaecologist	h
Social Workers	12
Private Doctors	20

Map 6: Social Facilities: Public Health

3.2.7.2 Safety and Security

A key strategy is the fostering of co-operative relationship between the South African Police Service (SAPS), South African Defence Force, Taxi Associations, Transport industry and the community through **Community Safety Forum** to ensure that all parties work together to deal with crime and injustices within Msukaligwa. In dealing with the matters of safety and security, the municipality has jointly with the SAPS and all other stakeholders as mentioned above established a Community Safety Forum to deal with issues of safety and security within the municipality.

Municipal by-laws are being evaluated to maximise the impact of the Municipal Law Enforcement Unit on Safety and Security issues through a highly visible and effective policing service. The Municipal Law Enforcement unit has been established to ensure that Municipal By-Laws are enforced. Our Municipal Council has recently approved an organisational structure, which gave effect for the establishment of Municipal Law Enforcement Unit, with its primary mandate to combat crime, enforcement of Municipal by-laws and addressing truck related problems in Msukaligwa.

Msukaligwa supports the development of cohesive functioning and well linked communities where social pressure work to limit the acceptability of criminal activity and increase co-operation with policing. This programme also drives general community education on crime prevention in partnerships between police and community-based organisations in order to increase community involvement in crime reduction.

3.2.7.3 **Libraries**

The Msukaligwa Municipality Library and Information Services addresses the needs of all the members of the community and recreational literature, subjects' literature, project and reference collection, community information service and sections for children and teenagers are inter alia available.

The service rendered by the Library Services to the community of Msukaligwa include inter alia :circulation of library material such as books, periodicals, CD's and audio-visual material free internet and Wi-Fi connectivity; computer usage and many other services. Children are catered for with reading programmes and story hours included among other services. Information is provided on the availability of reading matter and its suitability. Special packages are put together for school projects.

In addition, study areas are available and further educational services are provided with exhibitions. Library facilities within Msukaligwa Municipality are available in Ermelo, Wesselton, Breyten, Davel, KwaZanele, Chrissiesmeer, kwaChibikhulu (newly built and partially serviced Library built by Msobo Mine), Cassim Park, Silindile and Thusiville. Other disadvantaged areas such as New Ermelo, Warburton and Sheepmoor do not have libraries at all and have to rely on the libraries situated in Ermelo. Should funds be secured priority will be given to these disadvantaged areas to increase library coverage. The existing libraries are not adequate for the reading community. A Mobile Library is also envisaged which will assist in operating at remote areas and farms.

Msukaligwa Municipal Library Services aims to provide access and exposure to library and information services so that culture of reading and learning is promoted. Literacy is something that has a positive knock-on effect throughout South African society and has been identified as being of particular importance. Book allocation in disadvantaged areas has been identified as an area that needs to be improved. The aim is to supply more books, with relevance to disadvantaged communities, taking into consideration the needs of the community.

The library service of the municipality has the following programmes and projects in place to support and facilitate library activities:

- Promotion of literacy programmes (Literacy day, World book day etc.)
- Schools outreach programmes
- Library extension services (Blind, old age, etc.)
- Establishment of new libraries.
- Upgrade and renovation of libraries.
- Free internet and Wi-Fi services.

Key issues/challenges facing library services

- Land for new libraries.
- Lack funds to sustain the services.
- Staff shortages.
- Insufficient space for study purposes at most libraries especially in Ermelo. The library is currently running out of space.

3.2.7.4 **Community Facilities**

The municipality have a number of community facilities some of which are not owned or operated by the municipality. According to plan Msukaligwa Municipality should have 2 Thusong Community Centres one at Breyten and the other at Wesselton but due to financial reasons from the Provincial Department, only the Breyten TSC is operating. It should also be noted that Xstrata mine has financed the establishment of Lothair Thusong centre which is almost completed. With regard to postal services, some postal services like at Warburton and Lothair and Sheepmoor are running on an agency basis.

Table 20 Community facilities

Area/Town	Police Station	Public Sport Facilities	Public Libraries	Community Halls	MPCC/TSC	Post Offices	Pension pay points	Comments
Breyten/KwaZanele	1	4	2	2	1	1	1	There are four informal soccer field at Breyten
Ermelo, Wesselton, Cassim Park and Thusiville	2	9	4	5	-	1	2	There are five informal soccer field at Wesselton. There are three informal soccer fields at Thusi Ville, two in Ermelo mine, one in Extension 1, one at Bambanani village, two in Extension 33, and one in New Ermelo/ Nyibe. The Thusiville library is completed and operating.
Chrissiesmeer/Kwachibikhulu	1	1	2	1	-	1	1	There is one informal soccer field at Chrissiesmeer
Davel/Kwadela	1	2	1	1	-	1	1	There is one informal soccer field at KwaDela. There is a complaint that the existing library at Davel is far from the majority users who reside at KwaDela.
Lothair/Silindile	1	1	1	1	1	1	1	The TSC is almost completed and postal services run by agency at Lothair
Sheepmoor	1	1	-	1	-	1	1	There is one informal soccer field at Sheepmoor. No library at Sheepmoor
Warburton/Nganga	-	1	-	-	-	1	-	Postal services run by agency at Warburton. The sport facility is an informal soccer field. The library structure at Warburton is under construction
TOTAL	7	19	10	11	2	7	7	

3.2.7.5 Sports and Recreation Programmes and Projects

The sports section of the municipality has the following programmes and projects in place to support and facilitate sports and recreation activities:

- Mayoral games tournament.
- Msukaligwa marathon events.
- Women in sports.
- Training of sports council office bearers.
- Municipal employees' games.
- Establish and monitor progress of sports councils, federations.
- Upgrade and Maintenance of sports facilities.

Key issues/challenges facing sport and recreation

- Land for new sports facilities.
- Lack of funds.

- Staff shortages.
- Lack of Equipment for sporting clubs.
- Lack of Equipment for maintenance of sports facilities.
- Vandalism at sports facilities.

3.2.7.6 Disability Coordination and Support

Currently the municipality have no programs in place that support disability, however, an interim disability forum has been established to facilitate the formulation of the Disability Development Strategy as well as the reasonable accommodation policy on persons with disability. Two of the challenges in fast tracking these programs are Human Resource as well as the financial resources as there is no budget to support this program.

3.2.7.7 Youth Development and Gender Support

As a public service provider, Msukaligwa Local Municipality should meet three basic requirements in order to be regarded as successful:

- Firstly, its services should be driven by the needs and interests of the public.
- Secondly, its quest for professionalism in the rendering of services must be highly effective.
- Thirdly, its role in the development of communities within its jurisdiction.

In order to meet these requirements with regard to Youth Development and Gender Support, hearings were conducted to assess the needs and demand for the formulation and implementation of a youth policy.

The role of the Municipality as a Youth Development Agency could be enhanced and clearly defined to public participation.

Specific Objectives

- Assessing the current realities with regard to organized youth activities in terms of organizational structures, resources and resource management, empowerment of target groups and other development project.
- Assessing qualitative and quantitative needs for Youth Policy Development with regard to all areas mentioned above in terms of the new South African realities.
- Youth Empowerment Initiatives linked with Local Economic Development (LED) activities for socio-economic growth.
- Designing and developing modules for a youth policy formulation.
- Identification of measures to be taken for the enhancement of accountability at all levels

Focus Areas to be reached

- Target group identification and analysis.
- Identification and analysis of the needs of the youth and youth organizations
- Translating the needs into policy frame work
- Formulation of action plan for the implementation of youth policy

Translating the Needs into Policy Framework

- Define the concept "YOUTH DEVELOPMENT" in terms of the Municipality vision and/ or Integrated Development Plan (IDP).
- Identifying specific areas other than normal operational activities in which youth developmental work could be undertaken.

Formulation of Action Plan for the Implementation of the Youth Policy

- Identifying different sectors, guidelines and criteria for the establishment of collaborative networks in the field of youth development.

- Identifying the needs and designing the format for change management and institutional transformation in the municipality as well as youth organizations.
- Meeting the need for liberalization, democratization and socialization in respect of youth development.

Challenges

Challenges in the transformation process might be to identify practical solution for among others as follows:

- Differences of opinion with regard to the role of the municipality as a “POLITICS DRIVEN” institution and the role of need driven by youth organizations.
- Lack of well design guidelines and support systems by the different sphere of government.
- Capacity of willingness of the Municipality and the organized youth sector to participate in youth matters.
- Unrealistic expectations and Resistance to transformation.
- Institutional arrangement

3.2.7.8 *Rights of Children*

Currently there are no clear guidelines as to what role municipalities should play with regard to the right of a child. The municipality in partnership with NGO's, CBO's and other organisations that work with the right of a child will establish an advisory council on the right of a child which will facilitate the formulation of the children's right policy as well as the protection policy.

3.2.7.9 *Gender Based Violence (GBV)*

- Gender based violence has become one of the most devastating and damaging events in the society in the county, the continent and the world. The ever-increasing statistics of reported cases of Gender Based Violence are concerning. The national government has directed that all levels of government must put in measures in their programmes to combat the incident of GBV through the launch of the Gender Based and Femicide Response Team at the local level. The municipality had assigned an official to amongst other matters coordinate all the GBV matters, and the official is located within the Office of the Executive Mayor to highlight the importance and seriousness of the matter
- The World Health Organization in April 2020 took a stand and implored leaders and policy makers to among other things.
- Include essential services for violence against women when they make plans for COVID 19;
- Allocate adequate resources for services for survivors and identify ways to make the services accessible; and

Explore alternative shelters for women who require this. Recent national statistics indicate that Gender-Based Violence and Femicide (GBVF) remains a critical challenge in South Africa. According to recent crime statistics, approximately 5,500 women are murdered annually, equating to 15 women per day, while over 10,000 rape cases are reported per quarter. These figures confirm that South Africa continues to experience one of the highest rates of GBVF globally.

At a provincial level, Mpumalanga reflects persistently high levels of sexual offences, domestic violence, and assault-related crimes. Although there is no officially disaggregated GBVF data available at municipal level for Msukaligwa Local Municipality, proxy data derived from SAPS stations (Ermelo, Breyten, Davel) and social services indicates ongoing incidents of:

- Domestic violence
- Sexual offences
- Child abuse

The absence of reliable localised data highlights a systemic gap in data collection, reporting, and integration into municipal planning frameworks, including the Integrated Development Plan (IDP).

Furthermore, despite the adoption of the National Strategic Plan on Gender-Based Violence and Femicide, GBVF has not been fully mainstreamed into municipal programmes due to:

- Lack of dedicated funding
- Institutional capacity constraints
- Competing service delivery priorities

It is evident that government acknowledge that the fight against this scourge can only be won if all stakeholders work together in a collaborative, integrated and coordinated manner. "The municipality is currently having a draft Calendar of transversal activities which will be implemented in the 2024/20256 financial year in which GBV issues are included. The municipality is therefore awaiting Council on the approval of the plan".

GBV&F PROGRAMMES

ACTIVITIES	DATES	CAPITAL C	OPERATIONAL COST	OBJECTIVES
Men's and boys' dialogue on GBVF	9 July 2026	As per Capex	<u>R100 000.00</u> Catering Transport Promotional material PA System Venue	-Encourage men to speak against GBV and promote positive masculinity.
Women's Month GBVF Summit / Awareness Campaign	6 August 2026	As per Capex	<u>R300 000.00</u> Catering Venue Decor Promotional material Transport	-Promote Women Empowerment and discuss GBVF challenges affecting women.
Session 1: Female Trafficking awareness workshop Session 2: Self- Defense and Safety Workshop	10 September 2026	None	<u>R200 000.00</u> Transport Catering PA system Venue	-Equip women and girls with personal safety skills. - To educate communities on what constitutes female trafficking, including recruitment methods, warning signs and common myths.
GBVF and Mental Health Awareness Programme	8 October 2026	None	<u>R150 000.00</u> Venue Promotional Material Catering Transport PA system	-Address emotional trauma, depression and mental wellness linked to GBVF
Candlelight Memorial for GBVF Victims	22 October 2026		<u>R150 000.00</u> Candles Catering Venue Decor	Honour victims of GBVF and promote community solidarity
Launch of 16 days of Activism	November 2026	None	<u>R70 000.00</u> Transport Catering PA system	Official launch of anti-GBVF campaigns
Event for abused children and children headed homes	November 2026	None	<u>R300 000.00</u> Tent and Chairs PA system Catering Transport	-To create a safe, supportive and child-friendly environment where children feel protected, valued and heard

			Gifts	-To provide psychosocial support and encouragement -To identify vulnerable children
Holiday Safety Campaign	11 December 2026	None	<u>R200 000.00</u> Flyers PA system Catering	-Raise awareness on domestic violence and alcohol abuse during festive season.
Back-to School GBV Awareness Campaign	January 2027	None	<u>R300 000.00</u> Promotional Material Learner gifts	-Promote Learner safety and reporting of abuse.
Child Protection Awareness Programme	February 2027	None	<u>R250 000.00</u> Promotional Material Catering	-Educate communities on child abuse prevention.
Human rights and GBV Awareness Programme	March 2027	None	<u>R350 000.00</u> Promotional material Catering Tents and chairs Venue	-Link GBV prevention to human rights during Human Rights Month
International Denim Day	April 2027	None	<u>R500 000.00</u> GBVF branded T-shirts GBVF branded Sun Hats Promotional Material	-To promote solidarity as a municipality on the fight against GBVF
GBVF Awareness Dialogue with Traditional Leaders	May 2027	None	<u>R150 000.00</u> Catering Promotional Material	-Strengthen community leadership in GBVF prevention.
Victim Support Services Exhibition	June 2026	None	<u>R300 000.00</u> Catering Promotional Material Venue Transport	-Showcase available support services and referral pathways.
Additional GBV Programmes for consideration: -Sanitary pad drive for girls in schools - Women's gardening project		None	<u>R200 000.00</u> Sanitary Pads Gardening equipment Seeds Catering	-To provide free sanitary products to vulnerable women and girls -To promote economic empowerment by enabling women to grow, market and sell fresh produce. -To enhance food security for NGO's and participating households. -To foster men as allies in the Protection and empowerment of women and children within the community.

Disability and Elderly

ACTIVITIES	DATES	CAPITAL C	OPERATIONAL COST	OBJECTIVES
Health Fair:	July 2026	None	<u>R120 000.00</u> Transport Catering Mobile toilets	-To raise awareness about common health issues -To provide an inclusive, supportive environment where elderly people and

-Free Health Screenings: blood pressure checks, diabetes tests, BMI & weight assessment, vision screening.				persons with disabilities can interact with health care providers and each other
Disability career exhibition: -Career fair showcasing inclusive recruitment and entrepreneurial support.	October 2026	None	<u>R80 000.00</u> Lunch Venue	<ul style="list-style-type: none"> - Connecting Talent with Opportunity: The primary goal is to provide a platform where talented individuals with disabilities can network with inclusive employers who are committed to diversity and inclusion. - Promoting Equitable Employment Outcomes: The events aim to directly address the systemic barriers to employment faced by disabled individuals, helping to reduce the disability employment gap and foster an inclusive economy.
Disability Art Exhibition: Exhibit art works by local artists with disabilities in public spaces like libraries or municipal halls.	November 2026	None	<u>R70 000.00</u> Catering Promotional material	<ul style="list-style-type: none"> - Self-Expression & Identity: Provide a medium for disabled artists to express unique perspectives, tell their stories, and redefine their identities - Community & Networking: Connect with other artists and build social skills within an inclusive setting.
International Day of Persons with Disabilities Awareness Campaign	December 2026	None	<u>R100 00.00</u> Catering Promotional material Venue	<ul style="list-style-type: none"> - Promote inclusion, accessibility and equal opportunities.
Disability Rights and Services Information Session	January 2027	None	<u>R60 000.00</u> Catering Venue Transport	<ul style="list-style-type: none"> - Educate communities about available government and support services.
Disability Rights and Advocacy Workshop	February 2027	None	<u>R60 000.00</u> Catering Venue Transport	<ul style="list-style-type: none"> - Empower persons with disabilities to advocate for their rights.
Elder Abuse Awareness Programme	March 2027	None	<u>R70 000.00</u> Catering Venue Transport Promotional material	<ul style="list-style-type: none"> - Raise awareness on elderly abuse and reporting mechanisms.
Elderly Local, District and Provincial Games	May 2027	None	<u>R80 000.00</u> Catering Transport Promotional material	<ul style="list-style-type: none"> - Strengthen relationships between generations. Sport and Recreation
Elderly Wellness day	June 2026	None	<u>R200 000.00</u> Catering Sunhats	<ul style="list-style-type: none"> - Promote active ageing and social wellbeing

Youth Programmes

ACTIVITIES	DATES	CAPITAL C	OPERATIONAL COST	OBJECTIVES
67 Minute for Mandela Day Programme	July 2026		R150 000 -Catering -T-shirts -Gloves -Black plastics	- As part of celebrating Mandela Day, the youth will wear t-shirts and gloves and assist in cleaning the town. This will be done for 67 minutes.
Higher Learning Application programme	August 2026		R150 000 -University application fee - Food for officials that will be assisting -Wi-fi Router with data	- The purpose of this programme is to visit 6 School within the municipality and assist Grade 12 learners to apply in universities and colleges and further assist them paying for universities application fee. - The youth officer will need assistance from about officials and 4 laptops
Youth & Heritage Day programme	September 2026		R150 000 -Transport -Traditional food -Tables -Art Groups -Entertainment	- As part of celebrating heritage day, the youth within the municipality will gather, wearing traditional attire, they will be dancing, traditional food such "indlubu, inkobe" etc will be served. Games such as Morabaraba will be part of the programme. - This programme will remind the youth of the importance of culture and participating in these activities.
Youth in Business Day Programme	October 2026		R300 000	- The main purpose of this programme is to identify all youth registered business, identify what they might need to enhance and grow their business and help. - This will assist small business.
Youth and Sports Programme	November		R100 000 - Jerseys for the activities of the day - Food - Sound	- The purpose of this programme is to host a sports programme where activities such as soccer, volleyball, Netball, and more will be played.
Entrepreneurship and Economic Development programme	December		R70 000 -Catering -Transport	- The main aim of the programe is to facilitate funding access, business training, and incubation for youth owned micro-business and cooperatives, aligning with national initiatives like DSBD. - Different stakeholders will be invited to present youth-related opportunities.
Schools Visit Program	January 2027	As per Capex	R100 000 - School Shoes - Casio Calculators - Study guides	- To ensure a safe, secure and welcoming environment for all, while facilitating educational engagement.

				<ul style="list-style-type: none"> - Preventing unauthorized access, ensuring visitor monitoring, fostering positive community relationships. - Distribute items that will help to uplift the learning and teaching processes.
5th Mayoral learners' program	February 2027	As per CT apex	R250 000 <ul style="list-style-type: none"> - Gifts - Catering - Deco - Entertainment 	<ul style="list-style-type: none"> - To award and encourage former matric learners to continue to do well in their studies. - To foster positive, collaborative relationships between parents, municipality and schools.
Msukaligwa Youth Indaba	March 2027	As per CT apex	R300 000 <ul style="list-style-type: none"> - Catering - Water - Transport - T-shirts - Youth Package 	<ul style="list-style-type: none"> - To foster positive, collaborative relationships between the youth of Msukaligwa, different stakeholders across Msukaligwa and the municipality. - To work towards achieving and concluding a youth policy that will benefit all relevant stakeholders.
Job preparedness program	April 2027	As per CT apex	R20 000 <ul style="list-style-type: none"> - Catering - Water - Transport 	<ul style="list-style-type: none"> - Information session revolving around job preparedness e.g filling in of Z83 forms, Writing CVs, etc.
Youth Community Meetings	May 2027	As per CT apex	R20 000 <ul style="list-style-type: none"> - Catering - Water 	<ul style="list-style-type: none"> - Distribute information about all the programmes and services offered by the Gert Sibande College. - Inform the youth about all the services offered by the youth office in collaboration with the LED office. -
Youth Indaba	June 2027	As per CT apex	R200 000 <ul style="list-style-type: none"> - Catering, Water, Transport, Sound, Tables, Guest Speakers, Tbles, Youth Package, Art Groups 	<ul style="list-style-type: none"> - The main aim for this program is to invite all beneficiaries form the youth office, to come and testify about the services that they have received from the office. - To monitor progress of all the beneficiaries and provide further assistance.

3.2.7.10 *Thusong Services Centres (TSCs)*

In terms of the agreement with the provincial Department of Cooperative Governance and Traditional Affairs, provision has been made for two Thusong Service Centres at Breyten and Wesselton respectively. At present only the Breyten Thusong Service Centre is operating, and the following departments/institutions are operating at the centre:

- Municipal offices and services pay point
- Licensing (learners and drivers licenses)
- Library Services
- Department of Social Services
- Department of Home Affairs
- Department of Labour
- Department of Local Government
- Computer Training Centre

The Wesselton/Ermelo TSC has been put on hold by the Department due to financial constraints. There is another Thusong Service Centre that is under construction at Lothair and is being financed by Xstrata mines as part of their social responsibility. By the time of preparing this document we did not have a list of departments or organization that will be operating in the Centre after completion.

3.2.7.11 *Disaster Management*

Disaster management is an integrated and multidisciplinary approach that includes response, recovery, preparedness and mitigation in case of disasters. Efforts to prevent/reduce disasters in the community should focus on education and awareness and providing appropriate technical advice on disasters. The municipality's disaster plan is being reviewed annually to identify current risks and future risks as well as mitigation.

Structure	Legislative Framework	Status Quo
Disaster Management Unit	Disaster Management Act 57 of 2002	The Disaster Management Unit is functional with the Manager Disaster, 1 Disaster Officer filled and 1 Disaster Officer vacant.

3.2.7.11.1 Disaster Mitigation Strategy

The municipal risk profile and risk reduction strategies are inclusive in the municipal disaster plan which was adopted by council as per Council Resolution **LM 781/02/2025**. Page 11 to 12 of the municipality's disaster management plan provides for critical facilities identified for use in case of disaster within all the administrative units of the municipality.

Our response is guided by a three-phase approach, preventing disasters where possible, responding to disasters when they occur and assisting community to recover from the effects thereof.

The following are focal areas of the Disaster management unit of the municipality:

3.2.7.11.2 Prevention of Disasters

Prevention of disasters in terms of the plan is carried out through awareness campaigns, maintenance of storm water drainage systems and encouraging resettlement of communities at risk areas. The following were therefore identified as potential risks in the municipality:

- Floods/severe storms.
- Fires (Veldt and structural).
- Illegal mining
- Accidents (motor vehicles)

3.2.7.11.3 Responding to Disasters

Once disasters are reported, an impact assessment is being conducted to affected areas in order to coordinate response and relief in consultation with relevant stakeholders. This is done in terms of the approved disaster management policy. In responding to the disasters, the municipality provides immediate relief in the form of blankets, sponges and temporary shelters (tents). Further assistance in responding to disasters is being provided by other relevant stakeholders like sector departments and non-governmental organizations.

3.2.7.11.4 Disaster Recovery

Disaster recovery refers to the process whereby disaster victims are relocated to safe areas as well as reconstruction and rehabilitation of the infrastructure. The disaster is therefore being guided by legislation and several sectors and strategic plans that include IDP, SDF, EMF etc.

During the recovery process the municipal IDP plays an important role as a strategic guiding document that has been consulted with the stakeholders and community at large in which projects and programmes dealing with disaster prevention, response and recovery are outlined. The municipal SDF provides for spatial planning of the municipality in which future growth of the municipality and various land used are contained to guide the planning process for disaster management. This information is important for the recovery process in that it provides guidance on safe and habitable areas for relocation of disaster victims.

The EMF also provides for environmentally sensitive areas and areas that are prone to flooding and other geographical conditions that may put people at risk. This plan therefore serves as an important tool for proactive planning to respond, prevent and mitigate disasters in the municipality.

3.2.7.11.5 Projects and Programmes for Disaster Management

The projects and programmes for addressing disasters as contained in the projects list in this IDP document are as follows:

Potential Risks	Project to Address the Risk	IDP Reference
Floods/severe storms	Construction and cleaning of storm water drainage	Projects in the IDP
	Relocation of disaster victims to safe area.	Disaster Management Act
	Formalization of informal settlements	Projects in the IDP
Fires (Veldt and structural)	Formalization of informal settlements	Projects in the IDP
	Pre-burning of fire breaks	Fire Brigade Act
	Fire safety awareness programmes at school and community meetings.	SDBIP
	Fire safety inspections	SDBIP
Drought (water shortages)	Regional bulk supply of water	WSDP
	Drilling of water boreholes at rural areas.	WSDP
	Water demand management project.	WSDP
Accidents (motor vehicles)	Road safety education in school and communities.	SDBIP
	Patching of potholes / Resurfacing of roads	Projects in the IDP

3.2.7.12 **Fire and Emergency Management (Fire Brigade Services Act, Act 99 of 1987)**

Through effective fire and emergency services, as a municipality, we aim to ensure that all communities have a sense of confidence to the Municipality which recognises its duty of care and is able to provide an acceptable level of safety. Although our equipment has been challenging to our mandated services, our three year plan sets to address our equipment shortfalls.

Our plans to achieve this result include prevention and response. Efforts to prevent fires include community education and awareness, providing appropriate technical advice on fire, safety measures in the buildings and construction industry, developing and enforcing fire safety regulations.

Our response to emergency incidents is based on the required response time frames as defined in the South African National Standard, Community protection against fire (SANS 10090:2003). The Municipality is currently having 3 fire stations, one in Ermelo, one in Breyten and one in Lothair. The Ermelo fire station is servicing surrounding farms, Ermelo/Wesselton, Davel/KwaDela and Sheepmoor, the Breyten fire station is servicing Breyten/KwaZanele, surrounding farm and Chrissiesmeer/KwaChibikhulu and the Lothair Station is servicing Lothair/ Slindile, Warburton/Nganga and the surrounding rural areas.

Due to the distance from the fire stations to the remote admin units of the municipality, some areas cannot be reached within the prescribed SANS 10090 response time hence the construction of additional fire stations in Davel, Sheepmoor and Chrissiesmeer. Detailed information on the operations of the Fire and Rescue Services are contained in the South African National Standard, Community protection against fire (SANS 10090:2003), Integrated Veld Fire Management Plan and Municipality's Fire Service by-laws.

Current level of fire and rescue service provided:

LEVEL OF SERVICE	SERVICES PROVIDED
<p>In terms of the minimum requirements as per the Fire Brigade Services Act read with SANS 10090, the municipal service is a Category 5(a) brigade that must adequate arrangements and provisions in place in relation to:</p> <ol style="list-style-type: none"> 1) risk profile of area of jurisdiction; 2) weight and speed of response; 3) call receipt and processing requirements; 4) vehicle/equipment availability and maintenance; 5) incident management procedures; 6) pre-fire planning and risk visits; 7) training/personnel; 8) water supplies; 9) fire safety functions; <p>and its service is successful monitored regarding the relevant performance indicators and statistics and which must be able to meet performance criteria by more than 75 % of the time, measured annually.</p>	<p>Fire suppression, specialised firefighting services such as mountain, veld and chemical fire services, medical assistance, rescue – extrication (Vehicle accidents), specialized rescues (high angle & swift water), hazardous material response, fire prevention, registration and licensing of hazardous substance storage facilities, inspection and issue of transportation permits for vehicles transporting hazardous substances & code enforcement.</p>

3.2.8 District Development Model

3.2.8.1 Alignment of the Municipal IDP to District Development Model

Cabinet adopted the District Development Model on 21 August 2019 as a practical way to improve cooperative governance and developmental impact across the country. The President in the August 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult.

As a result, the Khawuleza District Development Model was introduced as a new integrated planning model for Cooperative Governance which seeks to be a new integrated, district-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate.

In October 2019, the DDM was cascaded down to District Municipalities and as a local municipality, we participated in the development of the Gert Sibande District Development model. The development DDM included following phases:

- Conducting Diagnostic study on current service delivery backlogs
- Establishing works streams in line with municipal priorities

In response to our working relationship with the district municipality, the municipality is participating in the planning and alignment processes to the DDM on the following:

-
- The municipality has participated in the 1st phased of the development of GSDM Development Model.
 - Msukaligwa municipality is participating as part of the District Task Team where in the District and the local municipalities are engaging on developmental programmes.
 - Profiling and reprioritizing together on key service delivery issues.
 - The municipality participated in the integrated meeting with sector departments looking additional budget for funding of priority projects.

Based on the integrated service delivery approach in line with the DDM, the District Municipality has therefore supported service deliver projects and programmes as follows:

- The municipality and the district municipality entered into a service level agreement for the district to be the implementing agent for the Regional Bulk Infrastructure Grant funded projects.
- The district also co-funded and supported the municipality to implement the following projects:
 - Drilling water boreholes at farm areas.
 - Completion of water & sewer reticulation projects at eNkanini Breyten.
 - Purchase of a compactor truck for waste collection.

Municipalities are currently working on the seamless way of implementing the District Development Model supported by the District and both the National and Provincial COGTA. There will be improvement on the alignment of the IDP to the DDM in *the 2021/2022 IDP*

3.3 LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT OVERVIEW

Strategic Objective:

To coordinate efforts to address unemployment and poverty

Intended Outcome:

Viable local economy

The economy of Msukaligwa Municipality is predominantly based on coal mining, agriculture, forestry and timber processing. The municipality is also hosting Eskom's Camden power station which is being fed by surrounding coal mines stretching from Albert Luthuli Municipality and coal haulage is being transported by road from the different mines. Coal haulage/transportation is also contributing a lot in terms of employment and support of local businesses. Tourism also contributes to economic growth of the municipality as being boosted by areas like the Lake Chrissie wetlands, the Big foot at Athurseat, the bushman paintings at Breyten area and hospitality areas like Indawo game lodge.

Msukaligwa Local Economic Development is aiming to identify and provide an enabling environment for the Economic Development of the Municipality. The main focus will be on job creation, promoting and support of SMME's, sustaining of existing business, promotion of tourism, increasing local beneficiation and shared growth.

Since Local Economic Development is outcome based, it should therefore reflect on local initiatives and be driven by local stakeholders. This will involve the identification of primary local resources, ideas and skills to stimulate economic growth and development of the entire municipal area. Therefore, an LED Strategy has been developed to form an integral component of the broader strategic planning process for the municipality.

Msukaligwa Local Municipality has reviewed its LED Strategy (in 2021) and forms part of the municipality's overall strategic plan which seeks to promote viable local economic activities that benefit the local population, through the creation of direct and indirect employment. The municipality intends reviewing this strategy in the 2026/2027 financial year and further develop a 2063 Long-term Vision and link it with Africa's 2063 Agenda. The national framework for LED strategies acknowledges that the majority of South Africans were kept out of the mainstream of the economy through inferior education, restrictions on movement and trade, no access to finance and resources, and deliberate state action that forced people into poverty and distress."

The LED Strategy is based on the underlying needs, opportunities and comparative and competitive advantages of the municipality and provides it with guidelines to create and facilitate economic development in order to realise the underlying development potential and in order to encourage both private and public sector investment and local job creation. This strategy is used by the local municipality to assist in ensuring the dedicated and effective utilisation of local available resources and to promote economic development in a proactive and dynamic manner.

It is built on the underlying principle that a gap exists between the current levels of development in the municipality and the potential level of development. In order to bridge this gap, the LED Strategy, therefore, provides the municipality with the following:

- A strategically focused local economic development profile;
- Identification of the development potential of the municipality;
- Identification of opportunities for SMME development in the municipality;
- Methods to enhance co-ordination, integration and participation in local economic development;
- A local economic development plan;
- Sustainable and commercially viable business opportunities appropriately packaged for investment;
- An institutional analysis;
- An implementation, monitoring and evaluation plan.

The fundamental objectives of the strategies within the context of LED and the requirements of the Msukaligwa Local Municipality can be summarised as follows:

- Assist the local municipality, together with local stakeholders, to review the LED Strategy.
- Compile a socio-economic and business profile for the municipality.
- Specify the strengths and weaknesses of the municipality and the exogenous factors that create opportunities for its growth as well as those factors that hinder development.
- Identify comparative advantages of the local economy and economic development opportunities that exist in the area.
- Pay specific attention to development opportunities that exist for SMMEs in the area.
- Create a local economic development plan that will assist the municipality by reducing its current unemployment levels and improving the lives of people within the community.
- Formulate a sustainable LED Strategy which is implementable and will translate into meaningful economic growth, job creation and poverty alleviation.
- Ensure alignment with national, provincial and regional programmes such as the Provincial Economic Growth and Development Path (EGDP), District Growth and Development Strategy, IDP, District LED, SDF, etc.
- Identify economic infrastructure gaps and opportunities that can attract significant investment in products and infrastructure from the private sector.
- Sustainable use of the natural resource base with respect to the cultural and rural communities.
- Encourage stakeholder participation in LED issues, and participation and inputs from local community and key stakeholders as well as ensuring the means of building the aforementioned throughout the process.

The LED Strategy further recommends the establishment of the LED Forum to provide stakeholders a platform for engagement. The municipality has since developed a clear roadmap indicating all processes to be followed towards the establishment of the LED Forum. The Forum was initially intended to be launched in the first quarter of 2025/2026 but the launch date has been moved back to the Fourth quarter of the 2025/2026 financial year. While the municipality has been preparing to launch the Forum, it has in the meantime established an LED working group (Mining & Big Business) and working towards establishing three (3) more LED Forum working groups.

LED Policies & Plans

The Local Economic Development Directorate has developed several economic interventions in order to create a conducive environment for investment & SMME development. The following policies have been adopted by Council:

A. Investment Attraction & Retention Policy

This policy is aimed at establishing a recognizable and comprehensive approach in order to reach the objects of local government. This Investment Attraction & Retention Policy seeks to set out the role of the municipality in positioning it as an investment friendly destination with an aim of ensuring economic development which will result in job creation. The role of the municipality is governed by various pieces of legislation referred throughout this document.

The Msukaligwa Municipality is committed to ensure sustainable economic development and growth through increasing competitiveness and reducing levels of poverty. Key to this is the retention and expansion of existing businesses, as well as the attraction of new investment. For quite a prolonged period the Municipal's economy has performed just around the national average annual growth rate of 07 %, but due to Covid 19 impact, the growth rate has reduced which has led to non-absorption of new-comers to the labour force.

Another trend is that, almost exclusively, private investment that flows to Msukaligwa is in the form of mining (permits) with the exception of the newly developed Merino Mall. This is very risky for the municipality as this will mean that the municipality is mainly dependent and driven by a single sector. In order to diversify the local economy, the policy provides investors with several incentives and rebates. This incentive to investors further covers reduction on bulk contribution charges by the municipality.

B. Economic Recovery Plan

Msukaligwa Local Municipality Economic Recovery Plan was developed & focuses on outlining Msukaligwa's response with actions on the following:

- An understanding of how the businesses impacted by Covid-19 disaster in the short and long term
- Identification of economic sectors that are at risk of collapse due to Covid-19
- Identification of stakeholders
- Activities or programmes to be implemented in order to alleviate the impacts on the local economy

The Economic Recovery Plan is crafted in a way that ensures that the Msukaligwa's financial viability is not compromised, whilst investing in the economy, which creates jobs, prosperity and an attempt to increase municipal revenue base. It must be noted that the municipality was not prepared to deal with such a disaster and this plan is therefore reactive rather than proactive in nature.

C. Local Economic Development Strategy

The LED Strategy was developed to investigate the options and opportunities available to broaden the local economic base of the area in order to address the opportunities for employment creation and the resulting positive spin-off effects throughout the local economy. Numerous elements in a local economy can contribute to increased unemployment levels providing an unhealthy environment for investment, which in turn leads to a stagnated local economy. This can place further strain on an already over extended local resource base, reinforcing the need for an innovative and effective broadening of the local economic base. It, therefore, entails introducing new activities, offering incentives, applying new technologies, developing SMMEs, broadening ownership, etc.

D. SMME & Emerging Contractor Development Policy

The municipality is currently finalizing the development of SMME & Emerging Contractor Development Policy to ensure these SMMEs are competent for opportunities created by the economic growth. This policy will aim to ensure that there is a bigger pool of contractors who will be able to compete for procurement opportunities within the municipality, thereby ensuring economic growth & reducing economic leakage. These contractors will be developed through infrastructure and general procurement of the municipality.

3.3.1 LED Programmes and Initiatives

In accordance with the municipality's recently approved LED strategy, the following Programmes & Projects have been identified for implementation.

Project	Timeframe to results	Prioritisation Criteria			
		Info	Ease of Implementation	Impact	Total
1. AGRICULTURE ENHANCEMENT AND DIVERSIFICATION					
1.1. Farming Diversification and Development					
1.1.1. Support and develop existing small-scale apple farmers and diversify other farms to apple production	M	3	2	3	8
1.1.2. Support existing vegetable farmers and investigate diversification to tunnel production	M	1	3	3	7

Project	Timeframe to results	Prioritisation Criteria			
		Info	Ease of Implementation	Impact	Total
1.1.3. Investigate diversification of farms for berry production	L	1	3	3	7
1.1.4. Develop a local farmers market	I	3	3	3	9
1.2. Livestock Development and Strengthening					
1.2.1. Support existing and struggling poultry farmers	I	3	3	3	9
1.2.2. Undertake feasibility for aquaculture production	L	1	2	2	5
1.2.3. Assist existing small-scale cattle farmers with cattle improvement	M	2	3	3	8
1.2.4. Support existing small-scale pig farmers	I	3	3	3	9
1.3. Forestry Products Development					
1.3.1. Investigate the feasibility of establishing a bee industry linked to the forests	M	1	1	1	3
1.3.2. Investigate the feasibility of biomass energy production using harvest and forest residue	L	1	1	2	4
1.4. Emerging Farmer Support and Skills Development					
1.4.1. Support the development of four Farmer Production Support Units in the municipality	M	3	1	3	7
1.4.2. Develop a central mentorship programme for land claim beneficiaries and emerging farmers.	I	2	3	3	8
1.4.3. Develop a skills development and training programme aimed specifically at young/emerging farmers	M	3	3	3	9
2. TOURISM DEVELOPMENT AND PROMOTION					
2.1. Tourism Support, Training and Skills Development					
2.1.1. Undertake an audit of all tourism products and create an interactive electronic map, brochures and website	I	3	3	3	9
2.1.2. Erect tourism signage and establish information along main routes	I	3	2	2	7

Project	Timeframe to results	Prioritisation Criteria			
		Info	Ease of Implementation	Impact	Total
2.1.3. Encourage the Gert Sibande TVET to offer tourism and hospitality training programmes	M	2	1	3	6

3.3.2 Social & Labour Plan (SLP) and Corporate Social Investment (CSI) Programmes

The table below indicates SLP and CSI information that is currently at the municipality's disposal. The SLP supported projects are a mine commitment to community development as per the Mineral & Petroleum Resources Development Act and are implemented in a five (5) year cycle.

On the other hand, the CSI's may be planned or unplanned donations from various companies. Some companies do have the CSIs while others do not have and these are mainly done as per various requests. The municipality is continuously engaging with various mining houses, Big business and the Department of Mineral Resources and Energy to finalize SLP commitments on an ongoing basis.

It should be noted that the municipality is currently engaged in discussions with mines to either amend their SLPs and/ or expedite implementation for those who have not started with the implementation. It should be noted that some of the SLPs of mining houses have not yet been approved due to the backlog at the DMRE. The minister of Mineral Resources & Energy indicated at the Mining Indaba held from the 5-8 February 2024 that the SLP & Mining Rights backlogs are to be urgently attended as a service provider (PMG Consortium) has been appointed to update and digitize the department's outdated mining cadastre.

The table below details the CSI initiatives that are planned by various companies:

NAME OF THE COMPANY	CSI PROJECT/F FUNDING	PROJECT LOCATION	BUDGET	STATUS
Seriti Green	Fencing of KwaDela (Davel) cemetery	KwaDela	Unconfirmed	The company is in the process of finalizing appointment of service provider/s from within KwaDela to implement the project
Overlooked Group	Development of Smart Business Centre	KwaDela	Unconfirmed	Land availability item approved by council & submitted to the mine for finalizing their plans
Overlooked Group	Fencing the municipal building & community hall	KwaDela	Unconfirmed	Currently being implemented
Vunene Mine	Fencing illegal dumping site & handing it over for agricultural purposes	Extension 34	Unconfirmed	Mine processing quotes

The following table indicates projects that are to be implemented in the current and next financial year by various mines through SLP.

Name of the mine	CURRENT SLP (ending 2020/21 & 22)	PROJECTS	BUDGET	SLP STATUS	ACTION TO BE TAKEN ON CURRENT SLP
Msobo Coal	Available	<ul style="list-style-type: none"> ▪ Upgrading of Breytenbach road ▪ Upgrading of Mooidai & Furse streets 	<ul style="list-style-type: none"> ▪ R8 000 000 ▪ R7 000 000 	An engineer has been appointed for the project	The project included Hoy & Steyn streets which were completed. Awaiting DMRE for approval of Breytenbach street
		<ul style="list-style-type: none"> ▪ Fencing of Landfill Site, Breyton 	<ul style="list-style-type: none"> ▪ R500 000 	Not yet implemented.	Project list was amended & currently awaiting DMRE approval
Rietspruit Crushers	Available	<ul style="list-style-type: none"> ▪ Contribution to road patching material 	<ul style="list-style-type: none"> ▪ Not available 	Discussions ongoing for the mine contribution on the projects to be identified.	Discussions ongoing for the mine contribution on the projects to be identified.
Vunene Mine	Available	<ul style="list-style-type: none"> ▪ Construction of 330 metres link road between Ext 32 & 34 	<ul style="list-style-type: none"> ▪ R3 360 000 	Currently being implemented. Contractor appointed with a projected completion of May 2025	The construction is at 55% by end of February 2026
Overlooked Group	Available	<ul style="list-style-type: none"> - Refurbishment of an outdoor switching, install CTVT & pole mounted transformer with distribution boxes at Davel/ Kwadela Settlements 	<ul style="list-style-type: none"> ▪ R5 000 000 	The project budget was increased due to the combination of 3 mining rights belonging to Overlooked but has temporarily stopped due to the financial constraints faced by the mine	To fast-track the implementation of the project

The following are planned Infrastructure projects by other sector departments and social partners within the municipal area. The exact time for commencement of this project cannot be confirmed.

INSTITUTION	PROJECT PRESCRIPTION	LOCATION
South African National Roads Agency SOC Ltd (SANRAL)	Upgrading of N2 (WBHO has been appointed as a contractor for a period of 46 months). construction is expected to start in July 2025	Sheepmoor to Ermelo
South African National Roads Agency SOC Ltd (SANRAL)	The improvement of National route N2 Section 34 from Verzamelings (km30) to Leiden (km 60)- the project is implemented in both Msukaligwa & Mkhondo Municipalities. Raubex & WBHO joint venture have been appointed for the project	Sheepmoor & Ermelo
South African National Roads Agency SOC Ltd (SANRAL)	Construction of the Ermelo Ring Road. The commencement date of the project is unknown	Ermelo/Wesseltown Area

3.3.3 Projects Contributing to Job Creation

The National Development Plan outlines what we should do to eradicate poverty, increase employment and reduce inequality by 2030. It is therefore against this background that the State President, in His State of the Nations Address, pointed out that despite achievement made in other areas, our country continues to grapple with the triple challenge of poverty, inequality and unemployment. Therefore, in dealing with these challenges, there are five priorities that the government elected to focus on, which are the Education, Health, fight against crime and corruption, Rural development and land reform and creation of decent work. Infrastructure development has been standing as one of economic development and job creation thrust and within Msukaligwa municipality the Majuba Rail coal line and the Lothair/Swaziland rail line were some of the prioritised national projects.

The municipality is implementing both EPWP & CWP as intervention for job creation and to contribute to the target set for the province. There are therefore jobs created through the Extended Public Works Programme (EPWP) and the Community Works Programme (CWP) in which those employed are serving on various service delivery activities within the municipality. The following jobs were created through the EPWP and CWP.

Programme	Target number of job creation/ participants 2022/2023	No. of Jobs created in 2024/2025	Target number of job creation/ participants 2025/2026	Budget for 2024/2025	Budget for 2025/2026
EPWP	491	388	442	R1 285 000	R1 930 000
CWP	1200	1254	1200	R19 571 106	R19 571 106

As it can be seen from the above table, the targeted number of job opportunities on EPWP for 2024/2025 financial year was achieved while the number of CWP participants decreased. It should be noted that several participants left the CWP programme throughout the year due to a variety of reasons such as getting employed elsewhere, death, etc. The participants who left the programme could not be replaced due to a moratorium place on recruitment countrywide. The budget for CWP remained the same for the previous and current financial year while the Grant for the EPWP programme increased. It should be noted that the EPWP is implemented through the Incentive Grant and Infrastructure programmes and the municipality has also co-funded the programme through the operational budget in order to employ more people. The programme is further implemented through infrastructure projects to be implemented by Social Partners with their infrastructure projects.

SMME Development and Assistance

The Local Economic Development Unit is currently co-ordinating stakeholder engagement process for the Sanral N2 projects in order to ensure that SMME's benefit through the Contractor Participation Goal. This plan covers job and sub-contracting opportunities. These opportunities are presented & monitored on a monthly basis through the Project Liaison Committee (PLC). The PLC role is further to ensure that the total amount set aside for the local community is fully implemented. The PLC further intervene in areas where training is required in order to capacitate the SMMEs to comply with requirements of the contractors. It must be noted that there are currently two (2) projects/ packages being implemented and each has its own CPG. The Improvement of National Route N2 Section 34 from Verzamelings (KM30) to Leiden (KM60) is implemented by Raubex/ WBHO joint venture and the target amount for the two municipalities is as follows:

CPG PLAN: SANRAL N.002-340-2016/1R					
THE IMPROVEMENT OF NATIONAL ROUTE N2 SECTION 34 FROM VERZAMELING (KM30) TO LEIDEN (KM 60)					
CONTRACT PRICE		R2,356,521,739.13			
TE CPG TARGET %		22%			
TL CPG TARGET %		8%			
CPG TARGET AMOUNT TE		R518,434,782.61			
CPG TARGET AMOUNT TL		R188,521,739.13			
MUNICIPALITY SPLIT	MKHONDO			MSUKALIGWA	
CPG TARGET %	59.0%			41.0%	
CPG TARGET AMOUNT TE	R	305,876,521.74	R	212,558,260.87	
CPG TARGET AMOUNT TL	R	111,227,826.09	R	77,293,913.04	
TARGETED ENTERPRISES	22.00%	R 305,876,521.74	22.00%	R 212,558,260.87	
YOUTH	5.00%	R 69,517,391.30	5.00%	R 48,308,695.65	
WOMEN	5.00%	R 69,517,391.30	5.00%	R 48,308,695.65	
MILITARY VETERANS	1.00%	R 13,903,478.26	1.00%	R 9,661,739.13	
DIFFERENTLY ABLED	0.50%	R 6,951,739.13	0.50%	R 4,830,869.57	
CIDB 1 or 2	1.00%	R 13,903,478.26	1.00%	R 9,661,739.13	
CIDB 3 or 4	1.00%	R 13,903,478.26	1.00%	R 9,661,739.13	

The above figures are broken down into various packages, and these will be advertised on an ongoing basis. It can be noted that there will be substantial number of SMMEs with higher CIDB grades on completion of the project in 2029.

The second catalytic project currently being implemented is through WBHO & it is called "the improvement of national route N2 section 34 between leiden (km 59.0) canden (km 87.4)". This project has its own CPG as which is as follows:

Estimated Contract Value	R 2,759,272,992.55
Minimum Contract Participation Goal	R 827,781,897.77

The above figure is also broken into several amounts for the identified targeted groups and also include/ covers targeted labour.

Minimum Targeted Enterprise & Labour Targets

TARGETED ENTERPRISE	MINIMUM TARGET PERCENTAGES	TARGETES LABOUR	MINIMUM TARGET PERCENTAGES
Youth	5	Youth	30%
Women	5	Women	30%
Military Veterans	1	Disbaled	0.3%
People Living with Disabilities	0.5	Other	39.7%

CIDB 1 & 2	1		
CIDB 3 & 4	1		
Other	8.5		

- There are a number of workshops continuously conducted by the LED unit through the assistance of government agencies such as SEDFA, NYDA & others.
- Further tender trainings/ workshops are organized by the appointed contractors to ensure that SMMEs are ready to submit documents when opportunities become available.

3.3.4 Potential Economic Hubs

Msukaligwa municipality is strategically located within the Gert Sibande District with 3 major Provincial roads and 3 National roads crossing through Msukaligwa municipality in particular Ermelo town. This creates high potential in tourism as these roads are linking Msukaligwa with Gauteng, KwaZulu Natal, Swaziland and the Eastern part of Mpumalanga province. As already mentioned before, the economic thrust of Msukaligwa centred on Agriculture, Forestry and Coal Mining. Local beneficiation of raw agricultural resources and other minerals remains a challenge as this municipality does not have industries. Road and rail haulage of coal supplying power stations and exports has also contributed in provision of job opportunities to communities within and outside the municipal boundaries. Development Corridor

Msukaligwa municipality is being crossed through by the three National roads which are N17 going through to Swaziland, N2 Through to KZN East coasts and N11 through to KZN Newcastle. N4 (Maputo Corridor) Pretoria through Nelspruit to Mozambique is one of the corridors passing at the North of Msukaligwa Municipality linking Msukaligwa through N11. This corridor is situated at a distance of less than 90km from the Northern border of Msukaligwa. These corridors are linking the municipality with major economic hubs like Gauteng, Harbours and International countries like Swaziland and Mozambique.

3.3.4.1 Tourism Development

The municipality is currently in discussion with the Development Bank of South Africa for funding in order to develop the Tourism Master Plan. This is very important since Tourism is one of the most important economic sectors in the area. The project and/ or the development of the plan is also one of the interventions proposed by the Tourism Strategy. The proposed strategy will assist the municipality and every stakeholder to contribute to tourism development in an integrated manner. Responsibilities for each stakeholder will clearly be defines as well as intervention and budget needed to position the municipality as one of the favourite destinations within the District. The terms of reference for this strategy are already developed.

It must be noted that the municipality is also engaging tourism stakeholders to work together in the development of the Local Tourism Organisation (LTO). Furthermore, close working relations with the Chrissiesmeer Eco Tourism Association has been forged while the goal is ultimately having an LTO.

3.3.4.2 Investment Attraction & Retention Strategy

The municipality has recently completed the development of the Investment Attraction & Retention Strategy. The strategy will be considered as a draft document by council in March/ April 2024 and then the document will be circulated to all stakeholders (including COGTA & Treasury). As indicated, the strategy will be submitted to COGTA and Treasury for inputs due to the fact that some proposed incentives have implications and consideration to Municipal Finance Management Act & Division of Revenue Act (DORA).

3.3.4.3 Green Economy

The municipality is currently engaging with the Department of Economic Development & Tourism to assist in the development of the Green Economy.

3.3.5 Environmental Management

3.3.5.1 Topography and Surface Hydrology

Msukaligwa LM is characterized by the gently undulating highland topography with fairly broad to narrowly incised valleys of headwater drainages. The rural areas are also characterized by typical Highveld landscapes in the western and central parts, and more undulating terrain with dense commercial forests in the eastern parts. Interesting landscapes are found in the Chrissiesmeer panveld area.

There are a number of marshy areas or vleis in the upper parts of the valleys and numerous pans, which vary from insignificant vegetated depressions to large deeply etched features with bare clayey floors. An ecologically important concentration of pans and freshwater lakes is located in the Chrissiesmeer area.

The Local Municipality is roughly dissected by the (continental) divide between the Upper Vaal and Usuthu / Pongola WMA's. In the north of the Local Municipality, certain sub-catchments drain into the Olifants and Inkomati WMA's. The headwaters of the Vaal River are found in the western half of the Local Municipality and drain in a southwesterly direction along with the Tweefontein River. The Usuthu River rises in the northeast of the Local Municipality. The headwaters of the Inkomati River flow northwards from the Local Municipality into the Inkomati WMA, and the headwaters of the Olifants and Klein-Olifants River drain the far north-west of the Local Municipality. (Msukaligwa Spatial Development Framework, 2010).

3.3.5.2 Climate

Msukaligwa LM falls under the central Mpumalanga climatic zone characterized by warm, rainy summers and dry winters with sharp frosts. Rainstorms are often violent (up to 80mm per day) with severe lightning and strong winds, sometimes accompanied by hail. The winter months are droughty with the combined rainfall in June, July and August making up only 3,9% of the annual total (734mm).

The average daily maximum temperature in January (the hottest month) is 25,2°C and in July (the coldest month) is 16,7°C. Due to its position near the escarpment, the area is somewhat windier than is typical for the South - Eastern Mpumalanga Highveld, although the majority of winds are still light and their direction is controlled by topography (Msukaligwa LM Spatial Development Framework, 2010).

3.3.5.2.1 Climate Change Management

Msukaligwa local Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation) and prepare for the changes that are projected to take place (adaptation) in the municipality. The Municipality has therefore prioritised the development of a district Climate Change Vulnerability Assessment and Response Plan (CCVAARP) as well as its implementation.

The plan will be developed through the Local Government Climate Change Support (LGCCS) program with support from the Department of Forestry, Fisheries and Environment (DFFE), South African Local Government Association (SALGA) and the Deutsche Gesellschaft für Internationale (GIZ) and Urban Earth Consulting Group. The Municipality is planning to establish a climate change unit in the new financial year 2024/2025.

Through this program key climate change vulnerability indicators will be identified. These are indicators where Msukaligwa local Municipality may be at risk to the impacts of climate change. According to the Department of Health National Climate Change and health adaptation plan 2014 – 2019, while all South Africans are potentially vulnerable to the consequences of climate change on health, certain groups may be more vulnerable. These groups include:-

- Young children;
- The elderly;
- Women and child-headed households;
- Those with pre-existing health conditions;
- The poorest in urban and remote rural areas;

- Those performing work in sun-exposed conditions including those living and working in the hottest parts of the country;
- Migrant or displaced people.

Climate change is an environmental, developmental, economic and a social threat and is hitting hard on our country is not exempted from being hit by climate change due to emissions and other factors within the district. Moreover. This is evidenced by the experienced severe floods, storms, droughts which indicates that the district is more vulnerable to climate change. That means actions and planning on climate change needs to take place. It is against this background that Msukaligwa local Municipality will facilitate capacity building and awareness initiatives throughout its jurisdiction in order:

- To capacitate municipal officials and the community at large continuously on climate change as it is one of the critical environmental issues that needs to be prioritized during planning, in order to build a new generation of climate change-aware community;
- To identify programmes/ activities to be initiated by the municipality in order to combat climate change;
- To promote, encourage and enhance green economy and environmental considerate infrastructural developments within the municipality; and
- To strive at a municipality that is climate change resilient.

3.3.5.3 Geology and Soils

Msukaligwa Local Municipality is underlain predominantly by arenite and dolerite intrusions of the Karoo Supergroup. Other underlying rock types include quartz monzonite, granite and basalt. The central-western part of the study area is underlain by the Ermelo coal field, where the predominant rocks are sedimentary, i.e. sandstones, shales and siltstones of the Ecca Group that contain arenaceous strata of the coal-bearing Vryheid formation.

3.3.5.4 Vegetation and Biodiversity

Existing vegetation in the undeveloped areas of Msukaligwa Local Municipality consists predominantly of typical Highveld grasslands. Grasslands are dominated by a single layer of grasses and the amount of cover depends on rainfall and the degree of grazing. Trees are absent, except in a few localized habitats and geophytes are often abundant. (Msukaligwa, Spatial Development Framework, 2020).

3.3.6.5 Biodiversity and Conservation

According to Sec. 76(2) of National Environmental Management Biodiversity Act No. 10 of 2004 which is read in collaboration with Conservation of Agricultural Resources Act, state as follows:

All organs of state in all spheres of government must prepare an invasive species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act.

Msukaligwa developed and Alien and Invasive Species Management plan that was approved by DFFE in 2023. The timeframe for implementation of the Alien & Invasive Plants Control Plan is from 01 July 2023 to 30 June 2028.

The purpose of the Alien and Invasive Species Management Plan is:

- to manage and control alien and invasive species occurring within the boundaries of Msukaligwa Local Municipality.
- to provide guidance on the removal of existing alien & invasive species on sites;
- to ensure that alien invasive plants do not become established on sites;
- to ensure that alien invasive species do not become dominant in all or parts of the Msukaligwa landscape; and
- to implement a monitoring programme to detect the presence of alien plant species as well as to monitor

the success of the control of the alien invasive species in the management plan

Sensitive and Protected Areas

The eastern part of Msukaligwa is very important from a hydrological point of view, and also for the protection of sensitive freshwater ecosystems. This area comprises the protected area in the vicinity of Chrissiesmeer which contains the main lakes, but also the numerous rivers, watercourses and wetlands that occur outside the protected area. In addition, the area forms part of nationally significant strategic water source areas. While the largest concentration of sensitivity occurs in the eastern part, the western part of Msukaligwa also contains wetlands, wetland clusters and important sub-catchments.

The Chrissiesmeer area in eastern South Africa is a key site for Grey Crowned Cranes, which use the area for flocking and breeding. Each July, local residents and EWT staff organize the Chrissiesmeer Crane Festival to celebrate the area's cranes

The Chrissiesmeer Lakes District is a proposed Ramsar site (Wetlands of International Importance) and provides critical habitat for numerous threatened species. These range from South Africa's National Bird, the Blue Crane, to African Grass Owls and the inconspicuous Golden Mole. An entirely new freshwater crab species, apparently preferring peat wetlands, has also recently been discovered in Chrissiesmeer and at Lakenvlei, another proposed Protected Environment in Mpumalanga province. Formally conserving these critical habitat areas, which are all under immense pressure from unsustainable development, are therefore of great importance both for the charismatic species we know of as well as for unknown species that are being discovered in areas that are thought of as well studied

This momentous achievement was made possible through the collaborative efforts of the International Crane Foundation (ICF)/Endangered Wildlife Trust (EWT) partnership, Mpumalanga Tourism and Parks Agency (MTPA), the South African National Biodiversity Institute, and World and BirdLife South Africa. *By Ursula Franke, Senior Field Officer: Highveld Crane Conservation Project*

In collaboration with the biodiversity stakeholders Msukaligwa Local Municipality will celebrate the following calendar days to raise awareness about conservation, ecosystems and endangered species :-

Event	Calendar Day	Purpose
World Wetlands Day	2 February	Celebrates wetlands such as Chrissiesmeer and its role in biodiversity.
World Water Day	22 March	Focuses on freshwater ecosystems and biodiversity
Global recycling day	18 March	To encourage circular economy and resource conservation.
Earth Day	22 April	Promotes environmental protection of South Africa's unique biomes
World Migratory Bird Day	May and October	Celebrates migratory birds
World Environment Day	5 June	Focuses on themes such as land restoration and biodiversity.
Arbor Week	1-7 September	Encourages tree planting and focuses on indigenous species.

The Frog Festival

Amphibians are the third-most threatened creatures on earth and, as bio-indicators, they provide us with valuable information about the health of our environment. The frog festival which is strictly an after-dark affair ensures that you'll be armed with a net, bag and headlamp, ready to do your bit for conservation, while setting off on an adventure and finding out why frogs are important for our own existence, their biodiversity and their precarious existence in our increasingly developed world.

In Chrissiesmeer you can take part in an annual frogging festival, simply called Frog Night, which draws frog fanatics from all over to an evening of fun and facts around frogs. This event usually takes place between December and March.

AIR QUALITY MANAGEMENT

The enactment of the National Environmental Management: Air Quality Act No. 39 of 2004 (NEM: AQA) has brought about a prominent and clearly defined role of local government in matters pertaining to air quality management. Although the NEM: AQA places onus on all three spheres of government on matters relating to air quality management, a substantial mandate and responsibility for air pollution control implementation has been delegated to local government. The altered approach imbedded in the NEM: AQA is furthermore aligned with the environmental right which is entrenched in the Constitution of the Republic of South Africa (1996) as well as the principles of the National Environmental Management Act No. 107 of 1998 (NEMA). The local government sphere has therefore emerged as key players in air quality management in South Africa.

- **AQMP & By-law**
The municipality has developed the Air Quality Management plan and it is in the process of being approved by council. The Air quality by-law has not yet been established, in the meantime the Municipality uses the NEM: AQA
- **Designation of Air Quality Officer**
The Municipality has designated the Manger Waste and Environmental services as the Air Quality Officer of the municipality who will then work with the Environmental Officer to implement the Air Quality Management Plan of the Municipality.

Integrated Waste Management Plan (IWMP)

The development of an IWMP is a requirement for all government spheres responsible for waste management in terms of the National Environmental Management Waste Act 59 of 2008 for government to properly plan and manage waste.

The IWMP of the Municipality was approved by council and endorsed by the MEC on the 26th March 2024 and it is being implemented.

The waste management By-laws of the Municipality have been gazetted and are being implemented.

Compliance and enforcement

The LM compliance monitoring and compliance section is responsible for enforcing the provisions of the related Municipal and environmental legislation. The following are empowering provisions or legislation that govern the law enforcement services:

- National Environmental Management Act, 1997 as amended and its SEMAs.

The Municipality has established the Law enforcement unit which ensures the enforcement of the gazetted by -laws, this is done in partnership with waste management officials who are authorised peace officers.

3.3.5.6 Legal Framework

The National Environment Management Act, 107 of 1998 provide for sustainable development that requires the integration of social, economic and environmental factor in the planning, implementation and evaluation of decision to ensure that development serves the present and future generations thus providing for sustainable development.

In addition to NEMA, there are number of legislations as well as guiding principles on our planning and activities. The legislations amongst other include the following:

- National Environment Management: Biodiversity Act (Act 10 of 2004)-providing framework for the conservation, sustainable use and equitable – sharing of our biological resources.
- National Environment Management: Protected Areas Act (Act 57 of 2003) - providing for protection and Conservation of ecology viable areas.
- National Water Act (Act 36 of 1998) - regulation of the use of water resources.
- National Environment Management: Air Quality Act (Act 39 of 2004) - provides measures for prevention of air pollution and ecological degradation while promoting conservation and secure ecologically sustainable development.

- National Environmental Management: Waste Management Act (Act 59 of 2008) - provides for regulating of waste management aiming at protecting health and environment.
- National Forests Act (Act 30 of 1998) - provides for the promotion and enforcement of sustainable forest management as well as Prohibition of destruction of trees in natural forests.
- Conservation of Agricultural Resources Act (act no. 43 of 1983) – provides for control over the utilization of the natural agricultural resources in order to promote the conservation of the soil, the water sources and the vegetation and the combating of weeds and invader plants.

It should however be noted that these are not the only pieces of legislations providing for the protection, conservation and environmental management.

In observing the provisions of the legal framework on Environmental Conservation, the municipality is participating in a number of National and International Environmental activities as prescribed in National calendar which include the following:

- National water week.
- Environmental day.
- Arbour week.
- Wetlands day.

3.3.5.7 Environment Management Framework and Plan

Msukaligwa Municipality characterized as one of the areas with sensitive natural environment requires proper planning when developments have to take place in order to sustain our natural environment for future generations. In order to plan properly NEMA makes provision for the development of an EMP to guide development as well as conservation of our Biodiversity.

The Local Municipality has an EMF and Gert Sibande District Municipality funded for the development of the EMF. These proactive tools provide the Local Municipality with profound information for informed decision making enabling it to identify sensitive environmental areas as well as areas experiencing immense pressure due to economic and related activities taking place within the Municipality.

The EMF and EMP aims at addressing, protecting and managing the following factors:

- ✓ Avoiding loss of biodiversity, waste, pollution and degradation of the environment.
- ✓ Protection of the environment as peoples heritage
- ✓ Paying specific attention in management and planning procedures to the use of our natural resources and development pressure.

From the status quo report of the EMF, provision for all sensitive and areas with environmental pressures due to economic activities more especially mining activities that impact a lot on water quality, ecological functioning and agricultural activities were made.

3.3.5.8 Municipal Planning and Decision Making

Developmental planning and decision making within the municipality shall therefore be guided by the EMF and other related policies to ensure conservation of our natural resources. In the Municipal planning and decision-making regarding development, such decisions and development must in addition to the legal framework be informed also by international agreements for an example:

- The Ramsar Convention (1971) aiming at stemming the loss of wetlands, conservation of wetlands and protection of listed wetlands. These include rivers, lakes, swamp etc.
- The Tripartite Interim Agreement signed between South Africa, Mozambique and Swaziland regarding the iNkomati and Maputo River basin regulating the use and impact of our trans-boundary watercourse.

3.3.5.9 **Outcome 10 Delivery Agreement**

As mentioned earlier in this document, the government has agreed on 12 outcomes as key focus areas of service delivery, outcome 10 provides protection of our natural and environmental assets. This outcome focuses on “**Environmental Assets and Natural Resource that are valued, protected and continually enhanced**”.

The outcome 10 service delivery focuses on the following outputs:

- Enhanced quality and quantity of water resources;
- Reduced greenhouse gas emission, climate change impact and air quality;
- Sustainable Environmental Management; and
- Protected Biodiversity

The Local Municipality will therefore take all reasonable steps to ensure that strategies are implemented to protect natural resources and environment at large.

3.3.5.10 **The Green Economy**

At the COP17 that took place in Durban during December 2011, South Africa launched Green Economy Accord aiming at establishing partnership to create green jobs in the world, manufacturing of products that reduce carbon emissions, farming activities to provide feedstock for bio-fuels, soil and environmental management and eco-tourism. The accord is further aiming at taking steps to address the challenge of climate change which is negatively impacting on the environment.

Amongst other commitments in the Accord, is to install one million solar water-heating systems in South Africa by the 2014 financial year. It also provides for companies and members of the public to make pledges to financially support access by poor households to solar water heating systems. In response to these commitments, the municipality is currently engaging with Eskom on the necessary processes to provide the solar geysers to households within the municipality. Awareness campaigns are held quarterly to highlight the issues of climate change and green economy.

3.3.5.11 **Environmental Health Management**

The Gert Sibande District Municipality is rendering Environmental Health Management in terms of the *National Health Act, Act 61 of 2003*. There are three Environmental Health Practitioners (EHPs) that are supporting the LM with regards to Environmental Health (EH) services and their functions include:

- water quality monitoring;
- food control;
- waste management;
- health surveillance of premises;
- surveillance and prevention of communicable diseases, excluding immunisations;
- vector control;
- environmental pollution control;
- disposal of the dead; and
- Chemical safety.

The National Health Act as explained before provide for broad spectrum of accountability with regard to health services by the National, Provincial and Local spheres of government.

3.3.5.11.1 Challenges/ the Major Threats to the Natural Environment

The following are challenges or threats to the natural environment within the local municipality:

- human population growth, transformation of land and urbanization;
- mining, especially open-cast coal mining;

- crop cultivation and afforestation;
- overgrazing;
- loss of riverine and wetland/marsh habitat through human intervention;
- Air quality as the Local Municipality was amongst the five Local Municipalities that were declared as Highveld Priority Area in 2007;
- Unavailability of environmental section and environmental officials to implement environmental management programmes;
- Unavailability/ limited/ outdated environmental planning tools;
- Unsustainable developments within the Local Municipality;
- Climate change leading to biodiversity destruction and other natural disasters;
- Alien invasive plants that are replacing indigenous plants while also encroaching water bodies thereby reducing water level in them.

3.3.5.11.2 Strategies to Address the Challenges

- Capacity building and awareness campaigns on environmental management;
- Review Institutional arrangement and include environmental management personnel;
- Development / Review and implementation of environmental management tools;
- Incorporate Environmental management programmes and projects in the IDP;
- Support community and stakeholders through capacity building and awareness campaigns;
- Support environmental management initiatives that promote job creation and sustainable livelihoods;
- Improve Inter-sectoral collaboration and partnership through the IGR forums;
- Seek funding from various stakeholders for implementation of environmental management programmes and projects;
- Support all government initiatives to protect natural resources.

3.3.6 **Waste Management**

Waste Management is a local government competence that must be executed to protect human and environmental health in terms of Section 24 of Constitution of RSA. The statutory obligation of local government is framed by the Local Government Municipal Systems Act (Act No. 32 of 2000), or MSA.

The Local Municipality's function includes the collection of waste and its transportation to licensed waste disposal sites that are operated in order to comply with the National Waste Management Strategy, National Environmental Management: Waste Act, 59 of 2008 (NEM: WA) and its amendments and other relevant legal prescripts that promote sound environmental management. The NEM: WA has been developed to reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development by:

- provision for institutional arrangements and planning matters;
- provision for national norms and standards for regulating the management of waste by all spheres of government;
- provision for specific waste management measures;
- provision for the licensing and control of waste management activities;
- provision for the remediation of contaminated land;
- provision for the national waste information system; and
- provision for compliance and enforcement.

3.3.6.1 ***Status Quo of the Local Municipality***

Msukaligwa LM has a waste management section comprised of a Manager designated as Waste Management Officer, two Waste Management Officers, general assistants, Youth Environmental Coordinator and EPWP employees. The Department of Environmental Forestry and Fisheries (DEFF) has provided support through the Thuma Mina Good Green Deeds project where a number of young people are assisting the Municipality in cleaning and greening. The LM has waste management

tools which include Waste by-laws and the Integrated Waste Management Plan developed with the assistance of Department of Environmental Affairs which is incorporated in the IDP.

3.3.6.2 Waste Quantities

Waste quantities generated and categories of waste are important in order to devise a plan for waste collection and determine the staff numbers that are needed. The Local Municipality has a mandate of SAWIS reporting in order to indicate volumes of waste generated and disposed in a landfill site per day/ month. The waste categories generated and collected by the Local Municipality comprise of the **domestic waste, building rubble and garden waste**.

It is the mandate of industries generating hazardous and industrial waste to dispose these types of waste to registered landfills licensed to dispose hazardous waste. The Local Municipality has the database of industries within its jurisdiction that generate hazardous waste and monitors quarterly the safe disposal of such waste. All facilities that generate health care risk waste are monitored quarterly to ensure that health care risk waste does not end up in the Landfill sites.

It should be noted that large amounts of waste is generated in Ermelo followed by Breyten and other towns within the Local Municipality with Sheepmoor producing the smallest percentage of the total waste generated. Out of a total of **51089** households only **35,324** households receive refuse/waste removal services. This is due to a large number of rural areas without refuse removal services.

Table 21: Landfill Sites

LEVEL OF SERVICE	NUMBER
No. of registered waste disposal sites	2
No. of registered waste transfer stations operating	3
Waste Management Policy	Yes
Municipality's waste-related bylaws	Yes
Waste collection zones/areas	Yes
Who collects waste e.g. municipality, contractor, etc	Municipality
Existing recycling facilities (locality, capacity, age, etc).	Yes, privately owned facilities
Type of material recycled	Cartons, Plastic, Bottles, Electronic Waste

Source: *Municipal Records*

The above table reflects level of services in respect of waste collection services. The Local Municipality is facing a challenge with population growth which results in generation of high volumes of waste. To ensure that the goal of Waste Minimization is realised, communities and individual companies are given space within the jurisdiction of the municipality to reclaim recyclables, and reclamation at source is encouraged. In areas like Breyten, Chrissiesmeer, and Warburton, a reclamation project is being piloted.

3.3.6.3 Waste Removal

The table below depicts waste removal and disposal within the municipality.

Table 22: Waste Removal and Disposal

Refuse Removal/Disposal	Households 2011	Households 2016
Removed by local authority/private company at least once a week	26810	31,814
Removed by local authority/private company less often	585	809
Communal refuse dump, communal container/central collection point	1270	4,524
Own refuse dump	8549	6,974
No rubbish disposal	3313	3,792
Other	404	3,176
Unspecified	-	-
Not applicable	-	-
Total	40932	51,089

Source: *Statistics South Africa, Census 2011 & Community Survey 2016*

3.3.6.3.1 Key Challenges/Issues

- Funding to operate transfer stations,
- Rapid urbanization, mining and industrial activities leading to large volumes of waste generated
- Shortening life span of the current existing sites
- Limited / Inadequate fleet
- Budgetary constraints
- Obsolete machinery and equipment.
- Development and implementation of fleet management plan waste management purposes
- Extension of refuse removal services to other areas of Msukaligwa LM such as Sheepmoor and Warburton
- Shortage of staff.

3.3.6.3.2 Strategies for Proper Waste Management

The Local Municipality through its integrated waste management plan will in partnership with the District, private sector and civil society strive to achieve the following:

- **Recycling:** The Local Municipality does not currently run any recycling programmes/projects. However there is informal recycling conducted by private individuals. Therefore support to private recycling contractors through the LED initiatives is required. Therefore the municipality is planning to support contractors and informal waste pickers through LED initiatives. Waste reclaimers/waste recyclers are being trained on business development through support from NGOs. The Department of Environment, Forestry and Fisheries in partnership with the Municipality assist with PPE and further training on waste reclaiming.
- **Waste Management and Minimization:** Awareness campaigns on waste management and minimization are conducted in collaboration with other stakeholders like GSDM, DEA, DARDLEA and any other relevant stakeholders. Waste management initiatives are being supported by the Local Municipality to reduce, re-use and recycle waste.
- **Efficient Waste Management [planning and control]**
- **Management of landfill / transfer sites:** LM will manage landfill / transfer sites as per the legal prescripts and conditions of the Waste management licences
- **Compliance monitoring & enforcement:** Enforcement of bylaws and other legal prescripts
- Development and review of policy on landfill site management and collection strategies
- Improvement of Inter-sectoral collaboration and partnership on working with waste through the IGR forums
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal
- Reporting on SAWIS.

3.3.6.4 **Free Basic Refuse Removal**

The municipality is offering free basic subsidy on waste management services to registered indigent households.

3.3.7 Parks and Cemeteries

3.3.7.1 Cemeteries

Burial space is one of the challenging issues within the Local Municipality. Proper procedures need to be followed and these include the implementation of proactive tools such as the Environmental Impact Assessment (EIA) as per NEMA to assist in decision making before identifying a site earmarked for activities such as cemeteries. There is a need for establishment of new cemeteries at Warburton since there is no registered cemetery and the areas earmarked for potential cemetery development has a pending land claim and there's an urgent need for land identification and new establishment of cemeteries in Ermelo/Wesselton since the burial space is soon to be a challenge. New cemeteries have been established at Lothair, Sheepmoor and KwaZanele.

3.3.7.1.1 Key Issues/Challenges Facing Cemeteries

- Cemeteries located on unsuitable land: planners are generally faced with the challenge of finding suitable land for cemeteries, since land use for residential and commercial areas take pre-eminence over cemeteries.
- EIA implementation before cemeteries establishment.
- Insufficient/suitable land for cemeteries establishment.
- Provision of ablution facilities and portable drinking water at cemeteries.
- Maintenance of cemeteries due to financial constraints.

3.3.7.1.2 Strategies to Address Challenges

- Proactive screening of projects such as the establishment of cemeteries with aid of tools such as the EIA regulations as per NEMA for proper decision making.
- Sufficient budget allocation for establishment of cemeteries sites and other relevant resources as per the legal prescripts.

3.4 FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective:

To improve the viability and management of municipal finances

Intended Outcome:

Enhanced financial management, accountability and good credit rating

The municipality is in terms of applicable financial legislation providing financial management of the entire municipality and some of the important financial features of the municipality will be detailed below. Msukaligwa municipality has managed to implement the Property Rates Act, Act 6 of 2004 during 2007 and is in full operation.

Table 23 Msukaligwa Municipality Revenue Breakdown

Revenue					
2024/2025 **		2024/2025 Original budget		2025/2026 Original budget **	
Grants & Sub	Own Rev	Grants & Sub	Grants & Sub	Own Rev	Grants & Sub
R mil	R mil	R mil	R mil	R mil	R mil
523 917	778 803	524,076	523 917	778 803	524,076

Source: Annual Financial Statements 2024/2025 and C schedule as at 30 April 2026 - 2025/2026 and A schedule for 2026/2027

On the above table the municipality's revenue has an average increase of about 8% from 2025/26 to 2026/27. National grants subsidy is 23% of anticipated revenue in all the respective years, this illustrate that the municipal is not grant depended.

Table 24: Msukaligwa Municipality Consumer Debt before Provisions

2023/2024 **	2024/2025	2025/2026 (April 2026)
R mil	R mil	R mil
1, 319, 107	1, 507, 170	1,732,083

**Source: 2023/2024/2025 – Annual Financial Statements and April 2026 section 71 report for 2025/26

The above table illustrate an alarming increase in consumer debts in the first two years reported above. In 2025/2026 the sharp increase is due to illegal connection and non-payment of services.

Table 25 Msukaligwa Municipal Infrastructure Expenditure

2023/2024		2024/2025		2025/2026**April 2026	
R mil		R mil		R mil (April 2026)	
Capital Budget R bill	Capital Expenditure R mil	Capital Budget R bill	Capital Expenditure R mil	Capital Budget R mil	Capital Expenditure R mil
211 364	151 588	199,628	147,974	194,694	137,186

**Source: 2023/2024/2025 – Annual Financial Statements 2024/25 and April 2026 section 71 report for 2025/2026

The municipality manage to spend it's entire grant allocation in 2023/24 88%, 2024/25 spent 98% and roll-over was approved. In the 2025/26 financial year the current spending it's sitting at 66%.

Table 26 Msukaligwa Municipality Capital Expenditure versus Operating Expenditure

2025/26 ** Actual			
Capital Expenditure R mil	Operating Expenditure R	Total Expenditure Budget R billion	% Capital Expenditure v/s Total Expenditure budget
137,186	1,076,390	1, 872,554	7%
2024/2025 Audited			
Capital Expenditure R mil	Operating Expenditure R bill	Total Expenditure Budget R billion	% Capital Expenditure v/s Total Expenditure budget
147,794	1,568,276	1,372,829	11%

The table above reflect the capital expenditure and the operating expenditure for the 2024/2025 and the 2025/2026 financial year.

3.4.1 Financial Management Systems

The municipality has financial systems in place which are fully operational and consist of the following systems:

SAGE Financial System – for all financial transactions.
 Solar Financial System - for all financial transactions.
 Pay Day System – dealing with pay roll and integrated to the Solar system.
 Cash Drawer System – for cash management and integrated to the Solar system
 CAT – For metering reading software
 Cigicell system – for pre-paid electricity sales and integrated to the Solar system
 TMS System – for traffic fines is not integrated

The SAGE/Solar System is used for billing of consumers and municipal consumer accounts are emailed or printed by the system.

3.4.2 Credit Control and Debt Collection Strategy for Local Municipalities

The municipality is currently implementing its Credit control and debt collection through the implementation of the Financial Recovery Plan, the municipality appointed Debt Collector and Council approved debt incentive scheme until June 2026. The current average is **74%** and the actual collection is **R 526 million as at 30 March 2026**.

According to the National Treasury norm, monthly revenue collection rate must at least be 95% to meet its obligations. However, due to number of constraints that the municipality is facing, the target for the 2026/2027 financial year is to collect at least **75%** after which it will be gradually increased to 95% - 100%. Currently all debts owed for more than 30 days are subjected to electricity cut-off.

The following challenges are experienced in terms of credit control and debt collection:

- ✚ High prevalence of illegal services connections.
- ✚ Unacceptable level of distribution loss of electricity at a rate of 61% and water at 66%
- ✚ Overdue government accounts.
- ✚ Prescribed debts which are not written off.
- ✚ Escalation of late estate accounts due to executors of estate not being able to transfer ownership.
- ✚ Unmetered services
- ✚ Eskom serviced areas

In addressing the challenges, the municipality has an action plan in place to enhance revenue collection which includes:

- ✚ Electricity cut-offs.

- ✚ TID rollover implementation
- ✚ Data cleansing project
- ✚ Handing over to Debt Collectors
- ✚ Follow up on the cut-off to identify illegal reconnections.
- ✚ Full compliance and implementation of Credit control and Debt Collection Policy and the Revenue Enhancement Strategy.
- ✚ Implementation of the Financial Recovery Plan (FRP)
- ✚ Auditing and blocking of pre-paid electricity meters.

Below is a table showing the summary of debtors' age analysis of the municipality

Table 27 Debtors Age Analysis as on 30 March 2026

MP302 Msukaligwa - Supporting Table SC3 Monthly Budget Statement - aged debtors - M09 March													
Description	NT Code	Budget Year 2025/26										Actual Bad Debts Written Off against	Impairment - Bad Debts i.t.o Council
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days		
R thousands													
Debtors Age Analysis By Income Source													
Trade and Other Receivables from Exchange Transactions - Water	1200	10 862	12 986	10 453	9 131	9 849	9 450	376 360	-	439 090	404 790	-	-
Trade and Other Receivables from Exchange Transactions - Electricity	1300	18 072	9 464	5 814	5 252	5 544	4 828	247 709	-	296 684	263 334	-	-
Receivables from Non-exchange Transactions - Property Rates	1400	18 306	13 326	10 971	9 047	8 632	8 491	278 020	-	346 793	304 190	-	-
Receivables from Exchange Transactions - Waste Water Management	1500	6 057	5 051	4 816	4 492	4 553	4 567	250 676	-	280 211	264 287	-	-
Receivables from Exchange Transactions - Waste Management	1600	5 309	4 395	3 952	3 556	3 726	3 570	249 416	-	273 924	260 269	-	-
Receivables from Exchange Transactions - Property Rental Debtors	1700	-	-	-	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Accounts	1810	130	368	751	494	1 267	414	53 610	-	57 033	55 785	-	-
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	-	-	-	-	-	-	-	-	-	-	-	-
Other	1900	(7 686)	(1 809)	(946)	(3 575)	(1 164)	(1 420)	(5 328)	-	(21 929)	(11 487)	-	-
Total By Income Source	2000	51 050	43 779	35 810	28 397	32 407	29 901	1 450 463	-	1 671 806	1 541 167	-	-
2024/25 - totals only		93 983	27 927	27 540	25 947	27 965	25 816	131 428	1 114 471	1 475 077	1 325 628	0	0
Debtors Age Analysis By Customer Group													
Organs of State	2200	13 206	4 172	3 992	3 878	3 987	3 831	17 649	62 198	112 913	91 543	-	-
Commercial	2300	34 572	6 390	6 409	5 733	5 314	5 184	24 922	217 457	305 981	258 610	-	-
Households	2400	57 177	20 953	22 506	19 921	20 507	19 243	99 277	969 110	1 228 694	1 128 058	-	-
Other	2500	2 352	860	849	744	757	788	3 923	33 365	43 638	39 577	-	-
Total By Customer Group	2600	51 050	43 779	35 810	28 397	32 407	29 901	1 450 463	-	1 671 806	1 517 788	-	-

3.4.3 Billing

The municipality is billing all registered consumers in the financial system on a monthly basis using actual consumption for metered services. For those consumers that the municipality may not have access to the metered consumer premises, such consumers are being billed on an average usage. Consumers are classified according to type of use i.e. households, businesses and other institutions. Currently the municipal billing is accurate and complete though there are challenges.

The challenges experienced in the billing include the following:

- ✚ Newly developed areas not metered causing distribution losses.
- ✚ Inaccessibility of some premises for reading of meters.
- ✚ Inadequate response time on replacement of faulty meters.

In addressing the challenges, the municipality should procure and install meters and install smart meters.

3.4.4 Audit Outcome

The municipality received a Qualified Audit opinion for 5 consecutive financial years, in response to the matters raised by the Auditor General in the 2024/25 Audit report, the municipality has developed an audit action plan in terms of s131 of the MFMA to address findings included in the Management Report. The summary of the action plan is as follows:-

The municipality received 91 Audit findings:

Not yet started- 0

In progress- 48

Resolved- 43

3.4.5 Repairs and Maintenance by Expenditure Item

According to the National Treasury norm, municipalities should budget at least 8% of the Property Plant and Equipment value. The current provision is below the norm.

MP302 Msukaligwa Repairs and Maintenance

Description of financial indicator	Basis of calculation	Ref	2024/25	Budget Year 2025/26			
			Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
Repairs & Maintenance			8 930	10 498	6 464	1 499	10 498
			8 930	10 498	6 464	1 499	10 498

MP302 Msukaligwa - Supporting Table SA18 Transfers and grant receipts

Description	Ref	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand							
RECEIPTS	1.2						
Operating							
National Government							
Monetary Allocations							
Local Government Equitable Share	-	285 986	285 986	285 986	299 205	313 048	320 922
EPWP Incentive	-	1 930	1 930	1 930	2 738	2 831	2 922
Finance Management	-	3 800	3 800	3 800	3 800	3 800	3 800
Municipal Infrastructure Grant	-	3 179	3 179	3 179	3 684	3 570	3 682
Total Monetary Allocations		294 895	294 895	294 895	309 427	323 249	331 325
Total Operating/National Government		294 895	294 895	294 895	309 427	323 249	331 325
Provincial Government							
Total Operating/Provincial Government		-	-	-	-	-	-
District Municipalities							
Monetary Allocations							
Other transfers/grants [insert description]							
Total Monetary Allocations		-	-	-	-	-	-
Allocations In-kind							
Other transfers/grants [insert description]							
Total Allocations In-kind		-	-	-	-	-	-
Total Operating/District Municipalities		-	-	-	-	-	-
Other Grant Providers							
Monetary Allocations							
[insert description]							
Total Monetary Allocations		-	-	-	-	-	-
Allocations In-kind							
[insert description]							
Total Allocations In-kind		-	-	-	-	-	-
Total Operating/Other Grant Providers		-	-	-	-	-	-
Total Operating	5	294 895	294 895	294 895	309 427 300	323 249 092	331 325 437
Capital							
National Government							
Monetary Allocations							
Municipal Infrastructure Grant (MIG)	-	105 402	105 402	105 402	70 002	67 830	69 953
Energy Efficiency and Demand Side Management Grant	-	4 000	4 000	4 000	-	-	-
Integrated National Electrification Programme Grant	-	2 691	2 691	2 691	18 100	10 803	7 110
Regional Bulk Infrastructure	-	50 000	50 000	50 000	280 000	289 520	298 785
Water Services Infrastructure Grant	-	-	-	-	59 850	61 885	63 865
Total Monetary Allocations		162 093	162 093	162 093	427 951 700	430 037 900	439 713 107
Total Capital/National Government		162 093	162 093	162 093	427 951 700	430 037 900	439 713 107
Provincial Government							
Monetary Allocations							
Other transfers/grants [insert description]							
Total Monetary Allocations		-	-	-	-	-	-
Allocations In-kind							
Other transfers/grants [insert description]							
Total Allocations In-kind		-	-	-	-	-	-
Total Capital/Provincial Government		-	-	-	-	-	-
District Municipalities							
Monetary Allocations							
Other transfers/grants [insert description]							
Total Monetary Allocations		-	-	-	-	-	-
Allocations In-kind							
Other transfers/grants [insert description]							
Total Allocations In-kind		-	-	-	-	-	-
Total Capital/District Municipalities		-	-	-	-	-	-
Other Grant Providers							
Monetary Allocations							
[insert description]							
Total Monetary Allocations		-	-	-	-	-	-
Allocations In-kind							
[insert description]							
Total Allocations In-kind		-	-	-	-	-	-
Total Capital/Other Grant Providers		-	-	-	-	-	-
Total Capital	5	162 093	162 093	162 093	427 952	430 038	439 713
TOTAL RECEIPTS OF TRANSFERS AND GRANTS		456 988	456 988	456 988	737 379	753 287	771 039

3.4.6 2026/2027 Budget Summary

MP302 Msukaligwa - Table A1 Budget Sum								
Description	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework			
	R thousands	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance								
Property rates	258 951	258 951	258 951	170 204	264 325	264 139	282 212	
Service charges	608 497	592 309	592 309	294 632	670 777	737 060	760 646	
Investment revenue	5 471	6 461	6 461	12 440	6 681	6 901	7 122	
Transfer and subsidies - Operational	294 895	294 895	294 895	119 161	309 427	323 249	331 325	
Other own revenue	158 940	110 213	110 213	36 955	118 282	124 606	128 593	
Total Revenue (excluding capital transfers and contributions)	1 326 753	1 262 829	1 262 829	633 392	1 369 493	1 455 955	1 509 899	
Employee costs	332 538	353 051	353 051	19 496	365 241	377 294	389 367	
Remuneration of councillors	20 559	19 521	19 521	-	20 314	21 005	21 677	
Depreciation, amortisation and impairment	128 379	128 379	128 379	13	132 744	137 258	141 650	
Interest, Dividends and Rent on Land	22 041	119 490	119 490	122 727	173 201	179 089	184 776	
Inventory consumed and bulk purchases	577 253	739 058	739 058	563 146	813 763	840 865	867 756	
Transfers and subsidies	-	-	-	-	-	-	-	
Other expenditure	301 698	318 090	318 090	120 341	406 008	419 810	433 244	
Total Expenditure	1 382 469	1 677 590	1 677 590	825 723	1 911 271	1 975 321	2 038 471	
Surplus/(Deficit)	(55 716)	(414 761)	(414 761)	(192 331)	(541 779)	(519 366)	(528 572)	
Transfers and subsidies - capital (monetary allocations)	162 093	162 093	162 093	-	427 952	430 038	439 713	
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions	106 377	(252 668)	(252 668)	(192 331)	(113 827)	(89 328)	(88 859)	
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	
Surplus/(Deficit) for the year	106 377	(252 668)	(252 668)	(192 331)	(113 827)	(89 328)	(88 859)	
Capital expenditure & funds sources								
Capital expenditure	162 093	194 964	194 964	106 997	437 829	457 267	467 016	
Transfers recognised - capital	162 093	162 093	162 093	106 711	427 952	446 969	452 250	
Borrowing	-	-	-	-	-	-	-	
Internally generated funds	-	32 871	32 871	286	9 878	10 299	14 766	
Total sources of capital funds	162 093	194 964	194 964	106 997	437 829	457 267	467 016	
Financial position								
Total current assets	3 521 306	1 331 316	1 331 316	1 011 052	1 369 146	1 494 496	1 662 355	
Total non current assets	8 283 087	2 986 179	2 986 179	107 315	3 224 679	3 338 870	3 440 829	
Total current liabilities	3 376 767	2 287 723	2 287 723	1 268 241	2 433 569	2 530 022	2 631 967	
Total non current liabilities	81 422	1 432 727	1 432 727	-	1 432 727	1 481 439	1 528 845	
Community wealth/Equity	8 346 204	597 045	597 045	(149 241)	727 529	821 905	942 372	
Cash flows								
Net cash from (used) operating	121 819	195 217	195 217	(227 669)	480 566	550 853	581 495	
Net cash from (used) investing	(162 093)	(194 964)	(194 964)	34	(437 829)	(457 267)	(468 597)	
Net cash from (used) financing	-	-	-	-	-	-	-	
Cash/cash equivalents at the year end	19 062	43 342	43 342	(184 545)	85 826	179 412	292 309	
Cash backing/surplus reconciliation								
Cash and investments available	19 062	43 342	43 342	(184 545)	85 826	179 412	292 309	
Application of cash and investments	1 485 197	2 069 365	2 069 365	1 281 126	1 871 005	1 942 673	2 019 255	
Balance - surplus (shortfall)	(1 466 135)	(2 026 023)	(2 026 023)	(1 465 671)	(1 785 178)	(1 763 261)	(1 726 946)	
Asset management								
Asset register summary (WDV)	7 787 377	2 986 179	2 986 179		3 224 679	3 338 870	3 423 530	
Depreciation	128 379	128 379	128 379		132 744	137 258	141 650	
Renewal and Upgrading of Existing Assets	153 485	164 560	164 560		345 850	362 076	368 680	
Repairs and Maintenance	15 797	11 446	11 446		11 835	12 238	12 630	
Free services								
Cost of Free Basic Services provided	1 056 780	1 056 780	1 056 780		-	-	-	
Revenue cost of free services provided	(27 856)	(27 856)	(24 398)		(20 845)	(21 554)	(22 243)	
Households below minimum service level								
Water:	-	-	-		-	-	-	
Sanitation/sewerage:	1	1	1		-	-	-	
Energy:	-	-	-		-	-	-	
Refuse:	19	19	19		-	-	-	

3.4.7 Revenue Enhancement Strategies

Every municipality must ensure sustainable availability of cash to fulfil its constitutional mandate and to ensure that the Integrated Development Plan is properly aligned to the budget. For cash to be available it is expected of the municipality that realistic and achievable revenue enhancement strategies be put in place. To succeed, MLM'S Revenue Enhancement Strategy must be based on three frontal tiers, namely:

- ✚ Stringent cash management: -Don't spend what you cannot afford
- ✚ Tariffs must be based on cost recovery model. The municipality is in the process to implement cost of supply This must be address, taking into accountant that statistical information must be upgraded before a proper cost of supply study and cost recovery through tariff exercise can be undertaken.
- ✚ Technical and non-technical distribution losses currently the main reason for trading losses in electricity (ideal 10%) and water services (15-30%) must be limited to ensure that tariffs to be charged is based on a cost recovery basis
- ✚ Improve data of each consumer as to be able to communicate through email or SMS
- ✚ Increased monthly revenue collection rate of up to 95%.
- ✚ Average annual growth of new revenue base of between 6%

3.4.8 Indigent Consumers Support

The municipality have an indigent policy in place providing for the support and registration of the indigent consumers within the municipality. 5219 indigent consumers have been registered in 2024/25 and 2025/26 registered indigent of 4461 in the indigent register of the possible indigents and are benefiting from the grants. It should however be noted that the target could not be reached due to number of challenges which include the following:

- ✚ Indigent consumers are not coming forward to register as indigents despite the call from the municipality requesting them to register.
- ✚ Since beneficiaries of the indigent grants must be on pre-paid electricity meters, and those qualifying consumers with conversional meters are assisted or subsidised with the installation of pre-paid meters.
- ✚ Other consumers are not willing to register as indigents due to the fact that they do not want their power to be reduced to 20kwh as a standard power for indigents.

3.4.9 District Municipality Support

Support from the district municipality is in the form of capital projects and maintenance of some capital assets with specific attention to water, sanitation services and water provision in the region as their priority. The consideration for assistance on projects is based on the annual IDP where projects are identified and prioritised. All projects funded by the District are listed in Part E, Section 5.5 of this document.

3.4.10 Supply Chain Management

The SCM policy as guided by the Municipal Finance Management Act 56 of 2003 stipulates that the procurement of goods and services must be done in accordance with the SCM policy adopted by Council. Currently we are using the spreadsheet to register the suppliers and verify through CSD.

The Supply Chain Management Unit has been established and functional.

3.4.11 Key Financial Policies

The financial management of the municipality is being guided by the following approved key financial policies and in accordance with the Generally Recognized Accounting Practice (GRAP):

- i. Tariff policy.
- ii. Property rates policy

- iii. Debt collection and credit control policy
- iv. Provision for debt impairment policy.
- v. Supply chain management policy.
- vi. Budget and virement policy
- vii. Cost containment policy
- viii. Asset management policy
- ix. Long-term financial plan
- x. Insurance policy
- xi. Unclaimed money policy
- xii. Investment of surplus fund policy
- xiii. Disposal of Immovable property policy
- xiv. Fleet management policy.
- xv. Indigent policy
- xvi. Travelling and subsistence policy
- xvii. Creditors payment policy
- xviii. Meter reading policy
- xix. Petty cash policy
- xx. Stores and Inventory Management policy

3.4.12 Asset and Infrastructure Management

The following is a summary of infrastructure assets carrying values as at **30 June 2025**:

ASSET CLASS	CARRYING VALUE 2024/2025	CARRYING VALUE 2023/2024
	R billion	R billion
Land	146 021	146 021
Buildings	58 520	72 349
Community Assets	93 493	103 753
Electrical Infrastructure	282 372	288 012
Roads and Storm water infrastructure	537 660	540 351
Sanitation	607 196	495 816
Solid waste	5 809	6 888
Water supply	947 381	931 614
Furniture and office equipment	1 460	2 043
Computer equipment	6 962	6 920
Leased assets	2 809	2 423
Library books	3 504	4 533
Motor vehicles	52 858	42 679
Plant and machinery	1 460	2 043
TOTAL	R 2 748 billion	R 2 646 billion

3.5 PUBLIC PARTICIPATION, GOOD GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Strategic Objective:

To strengthen public participation, corporate governance, and accountability

Intended outcome:

Patriotic citizenry and clean governance

3.5.1 Governance Structures

The following governance structures have been established and functional within the municipality:

Structure	Legislative Framework	Status Quo
Internal Audit function	Section 165 of the MFMA, 2003	The internal Audit Unit is functional with the Chief Audit Executive, Senior Internal Auditor and 2x Internal Auditor positions filled.
Audit committee	Section 166 of the MFMA, 2003	Audit committee is functional was appointed by council in September 2024. Council Resolution LM700/08/2024
Risk Management function	Section 62 of the MFMA, 2003	The risk management unit has been established and led by Chief Risk Officer assisted by 2x Risk Officers filled and Ethics & Compliance Officer (Vacant)
Risk Management, Anti-fraud and Corruption Committee	Section 62 of the MFMA, 2003	Risk Management Anti-fraud and Corruption Committee chairperson was appointed by council around September 2024 and the committee is functional. Council Resolution LM700/08/2024
Public Participation Unit		The Public Participation Unit is well capacitated and functional with Public Participation Coordinator X1 (ward Committee) & Public Participation Coordinator X2 (OVS) and has a budget for the Unit. Ongoing training through the LGSETA grants to be covered in the WSP
ICT Steering Committee		The ICT Committee is established and functional its terms of reference are signed annually.
Oversight committee	Section 79 and 80 of the Municipal Structures Act, 1998	The municipality's oversight committee (MPAC) has been established and functional. The oversight committee make comments and recommendations to Council on the findings made on financial management. MPAC Researcher Post is vacant but on the municipal structure and budgeted for.
Ward committees	Section 73 of the Municipal Structures Act, 1998	Ward committees have been established in all the 19 Wards of the municipality, and they are all functional. Stipends are being paid to the members of the Ward committee on for meetings attended.
Council Committees	Section 79 and 80 of the Municipal Structures Act, 1998	Section 79 & 80 Committees have been established and functional with committee officers assigned for each of the portfolio and oversight committees. MPAC is serviced by a dedicated researcher as a warm body. The committees comprise the following:

		<p>Section 79</p> <ul style="list-style-type: none"> • Technical Services Committee • Community and Social Services Committee • Finance Committee • Corporate Services Committee • Planning and Economic Development Committee • Local Geographical Names Committee • Municipal Public Accounts Committee • By-Laws and Policies Committee • Rules and Ethics Committee • Women Caucus Committee <p>COUNCIL RESOLUTION LM 784/02/2025</p> <p>Section 80 Committee has been established and functional and comprises of the following:</p> <ul style="list-style-type: none"> • Corporate Services Committee • Finance Committee • Community and Social Services Committee • Technical Services Committee • Planning and Economic Development <p>COUNCIL RESOLUTION LM 785/02/2025</p> <p>Section 79 Committee shall provide assurance to Council, that the Executive is delivering Municipal Services on excellence as per the mandate of Council, Integrated Development (IDP) and Service Delivery Budget Implementation Plan (SDBIP).</p> <p>Section 80 Committee focus on the fostering of proper coordination between departments to eradicate duplication and speeding up of Service Delivery.</p> <p>Staff compliment to support the function:</p> <p>1x Manager: Council Secretariat 1x Senior Committee Officer 5x Committee Officers</p>
Supply Chain Committees (SCM)	Section 4.5.5 of the Supply Chain Management: A Guide for Accounting Officers of Municipalities and Municipal Entities	<p>There are three supply chain committees which members are appointed on an ad hoc basis by the Municipal Manager and these committees are:</p> <ul style="list-style-type: none"> • The Specification Committee. • Evaluation Committee; and • Adjudication Committee
Other Governance Committees	Section 79 of the Municipal Structures Act, 1998	<p>There are other governance committees established to ensure good governance within the institution which are:</p> <ul style="list-style-type: none"> • Rules and ethics committee • By-Laws and policies committee • Local geographical names committee

		<ul style="list-style-type: none"> • Gender, youth and people with disabilities committee • Moral regeneration committee • Local labour forum • Local AIDS forum • LED Forum • Multi Party Women's Caucus
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3.5.2 Intergovernmental Relations Structures

In ensuring intergovernmental relations, structures to facilitate intergovernmental dialogue within all spheres of government has been established through committees at a District and Local level. Below is the summary of the role and responsibilities of the structures:

- **IDP Technical Committee**

The IDP technical comprise of the Municipal manager, Directors, IDP manager, Senior Officials from Provincial and National departments. It should be noted that the participating National departments will be only those performing certain functions within the District and do not have Provincial Department performing such functions. The following are the roles of the IDP Technical Committee:

- Considering programmes and projects that need to be aligned to the municipality's IDP.
- To ensure the integration of IDP policies, objectives, strategies and projects into daily functioning and planning of the municipality.
- Ensure dissemination of information from departments to the municipality and other relevant stakeholders.

It should however be noted that due to capacity and duplication of processes currently this structure sits at a district level where local municipalities are represented.

- **IDP Representative Forum**

The IDP Representative Forum constitute the Executive Mayor also as chairperson of the forum, Councillors, Municipal Manager, all directors and senior officials of the municipality, Ward committees, Government departments, community participation structures and all other stakeholders. The following are the roles of the IDP Representative Forum:

- Monitor implementation process of the IDP.
- Represent the interests of the inhabitants of the Municipality.
- Ensure dissemination of information to communities they represent and provide a platform for discussion, negotiation, feedback and decision-making between stakeholders and the municipality.

3.5.3 Traditional Authorities

The municipality does not have Traditional Authority areas, however rural area settlements and informal settlements are being prioritized. Prioritization of implementation of Sustainable Integrated Human Settlements in Mabuza Farm and Nyibe Informal Settlements, most of the rural areas/farms around the municipality are privately owned and the municipality can only provide services like Drilling of boreholes and Sanitation, Electricity is provided through ESKOM where the farm owners agree to sign wayleave for the electricity to be connected.

3.5.4 Management and Operational Systems

The following are the management and operational systems that the municipality must have in order to promote the culture of participatory and good governance:

Plan/Strategy	Status
Complaints Management System	The municipality has a call centre where complaints are reported and forwarded to relevant departments for attention. The call is tracked by the system and once the activity has been completed the call is closed where after a report is generated for every call logged and completed. The municipality also has walk in calls logged by Technical Services and Finance
Fraud Prevention Plan	To curb fraud and corruption, Msukaligwa Local Municipality has developed and approve an Anti-Fraud and Corruption policy and Strategy, and further the Anti-Fraud Implementation plan, the Whistle Blowing Policy and Gifts Policy that must be implemented in the 2020/21 financial year. An Anti-Fraud National toll-free hotline is being used to help combat fraud and corruption.
Communication Strategy	The municipality is currently working on Draft Communication Strategy Document.
Public Participation Policy and Strategy	The Public Participation Policy and Strategy were adopted by Council as per Resolution LM 615/02/2020 and LM 699/06/2020 respectively
Call Centre	
Inter-Governmental Relations	

3.5.5 Inter-Municipal Planning

To ensure integrated planning, the municipality need to involve neighbouring municipalities during the planning process since this will help in dealing with issues that will affect such municipalities. Currently the municipality has not yet developed a formal forum that will serve for the purpose of Inter-Municipal planning and will in the meantime engage neighbouring municipalities through the District Management Committee Meetings.

3.5.6 Risk Management

Section 62(1)(c) of the Local Government: Municipal Finance Management Act (MFMA) No. 56 of 2003 dictates that the Accounting Officer is responsible for managing administration of the municipality and must take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. Msukaligwa Local Municipality has established the Risk Management Section which is led by Chief Risk Officer. The functions and responsibilities of the section are to develop and maintain an effective Risk Management System which will enable a favorable internal control environment that will be helpful to the achievement of the municipality's overall objectives. This is achieved by designing, developing and implementing an effective Risk Management Policy and Strategy/Plan. Risk management unit assists departments to conduct continuous institutional risk assessments where departments perform risk identification, evaluation, mitigation strategies and report progress. The unit is also responsible for coordination of combined assurance within the municipality.

The municipality has its own Risk management antifraud and corruption committee (RMAFCC) that is led by an independent chairperson, this committee is responsible for overseeing enterprise risk management within the institution. The committee reviews and monitors the risk mitigation strategies, compliance, fraud and combined assurance matters, and recommends it to Audit Committee.

The council has approved Risk management policy, risk management strategy, risk appetite policy, whistle blowing policy, compliance policy, combined assurance model, anti-fraud and corruption strategy/policy. Risk assessment is conducted annually the following 10 strategic Risks have been identified:

1. Uncoordinated LED programmes
2. Mushrooming of informal settlement /Land Invasion/Illegal land users
3. Inability to meet financial obligations

4. Inability to deliver sustainable basic services
5. Lack of innovation in terms of technology use to pursue service delivery
6. Lack of capacity building
7. Aging ICT infrastructure
8. Inadequate implementation of public participation strategy
9. Perpetuation of fraud and corruption
10. Unplanned development needs

3.5.7 Anti-corruption and Fraud

To curb fraud and corruption, Msukaligwa Local Municipality has developed and approve an Anti-Fraud and Corruption Strategy and Policy, the Whistle Blowing Policy and Gifts Policy that must be implemented. The municipality is currently using national Anti-Fraud toll free hotline 0800 701 701.

Combined Assurance Model

The municipality has established combined assurance model which integrates and coordinates all risk management and assurance activities across an organization. Combined assurance policy and plan have been developed and approved by the council. The policy details the roles, responsibilities, and expected assurance levels for all internal and external oversight providers, this model effectively eliminates administrative duplication while maximizing risk coverage.

3.5.8 MEC Comments on the Reviewed Draft 2026/2027 IDP

The MEC Comments on the Reviewed Draft 2026/2027 IDP were received and all matters that were highlighted by the MEC were addressed. The only areas we could not resolve on this IDP are those that we could not have readily available information including demographics data, Climate change Issues, but will ensure that those issues are attended to.

Spatial referencing of projects is one outstanding area that we could not finalize on this IDP, and we are working on it to ensure it is included in the next IDP.

3.5.9 Audit Opinion and Addressing Issues Raised by the AG

In terms of section 131(1) and (2) of the Municipal Finance Management Act, 2003, a municipality must address any issues raised by the Auditor General in an audit report. The Mayor of a municipality must ensure compliance by the municipality with this subsection.

The MEC for local government in the province must-

- (a) Assess all annual financial statements of municipalities in the province, the audit report on such statements and any responses of municipalities to such audit reports, and determine whether municipalities have adequately addressed any issues raised by the Auditor General in an audit report; and
- (b) Report to the provincial legislature any omission by a municipality to adequately address those issues within 60 days.

The municipality has received a Qualified Audit Opinion for the 2024/2025 financial year with the following matters:

- (1) VAT input accrual
- (2) VAT output accrual
- (3) Irregular expenditure
- (4) Inventories
- (5) Dept impairment
- (6) State of changes in net assets

- (7) Rist Management
- (8) Segment information
- (9) Cash flow from operating activities
- (10) General expenses
- (11) Preo period error
- (12) ESKOM Balk purchases

There is total number of **91** findings for the financial under review as per the Management letter which shows significant increase when compared with 2023/2024 financial year with **41** findings.

Findings per Department

- (a) Finance Department: 63 Findings
- (b) Corporate Department: 11 Finding
- (c) Office Of The MM: 13 Findings
- (d) Technical Services: 2 Finding
- (e) Community Services: 2 Finding
- (f) Planning & Economic Dev: 0 Finding

Addressing Auditor General Findings

A web-based Audit Action plan has been provided by National Treasury on which progress in addressing the audit findings is captured as and when findings are addressed. These therefore ensure the following processes are implemented:

- (a) Monitoring the progress on the implementation of the Auditor General recommendations on a monthly basis.
- (b) Management provides progress report on addressing the issues raised by the Auditor General on a monthly basis.
- (c) Internal audit and Audit Committee conduct follow up on the implementation of action plans on a quarterly basis

In accordance with the summary of the auditor general's report, an audit action plan has been compiled which forms part of the IDP and Annual Report. The Auditor General report is therefore attached as "**Annexure B**" to this document.

3.5.10 Community Participation and Communication Mechanisms

Chapter 4, Sections 17 – 21 of the Local Government: Municipal Systems Act, Act No. 32 of 2000, provides that a Municipality must ensure community participation in the affairs of the municipality and also provide for mechanism to be used to give notice to the public. It is from this provisions that the municipality use the following methods to ensure consultation and community participation in its affairs:

- ✚ Electronic and Print Media
- ✚ Ward Meetings
- ✚ Sector Departments consultations
- ✚ IDP Representative Forum
- ✚ IDP and Budget Consultations
- ✚ Petitions and Referendums
- ✚ Virtual and Online platforms
- ✚ Social media platforms

During the compilation of this IDP, consultations with communities were conducted during the month of September and October 2023, the following methods of public participation were used:

- a) Ward based consultation (physical) in all wards within the municipality
- b) Handing of Ward Development Plans to Ward Councillors.

The summary of issues raised during the consultative process are captured in Chapter 1 section 1.5 of this document.

3.5.11 Community Issues Raised through Presidential Hotline

Presidential hotline issues are channeled through the communications unit of the municipality. Upon receipt of complaints or issues, the communication unit refers to such complaints to relevant municipal departments for attention. The communications unit will therefore make follow up as whether the reported issues are being addressed prepare a report thereof.

Msukaligwa Local Municipality (MLM) has 24- hour CONTACT CENTRE service for the clientele community of Msukaligwa who wishes to log in a service or to get information. The contact centre has a multichannel communication (e-mail, WhatsApp, USSD, VoIP Telephone).

The municipality has installed contact centre solution system, the system includes among others the soft phones (it enables Voice over internet Protocol (VoIP) telephone calls from computer devices, work in conjunction with headset. It records the interaction between agents and callers.

The system has statistics Wall board which track important information, such as how long it takes agent to answer, how many calls they've taken, how many they've missed, average call time and who answers the most calls.

The MLM is using a toll-free number to make it easier for the customers to reach the municipality. The toll-free number is 0800 0149 03. The e-mail address is contactcentre@msukaligwa.gov.za; WhatsApp or send a voice note / video to 079 503 6729. Recently CoGTHA launched mobile application (Livi Lemphakatsi) for community members to log in complaints remotely.

The clientele community can also register their complaint through the work-in which are currently in main offices in Ermelo. All the callers or complainants are issued with reference numbers,

Livi Lemphakatsi APP

The Municipality has noted that the Mpumalanga Provincial Government has launched a new citizen engagement App called **Livi Lemphakatsi**. The digital platform is designed to connect residents directly with the services and the leadership of both the local and provincial government spheres.

Through the use of the App, the citizens will report issues, receive feedback from government structures, through their mobile devices. It will allow them to submit and track service delivery complaints in real-time, whilst ensuring accountability. The launch of *Livi Lemphakatsi Citizen App* is aligned with the Mpumalanga Provincial Government's commitment to improve service delivery and foster inclusive governance. The App is further expected to assist municipalities in monitoring service-related concerns efficiently, thus improving response times and public trust in government services.

The Municipality is awaiting further direction from the Provincial Government on the use of the APP to complement its existing community complain management systems.





3.5.12 Partnerships

In terms of the National Framework for Local Economic Development (2006-2011), development of sustainable local economy is one of the crucial elements within a Municipal LED. In order to achieve a sustainable local economy the municipality cannot afford on its own but through partnership with various sectors of government, business communities, NGOs and all other stakeholders this could be achieved.

The Local Economic Development strategy developed by the municipality seeks to address the broader issues regarding the SMME, PPP, BEE and other related partnerships to enhance the development and growth of the municipality. The LED Strategy that was approved by Council in 2010 has been reviewed in 2020 August and approved by Council as per Resolution LM 739/08/2020.

3.5.13 Strategic Development Master Plans

The municipality is at this stage not able to develop some Strategic Development Master Plans due to lack of funds. However, the development of the master plans has been included in the IDP as one of the important projects within the municipality. The following master plans are in place:

-  Electricity Master Plan with projects in the IDP seeking to address to aims of the plan.
-  Water Master Plan
-  Sewer `Master Plan
-  Water and Sanitation Services Infrastructure Asset Management Plan

3.6 SPATIAL PLANNING AND RATIONALE

Strategic Objectives

To ensure long term planning that provided for social cohesion and spatial transformation

Intended outcome

Sustainable and integrated spatial settlements

In terms of the provisions of the **Government Gazette No. 22605** dated 24 August 2001, a Spatial Development Framework of an Integrated Development Plan must achieve a number of objectives in line with provisions of Sections 152 and 153 of the Constitution of the Republic of South Africa. One of the objectives of the SDF is to provide a visual representation of the desired spatial form of the municipality, which representation will:

- ✚ indicate where **public and private land development** and **infrastructure investment** should take place;
- ✚ indicate **desired or undesired utilization of space** in a particular area;
- ✚ **delineate the urban area within a well-defined urban edge;**
- ✚ identify **areas where strategic intervention is required;** and
- ✚ Indicate **areas where priority spending is required.**

Municipalities are also required in terms of the Spatial Planning and Land Use Management Act, 16 of 2013 to develop Municipal Spatial Development Frameworks.

The Municipality has recently in 2020 reviewed its Spatial Development Framework (SDF) which is a core component of a Municipality's economic, sectoral, spatial, social, institutional, environmental vision. A Municipal SDF is prepared in terms of the Spatial Planning and Land Use Management Act, 16 of 2013, and is regarded as a mechanism to direct future growth and achieve the desired spatial form of the Municipality. More specifically, it is a framework that seeks to guide the overall spatial distribution of current and desirable future land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of an SDF are to promote sustainable functional and integrated human settlements, maximize resource efficiency, and enhance regional identity and unique character of a place.

The review of the SDF was horizontally and vertically aligned with the following documents. This alignment is discussed in detail on the SDF document.

National Level	Provincial Level	District and Regional Level	Local Level
National Development Plan, Vision 2030	Mpumalanga Vision, 2030 (2013-2030)	Gert Sibande Spatial Development Framework, 2014	Msukaligwa Integrated Development Plan 2019/20
Medium Term Strategic Framework (MTSF), 2014-19	Mpumalanga Spatial Development Framework (MSDF), 2019	Gert Sibande Rural Development Plan (GSRDP), 2017	Msukaligwa Spatial Development Framework, 2010
Spatial Planning and Land Use Management Act, 16 of 2013	Mpumalanga Industrial Development Plan (MIDP), 2015	Gert Sibande Integrated Development Plan 2018-19	Msukaligwa / Chief Albert Luthuli Environmental Management Framework (EMF), 2010
National Infrastructure Plan (NIP)	Mpumalanga Biodiversity Sector Plan (MBSP), 2014		
National Spatial Development Framework (2019, draft)	Climate Change Adaptation Strategies for Mpumalanga, 2015		

National Transport Master Plan (NATMAP) 2050	Mpumalanga Human Settlements Master Plan, 2013		
Comprehensive Rural Development Programme, 2009	Mpumalanga Tourism Strategy (MTS), 2018		
Integrated Urban Development Framework (IUDF) 2016	Provincial Comprehensive Rural Development Programme		
Human Settlements Policy			
National Water Resource Strategy, 2013			
Draft National Climate Change Adaptation Strategy, 2019			

3.6.1 Spatial Development Framework Vision

Msukaligwa is central to a **diversified, vibrant rural economy** that make optimal use of **natural resources**, supported by a **well-connected network of sustainable rural service and economic nodes**, where **people** have access to services and economic opportunity.

3.6.2 SDF Priorities and Proposals

After an in-depth SWOT (strengths, weaknesses, opportunities and threats) analysis, the Municipal SDF has identified the following four key priorities which are as follows:

3.6.2.1 *Strategic Water Source Areas*

Msukaligwa is part of catchment areas which are classified as strategic water source areas at a national scale. The preservation and sustainable use of these water sources is becoming increasingly important in view of climate change. Decisions about the future development of the area should take cognizance of this issue and not sacrifice long term water security in favour of meeting short term economic or development targets.

3.6.2.2 *Conflicting Land Uses*

Management of conflicting land uses for protection of ecosystem services for future economic diversification is a priority in Msukaligwa. This issue is related to the protection and management of natural resources, one of which is the strategic water sources. Msukaligwa is richly endowed with natural resources including water, high potential land, minerals and sensitive ecosystems that occur in attractive natural landscapes. However, these natural resources and the demand to exploit them spatially overlap. Coal deposits occur in environmentally sensitive areas with high potential agricultural land. Similarly, high potential lands occur in regions where it may impact on the sensitive hydrological system. As key focus of spatial planning should be the identification of conflict area and ensuring management of impact on a case-by-case basis.

3.6.2.3 *Reliance on Carbon Economy*

Currently, the area's economy has a substantial reliance on coal mining. This not only refer to direct contribution by mines to economic output and employment, but also the related industries that form part of the mining value chain. This includes transport and related services. In addition to coal mining, the area also hosts the Camden Power Station. The eventual decline of the mining sector and coal-based power generation, based on declining coal deposits and a move away from a carbon-based economy, is a long term certainty for the area. Emphasis in spatial planning should be on creation of opportunities to diversify the economy to lessen the impact of the decline.

3.6.2.4 Role of Settlements in Quality of Life

The way human activity is organized and concentrated across space has an impact on quality of life in various ways. Spatial structure has socio-economic implications such as accessibility of basic and social services, social integration between racial and income groups, and facilitating economic opportunity. In Msukaligwa, the dual challenge exists of a dispersed rural population with low access to opportunity and services, while especially Ermelo / Wesselton is facing the pressure of rapid urbanization causing pressure on service delivery. The urbanisation also has the danger of reinforcing historic disjointed spatial structure of towns if not managed correctly. Some of the challenges and opportunities inherent to this integrated developmental issue are:

- Developing service delivery models for both dispersed rural areas and rapidly growing towns
- Using urbanisation and service delivery as a way to stimulate economic activity
- Harnessing the dividend presented by higher concentration of people, e.g. more opportunity for economic diversification, higher levels of access to education and skills development programmes, etc.
- Managing urban sprawl to protect natural resources, and managing the impact of mining on human settlements.

All land development applications within the Msukaligwa Local Municipality are governed by the following pieces of legislation:

- The Spatial Planning and Land Use Management Act, 16 of 2013
- Msukaligwa Spatial Planning and Land Use Management By-Law, 2013
- Msukaligwa Land Use Management Scheme, 2021 (LUMS) has been approved by the Council and promulgated.

3.6.3 Spatial Strategies

The Spatial Strategies towards achieving the concept and spatial objects are the following:

1. Solidify a connected network of economic and service centres – in order to achieve efficiency in service delivery and investment while at the same time ensuring that communities have access to social services, it is proposed that the current network of settlements be strengthened to fulfil their respective roles as different levels of service centres. It is proposed that highest order services be limited to the main node, while more basic social services be decentralised to the rural nodes.
2. Protect the regional open space network in the interest of sustainability and in support of tourism: regionally significant open spaces and strategic water source areas should be delineated and protected.
3. Delineate focussed rural production areas: The rural hinterland should be assigned specific economic functions to ensure focused investment and support efforts to optimise economic benefits.
4. Plan for integrated human settlements at a local scale: Local frameworks should guide the development of higher intensity, integrate human settlements and combat continued segregation and sprawl.

3.6.4 Activity and Development Nodes

It is proposed that the nodes in Msukaligwa are classified according to the following criteria:

- Level of social service
- Economic focus
- Nodal Hierarchy

The nodes are classified as follows:

Node	Level of Social Services	Economic Focus	Nodal Hierarchy
Ermelo / Wesselton	Regional social services Basic social services for population in node	Diverse Economic Development Mining	Primary Node
Breyten / KwaZanele	Basic Social Services	Mining Agriculture	Rural Node

Chrissiesmeer / KwaChibikhulu	Basic Social Services	Tourism	Rural Node
Warburton / Nganga	Basic Social Services	Forestry Tourism	Rural Node
Lothair / Silindile	Basic Social Services	Forestry Agriculture Tourism	Rural Node

Spatial Proposals

The SDF approved in 2020 does not outline the spatial proposals; the Municipality will incorporate the spatial proposals during the SDF is reviewed. The SDF is due for review in 2025. The municipality is in the process of sourcing external funding for the review of the SDF. The SDF Review has been submitted to DBSA for funding.

3.6.5 Development Guidelines for Local SDFs

ERMELO/WESSELTON (THE SPATIAL GUIDELINES FOR ERMELO / WESSELTON IS SHOWN ON MAP 16)

Primary Service and Economic Node: Ermelo / Wesselton	
Focus Area	Strategic Direction
Function	<ul style="list-style-type: none"> Provide higher order services to the growing urban population, as well as the rural catchment area surrounding the node. Provide space for economic diversification and higher intensity economic development, with a focus on agriculture and related activities, mining, utilities and power generation, as well as transport and logistics. Support should also be provided to industrial and commercial uses, as well as business incubation centres and innovation centres, training facilities and educational institutes Provide medium to higher density residential accommodation for the growing urban population.
Service Area	<ul style="list-style-type: none"> An area with a radius of approximately 40 km around the node, including the rural nodes in Msukaligwa and extensive rural land uses (agriculture, forestry, conservation and tourism, mining and energy generation).
Range of Services	<ul style="list-style-type: none"> As a regional service centre, a range of basic and higher order social services should be provided for the resident population as well as the larger region. Basic social services include medical facilities, schools, libraries, internet labs, community sports facilities, community halls, and Thusong centres including pension pay points. Higher order services include branch offices of national departments, municipal offices, magistrate's court, hospital/s, tertiary education (colleges, ABET centres, etc), regional sports facility / stadium, business support centres, etc.
Spatial Framework	
Mixed use central core area	<ul style="list-style-type: none"> It is proposed that adequate space be provided for residential densification and the establishment of high intensity non-residential uses, excluding industrial uses. This would involve the possible redevelopment of some parts of the mid-town areas, as well as established low density residential areas surrounding the current town centre. It is also proposed that the mixed use core be extended towards Wesselton to ensure a more integrated, connected urban form. Restructuring zones should be identified in Ermelo / Wesselton as part of initiatives to densify and link the CBDs of the two areas.
Residential areas and local nodes	<ul style="list-style-type: none"> Medium density infill should be promoted in residential areas, to prevent continued sprawl and more efficient service delivery. Social services such as schools, community facilities and open space should be maintained. New social services should be provided in areas where these are currently lacking.

	<ul style="list-style-type: none"> • Social services should be concentrated in or around local nodes as indicated on framework map.
Proposed new residential areas	<ul style="list-style-type: none"> • Expansion areas for new residential development area provided to the north, south and west of established residential areas. • Areas to the east should only be developed once geotechnical studies have determined that undermining does not pose a threat to development. • Low density residential development should be avoided in favour of medium to high density development (e.g. 3- 4 storey walk-ups) • Local nodes should be developed concurrently to residential development
Industrial Areas	<ul style="list-style-type: none"> • The current industrial area should be revamped and intensified. • Provision is made for extension of industrial uses in the form of light industries and commercial uses. The current industrial area is underdeveloped. It provides an opportunity for new development, as well as the development of the Farmer Production Support Unit • Incubation centres should be supported to help companies in the identified sectors (agriculture and related activities, mining, utilities and power generation, as well as transport and logistics)
Development Edge	<ul style="list-style-type: none"> • The planned ring road should be treated as the urban edge, with higher intensity infill development taking place within the ring road as opposed to low density sprawl. • The only exceptions are: <ul style="list-style-type: none"> ○ the township Ermelo Ext 44 which already has extended to the south of the ring road. The township boundary should in the case be treated as the urban edge, and • human settlement project on portion 8 of Farm Buhrmannns Tafelkop (north of proposed ring road), farm boundary to be treated as urban edge
Movement	<ul style="list-style-type: none"> • Internal connectors should be strengthened where existing and established where lacking / included in new developments, as indicated on the framework map

BREYTEN/KWAZANELE (THE SPATIAL GUIDELINES FOR BREYTEN/KWAZANELE IS SHOWN ON MAP 17)

Agriculture / Mining Rural Node: Breyten / KwaZanele	
Focus Area	Strategic Direction
Function	<ul style="list-style-type: none"> • As the second largest settlement in Msukaligwa, provide lower order, basic social services to resident urban population and surrounding rural population. • Located in a current mining area, short to medium term economic development should focus on mining related industries, transport and logistics. The node should also play a prominent role in agricultural production and value addition in future. It is the site of a planned Farmer Production Support Unit as part of the Agri Parks programme. Agricultural focus should be on livestock, maize and deciduous fruits. • Land reform initiatives should be fast-tracked. • Medium density housing should be provided to accommodate a growing urban population.
Service Area	<ul style="list-style-type: none"> • An area with a radius of approximately 20 km around the node.
Range of Services	<ul style="list-style-type: none"> • Basic social services, including clinic/s, schools, multi-purpose centre or Thusong centre including a variety of the other services mentioned, pension pay points, library with internet facilities, community hall/s, sport facilities, police station or satellite station, and post office. Due its relative large population size compared to other rural nodes and expected population growth by 2050, a few higher order services such as fire and rescue services, home affairs and labour offices, magistrate court, and adult education and training facilities should be accommodated.
Spatial Framework	
Mixed use central core area	<ul style="list-style-type: none"> • Adequate space should be provided for residential densification and the establishment of high intensity non-residential uses, excluding industrial uses. • It is also proposed that the mixed use core be extended towards KwaZanele to ensure a more integrated, connected urban form

Residential areas and local nodes	<ul style="list-style-type: none"> It is proposed that local nodes providing basic amenities and basic social services be established in existing and planned residential areas, as indicated on the framework map.
Proposed new residential areas	<ul style="list-style-type: none"> Provision has been made for the extension of residential area within the development edge
Industrial Areas	<ul style="list-style-type: none"> The current industrial area is underdeveloped. It provides an opportunity for new development, as well as the development of the Farmer Production Support Unit
Development Edge	<ul style="list-style-type: none"> The focus of development should be on intensification of existing development, e.g. redevelopment with higher density residential and infill development on vacant stands. Development should not sprawl beyond the proposed development edge.
Movement	<ul style="list-style-type: none"> It is proposed that the existing internal movement network be enhanced, with the emphasis on local link roads as indicated on the framework map.

CHRISSIESMEER / KWACHIBIKHULU (THE SPATIAL GUIDELINES FOR CHRISSIESMEER / KWACHIBIKHULU IS SHOWN ON MAP 18)

TOURISM / CONSERVATION RURAL NODE: CHRISSIESMEER / KWACHIBIKHULU	
Focus Area	Strategic Direction
Function	<ul style="list-style-type: none"> The main function of the town is to serve as a tourism destination. Its cultural and natural heritage should be protected and managed. Provision should be made for tourist accommodation, both in the historic town and township areas. The town is also a small service centre for the resident community and surrounding communities.
Service Area	<ul style="list-style-type: none"> An area with a radius of approximately 20 km around the node.
Range of Services	<ul style="list-style-type: none"> Basic social services, including clinic/s, schools, multi-purpose centre or Thusong centre including a variety of the other services mentioned, pension pay points, library with internet facilities, community hall/s, sport facilities, police station or satellite station, and post office. Due to its important role as a tourism anchor, the provision of a tourism information centre is important.
Spatial Framework	
Mixed use central core area	<ul style="list-style-type: none"> The historic town CBD should be preserved and any new development should be according to its current scale and character. Development in this area should be intensified according to a detailed urban design plan, focussing on a better definition of the public space and creating more economic opportunity Provision should be made for a variety of uses focussing on retail, crafts, tourism services, accommodation, restaurants, and similar uses. □ Industrial and commercial uses are not recommended
Village heritage area	<ul style="list-style-type: none"> Historic buildings should be retained and restored New infill development should only occur on vacant land and be in line with the existing density and character of the area.
Residential areas	<ul style="list-style-type: none"> Existing residential areas should be densified in order to prevent sprawl into the surrounding sensitive landscapes.
Proposed new residential areas	<ul style="list-style-type: none"> Provision has been made for the extension of residential area within the development edge

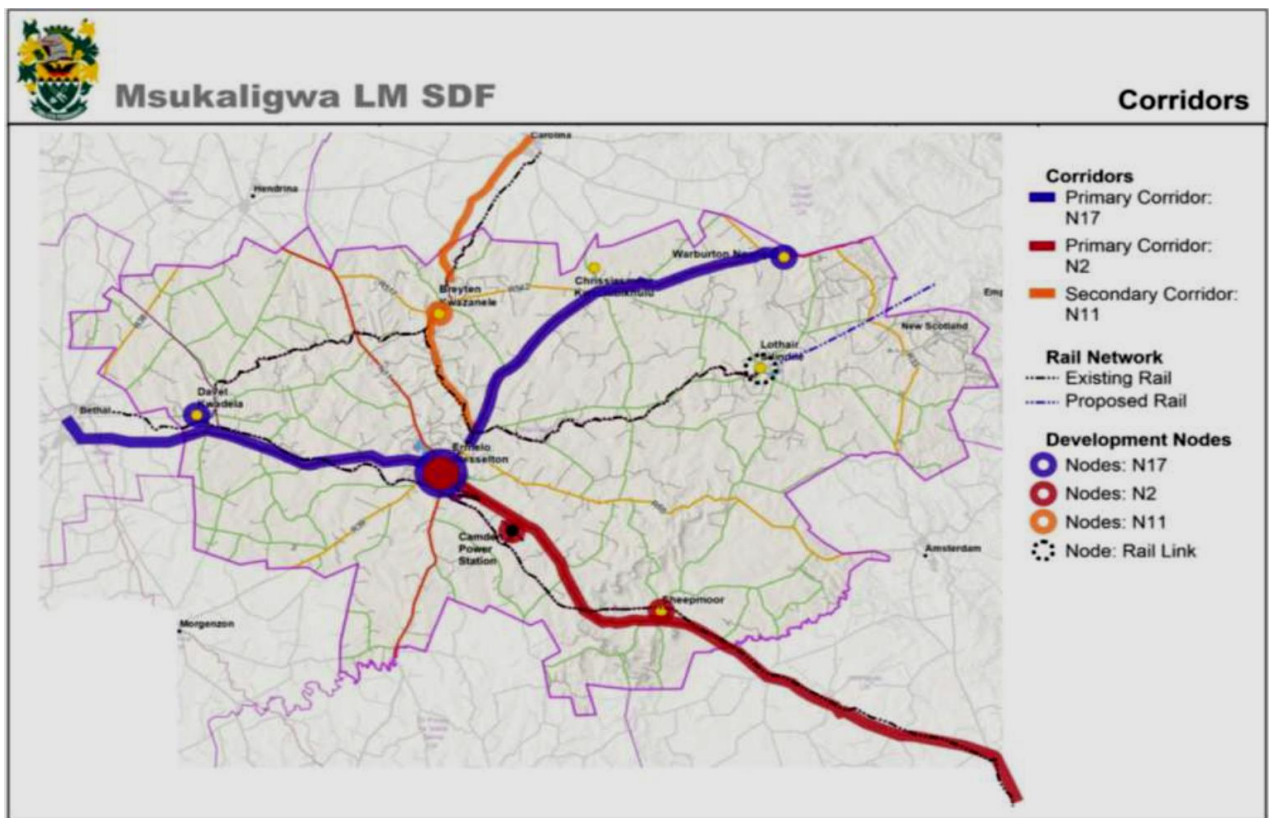
Green belt	<ul style="list-style-type: none"> The central green belt is an intrinsic part of the character of the town and should not be further developed / encroached on. Conservation and active use should be encourage (e.g. similar to hiking trails developed in Clarens), linked to the surrounding conservation areas of the lakes region
Development Edge	<ul style="list-style-type: none"> The focus of development should be on intensification of existing development, e.g. redevelopment with higher density residential and infill development on vacant stands. Development should not sprawl beyond the proposed development edge.
Movement	<ul style="list-style-type: none"> It is proposed that the existing internal movement network be enhanced, with the emphasis on local link roads as indicated on the framework map.

RURAL NODES (THE SPATIAL GUIDELINES FOR RURAL NODES ARE SHOWN ON MAP 19)

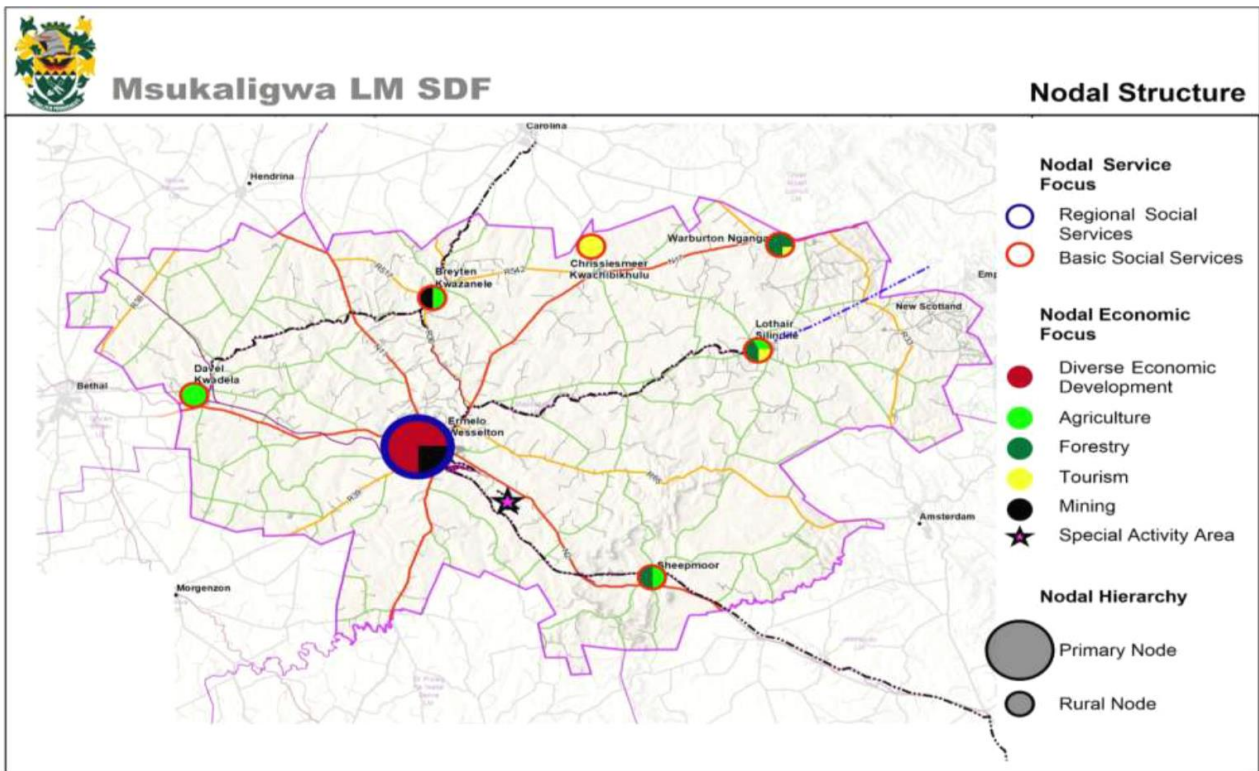
Other Rural Nodes	
Focus Area	Strategic Direction
Function	<ul style="list-style-type: none"> Warburton: The key economic activity on which the settlement is relying is forestry. The settlement's reliance on a single sector should be lessened by also tapping into the tourism potential in the area. Lothair: Also located in the forestry area, Lothair has been identified as a potential agricultural node in the Rural Development Plan for the area, with potential for wool and maize farming in addition to forestry. Establishing a facility for wool handling or beneficiation should be considered. The establishment of additional grain silos should also be considered. Settling land claims should be prioritised. Training of emerging / CPA farmer in tree farming would enable them to tap into forestry industry in local area. Should the rail link to Eswatini be realised, the potential exist for creating a transport / logistics focus area and expand agri-processing in the node. Sheepmoor: Identified as a site for the establishment of a Farmer Production Support Unit in terms of the Agri-Park Programme, the economic focus on Sheepmoor is on forestry and agriculture (livestock, grains (maize and beans) and vegetables). Economic initiative such as the establishment of grain silo, training in tree farming and provision of connecting infrastructure should be prioritised. It was also suggested in the Rural Development Plan that a strategy for small agri-villages in forests with Mondi/ Sappi initiative should be investigated. Davel / KwaDela: The main economic focus of this node is agriculture. Opportunities for beneficiation, additional silos / storage facilities and transport support services should be investigated. The towns act as small service centres for the resident community and surrounding rural communities. To ensure access to markets and higher order services, the connectivity of these nodes with the main node (Ermelo / Wesselton) should be strengthened. The upgrade / maintenance of road and rail infrastructure should be prioritised.
Service Area	<ul style="list-style-type: none"> An area with a radius of approximately 20 km around the node.
Range of Services	<ul style="list-style-type: none"> Basic social services, including clinic/s, schools, multi-purpose centre or Thusong centre including a variety of the other services mentioned, pension pay points, library with internet facilities, community hall/s, sport facilities, police station or satellite station, and post office.
Spatial Frameworks	
Mixed use local nodes	<ul style="list-style-type: none"> It is recommended that social services, retail facilities and other economic activities be concentrated in small local nodes within each of these settlements. This will ensure higher levels of access and economies of scale in terms of service provision.
Residential areas	<ul style="list-style-type: none"> While these settlements are rural in nature, very low density extensive residential settlement is not recommended. The focus should be on medium density layouts with a regular grid pattern to facilitate service delivery

Rural Residential	<ul style="list-style-type: none"> • Very low density residential settlement that may also include small scale agriculture and related uses. Off-grid services should be considered due to organic layouts and low densities.
Proposed new residential areas	<ul style="list-style-type: none"> • Although the in-migration and population growth is not as high as in the main urban node, provision has been made for the extension of residential areas in each of these rural nodes
Development Edge	<ul style="list-style-type: none"> • Due to the low intensity development and lack of development pressure, a development edge is not proposed for these settlements.
Movement	<ul style="list-style-type: none"> • Due to the small size of the settlements, local movement is not a challenge. More important is ensuring physical connections and possibly monthly transport services to the main node.

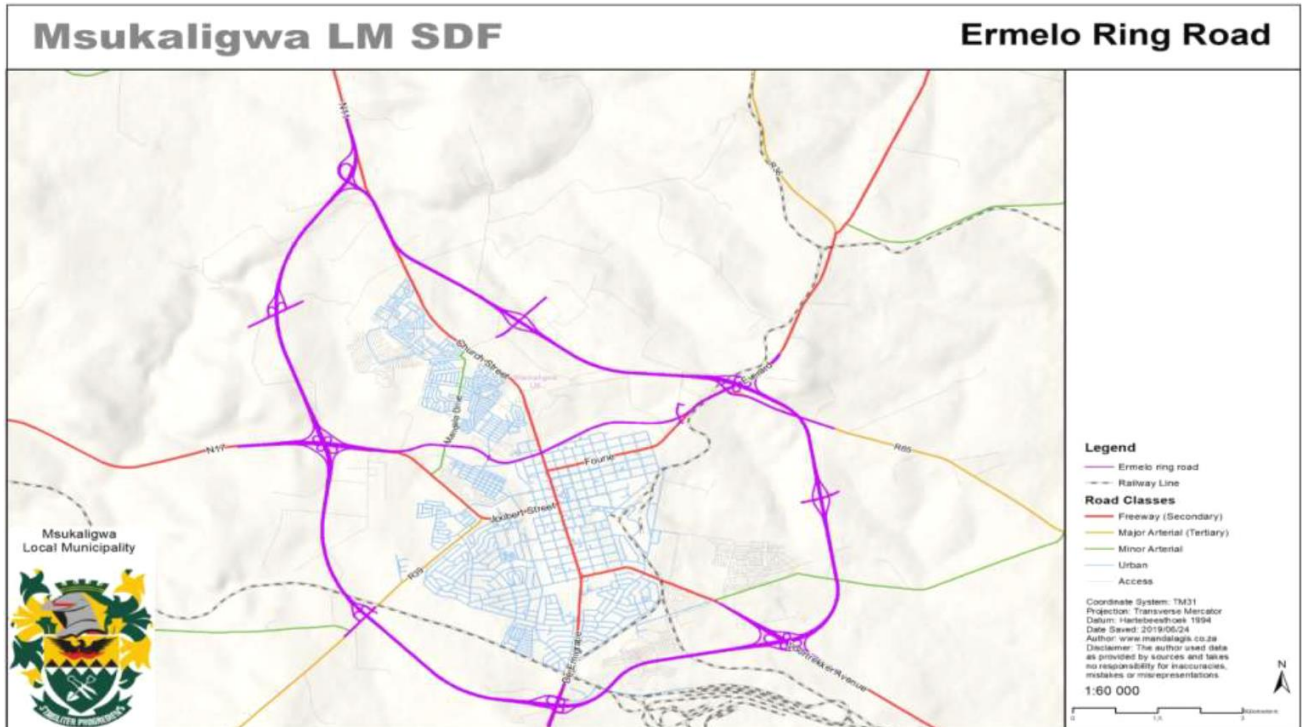
Map 7: Corridors as shown on the map below



Map 8: Msukaligwa Local Municipality Nodes are shown below as per the Municipal SDF.



Map 9: Proposed Ermelo Ring Road is shown below.



The SDF deals with the main development corridors around N2, N11 and N17 and with the proposed Ermelo Ring Road, and the municipality need to consider new economic opportunities linked to the development of the Proposed Ermelo Ring Road. The following activities should be considered in the development nodes of the municipality:

- The Wesselton Extension 7 residential development includes a business activity node which will be situated along the N11/Hendrina Road North of Ermelo. There is also a proposed private housing development adjacently south of Wesselton Extension 7 (to be known as New Era Village or Wesselton Extension 8) with a variety of residential typologies as well as provision for light retail and mixed-use developments.
- The portion North-East of Wesselton extension 11 (Khayelihle), an area is earmarked for housing and Agri-Village by private developers. This earmarked development will form part of Phase 2 of the proposed Private Development of New Era Village (Wesselton Extension 8).
- The Breyten/KwaZanele secondary activity node provides enough potential to facilitate the development of a retail and mixed-use hub in order to cement its role as a Secondary Urban Area to Ermelo/Wesselton.
- With the Greater Chrissiesmeer/KwaChibikhulu being of National Ecological and Biodiversity importance, there is potential for a more tourism activity nodal focus in order to enhance its role as a secondary urban area, whilst ensuring that its natural characteristics are effectively taken advantage of. The current SDF has proposed that this area should be more focused on tourism related activities.

3.6.5 Land Use and Spatial Structure

The Spatial Development Framework outlines developmental issues in line with the NSDP thus clearly pointing out the spatial land use and preferred developments directions within the municipality. The SDF shall therefore be in force for a period of five years and will be reviewed thereafter. As with the Environmental Management Framework, environmentally sensitive areas within the municipality have been identified and therefore such areas should be protected.

It has also being highlighted in both the EMF and SDF that mining operations put a lot of pressure on the environment as well as on the Municipality's future spatial development landscape. Therefore monitoring systems should be in place to ensure that economic activities taking place within the municipality are carried out without compromising the bio-diversity and the spatial structure of the area.

There are other land uses that mining is in conflict with within the Municipality apart from environmentally sensitive areas, with the mining-agriculture as well as the mining-human settlements being amongst the most prominent cases. The mining-human settlement case is the one that is the most detrimental to the spatial landscape, especially within and around the Ermelo/Wesselton area. Large areas of land around Ermelo and Wesselton have been extensively under-mined due to the mining activities taking place, and this has compromised some of the strategically identified land for future urban and human settlement development.

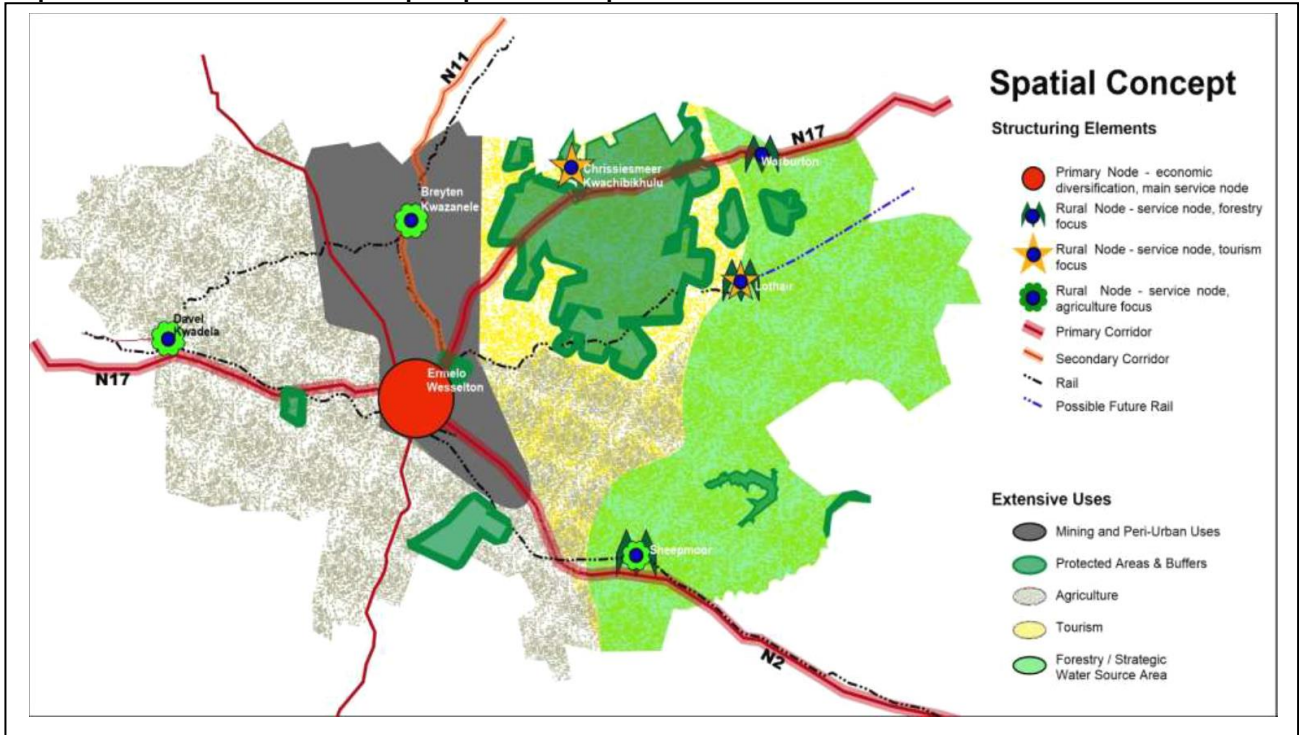
Following the constitutional court judgement in *Maccsand (Pty) Ltd vs the City of Cape Town* on the 12th of April 2012, it was held that a mining right or a mining permit granted in terms of the Mineral and Petroleum Resources Development Act, 2002 (Act 28 of 2002) does not entitle the holder of the mining grant to conduct mining activities that are in contrary to the zoning of that land under any legislation which regulates the use of land in the area. In this case the applicable legislation is the Town Planning and Townships Ordinance, 1986 (Ordinance 15 of 1986) which regulates the Ermelo Town Planning Scheme of 1982. Based on the precedent set by the court judgement and which also strengthens the authority of Municipalities on land use matters, resolving on such land use conflicts is dependent on strict land use management, regulation and enforcement.

Msukaligwa municipality is one of the municipalities within Gert Sibande District Municipality situated South of Chief Albert Luthuli municipality bordered by Mkhondo, Pixley KaSeme, Lekwa and Govan Mbeki municipalities on the South-East to the West respectively. The area of jurisdiction of the municipality comprises of Ermelo, Breyten, Chrissiesmeer, Lothair, Davel, Sheepmoor and Warburton with Ermelo as the major urban centre and economic hub of the municipality.

The Eastern part of the municipality comprises of Chrissiesmeer forming part of the Mpumalanga Lake District known for its distinct species of frogs, wetlands and the lakes. Warburton, Sheepmoor and Lothair is characterised by forestry plantations and few agricultural activities. Ermelo and Breyten are surrounded by coal mines and agricultural activities while Davel is dominated by agriculture.

The municipality is being crossed through by three national roads (N2, N11 & N17) as well as rail networks linking to rail line to Richards Bay, KZN passing through the municipality. In line with our vision, Msukaligwa provides a gateway to and from cross border countries like Swaziland and Mozambique as well as other provinces like Gauteng and KwaZulu Natal.

Map 10: below indicates the Municipal Spatial Concept



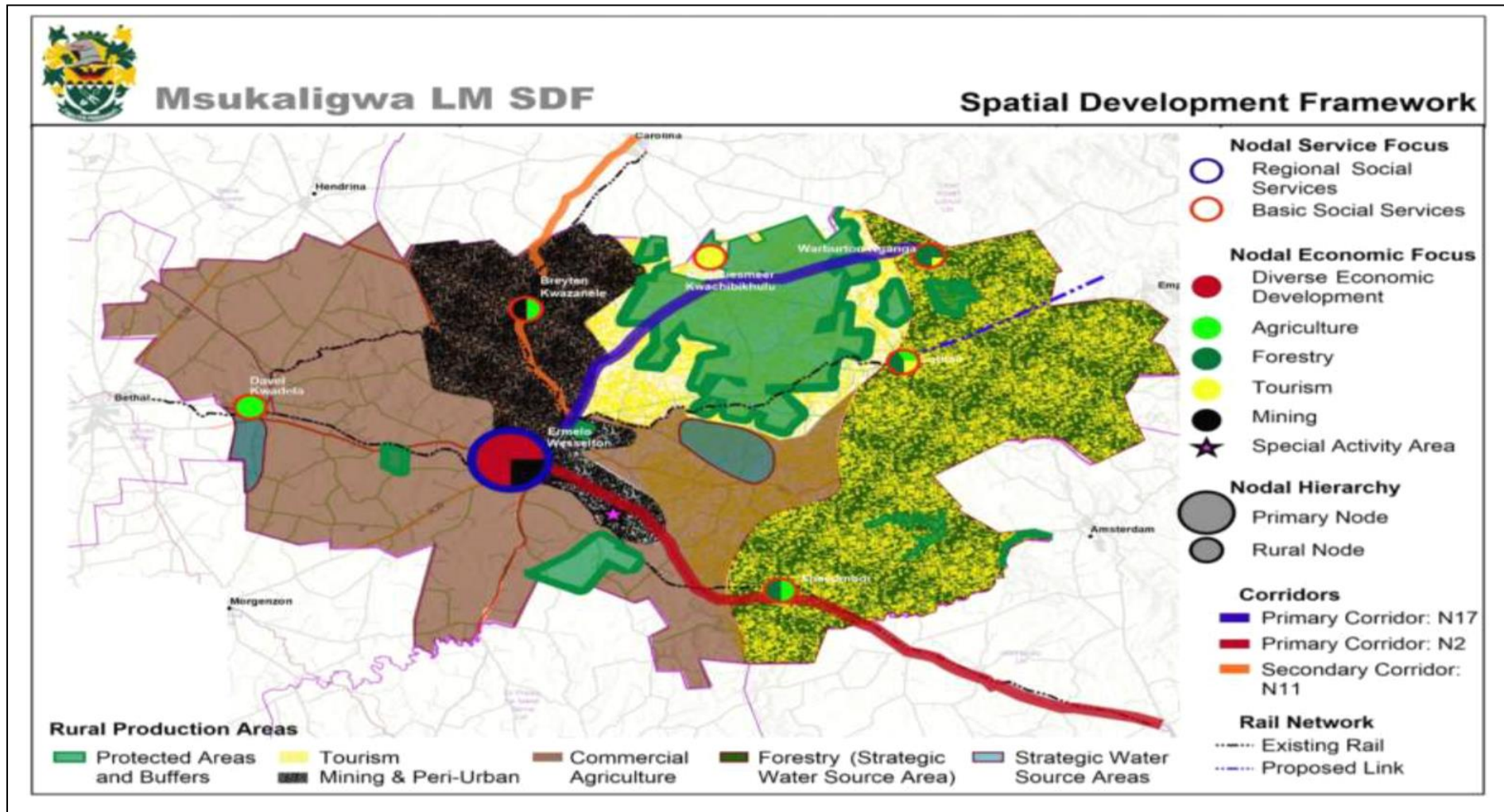
3.6.5.1 Spatial Proposals

The Msukaligwa Spatial Development Framework was adopted as a wall-to-wall planning framework for the entire jurisdiction of the Municipality. In principle, every Municipality is required in terms of Spatial Planning and Land Use Management Act, 2013 to adopt a Land Use Scheme that will become a detailed implementing tool of the Spatial Development Framework. Based on the above, such a scheme must be applicable as a wall-to-wall scheme that covers the entire jurisdiction of the Municipality. However, based on the past apartheid spatial planning and in terms of the old traditional Town Planning Schemes, every town had a Town Planning Scheme that was specific to its area.

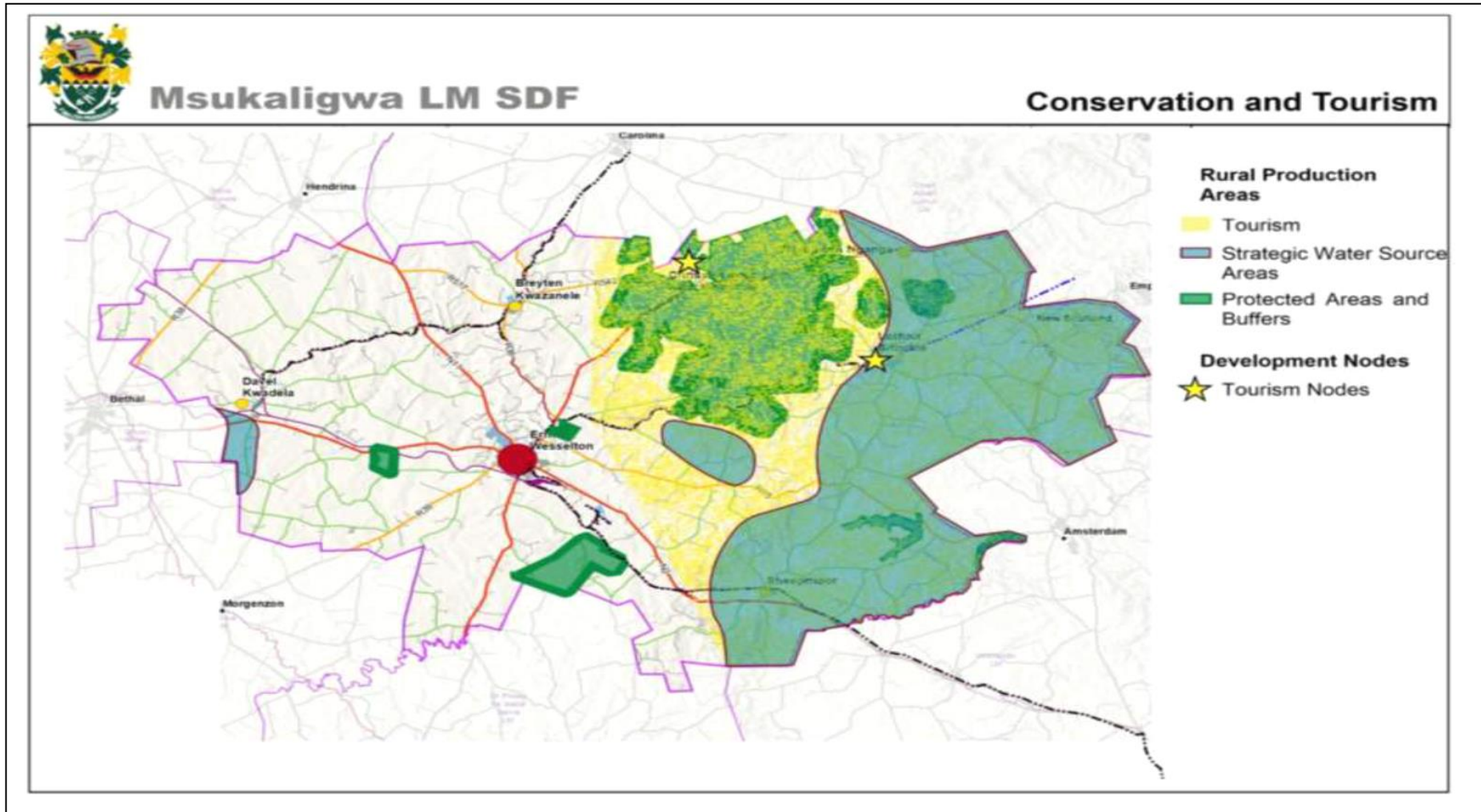
Within Msukaligwa Local Municipality, Ermelo is the only town out of the remaining six service areas (Breyten/KwaZanele, Chrissiesmeer/KwaChibikhulu, Davel/KwaDela, Lothair/Silindile, Warburton/Nganga and Sheepmoor) with an applicable Town Planning Scheme. This has meant that Ermelo is the only area within the Municipality that is able to effectively implement the Spatial Development Guidelines as contained in the Spatial Development Framework, 2010. Based on the above, the Municipality is in the process of finalising a Draft Wall-To-Wall Land Use Scheme, where upon adoption, will replace the existing Ermelo Town Planning Scheme 1982 as well as ensure that the SDF is effectively implemented within the entire jurisdiction of the Municipality. This will also result in the integration of spatial planning and development practices within the Municipality.

Map 11 below indicates the broad land uses within Msukaligwa municipality with forestry plantations at the Eastern part of the municipality and Agricultural activities dominating the Western part of the municipality. East of Ermelo around Chrissiesmeer is characterized by lakes, wetlands and ecologically sensitive areas. Map 1 shows conservation areas within Msukaligwa municipality.

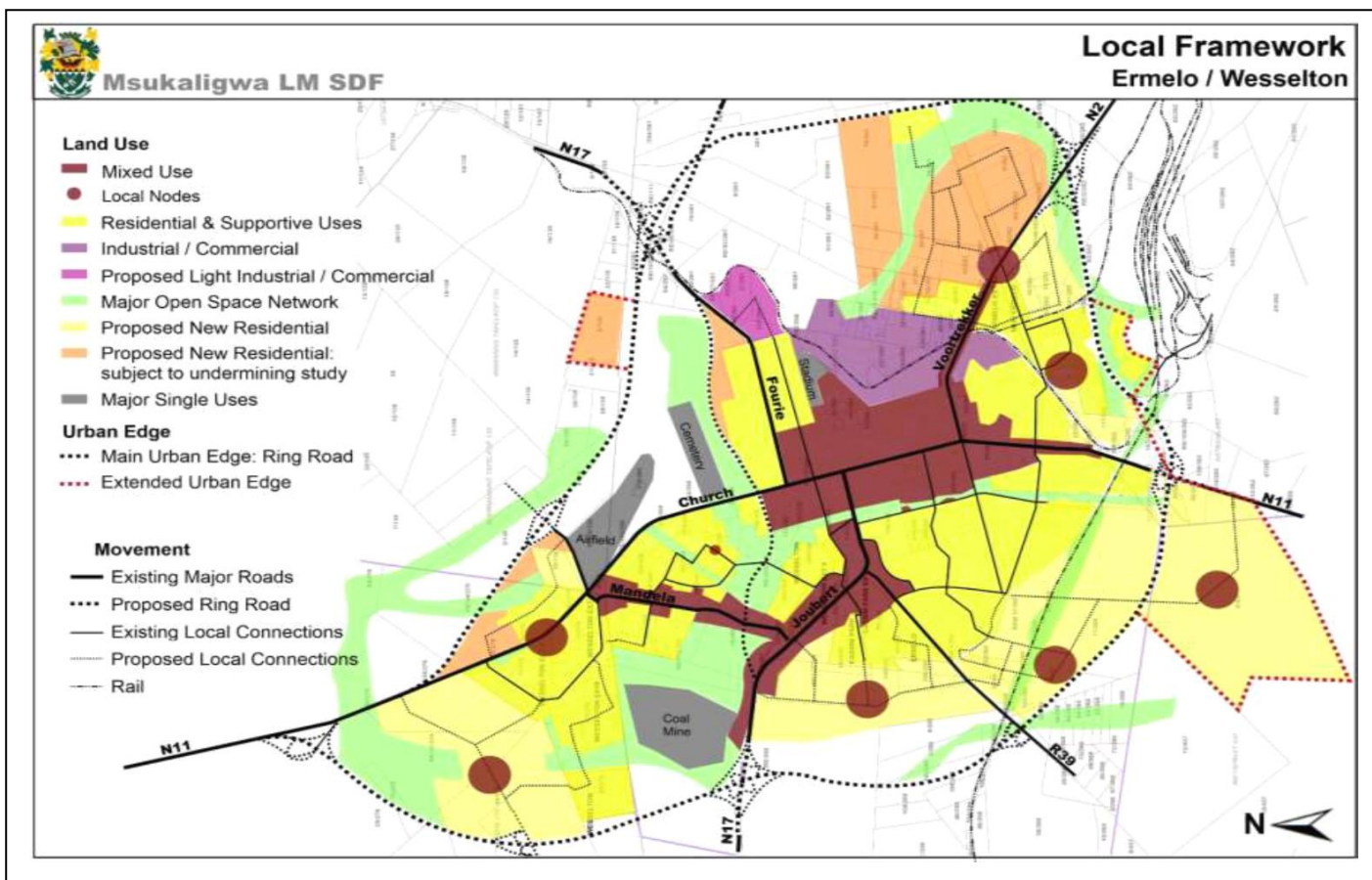
Map 11: Broad Land Uses



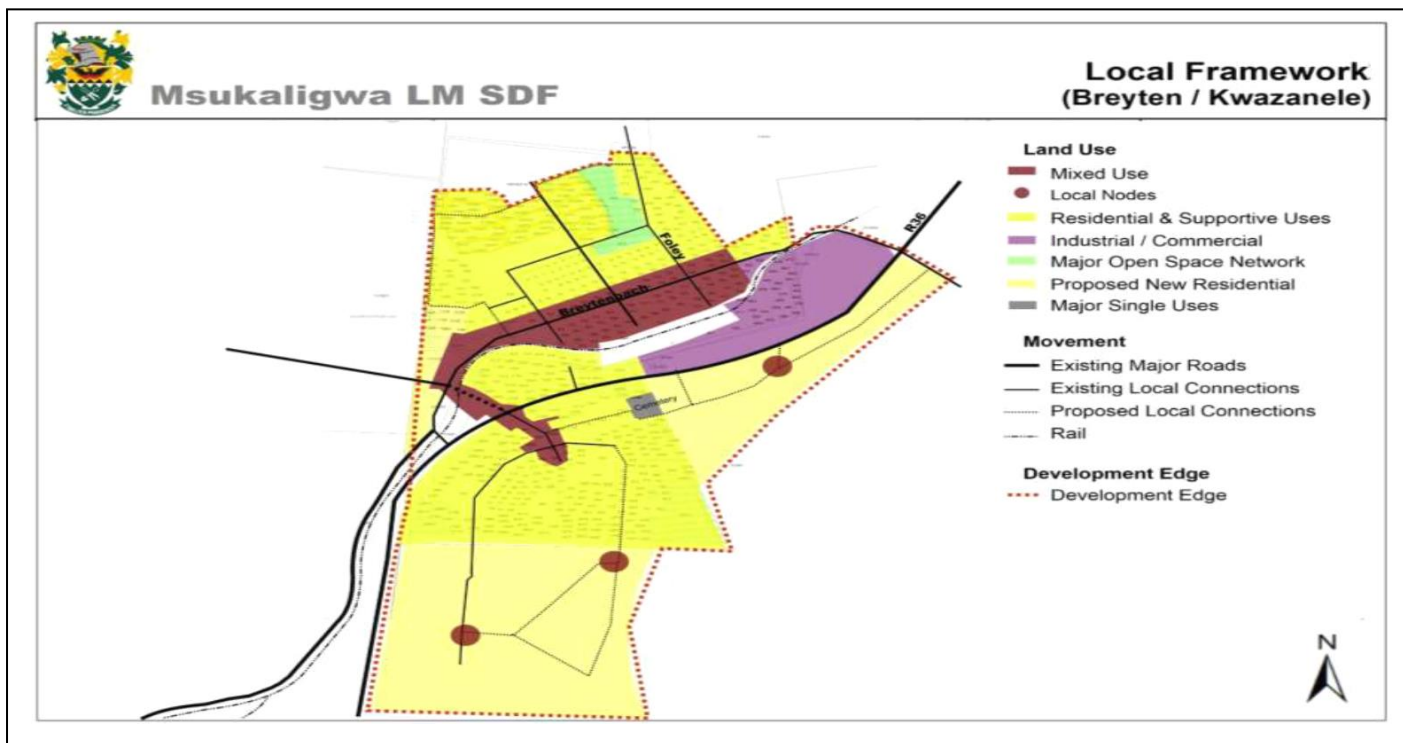
Map 12: Conservation and Tourism



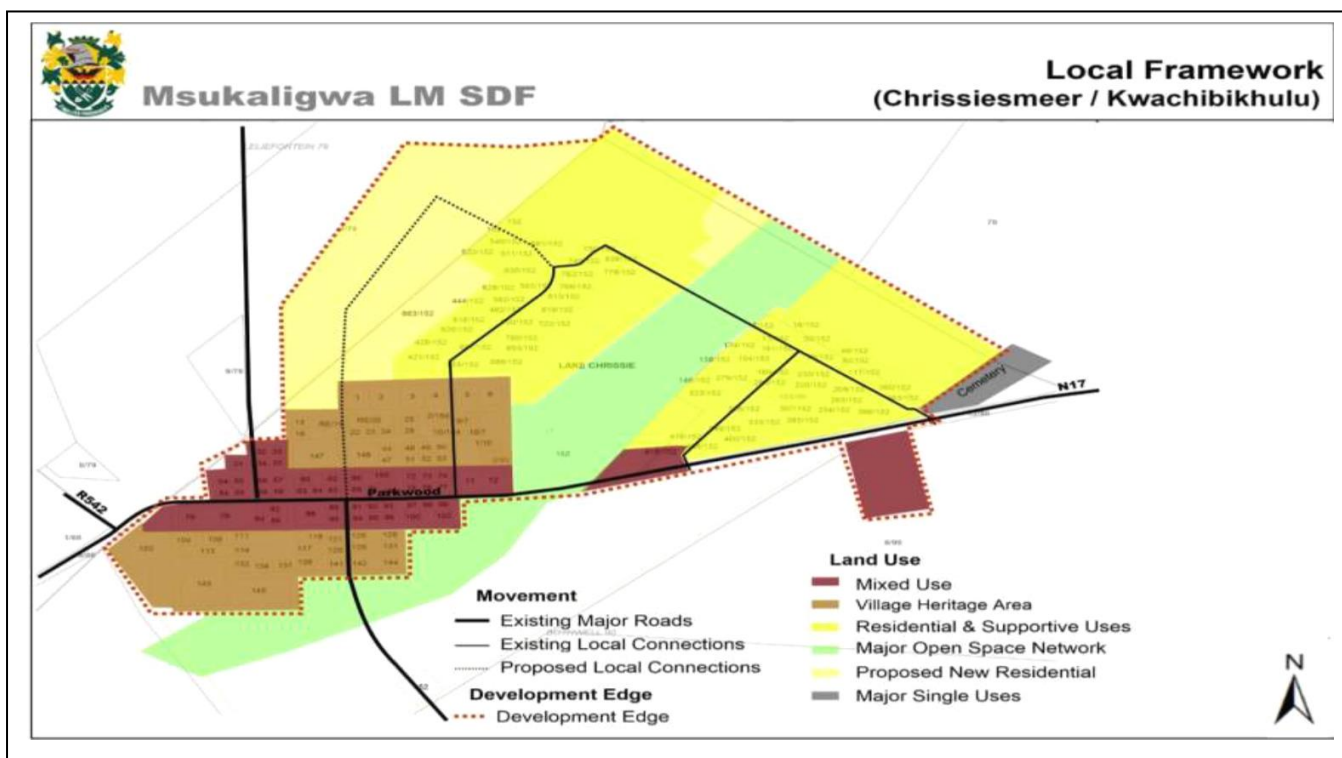
Map 13: Spatial Proposal for Ermelo/Wesselton



Map 14: Spatial Proposal for Breyten/KwaZanele

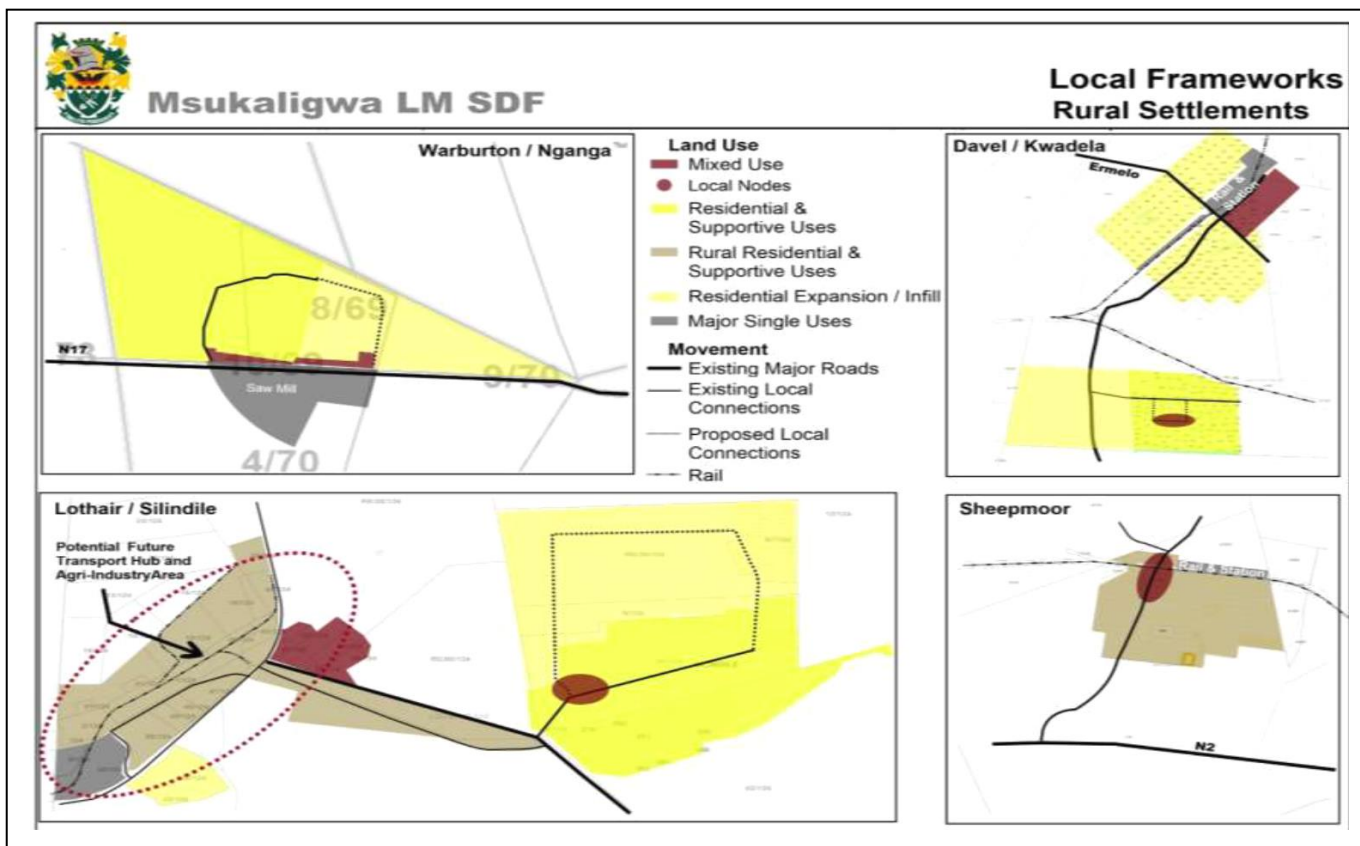


Map 15: Spatial Proposal for Chrissiesmeer/KwaChibikhulu



Map 16: Spatial Proposal for Warburton/Nganga, Davel/KwaDela, Lothair/Silindile and Sheepmoor

The spatial distribution of certain key social services are indicated on the following maps.



3.6.6 Social Facilities and Amenities

Social facilities are located in towns and rural settlements, apart from schools, where a wider distribution throughout rural areas can be observed. The highest order social services and largest quantity of social services occur in the main node, i.e. Ermelo / Wesselton.

Numerous education and health facilities are located in Msukaligwa. Schools primarily occur within main towns but are also distributed throughout the rural landscape. The bulk of higher order health care facilities are in Ermelo (e.g. hospitals), while clinics, including mobile clinics, are more evenly distributed in other towns and settlements. The tables below indicate the summary of Education and Health Facilities as well as social facilities.

Summary of Education and Health Facilities

Education Facility	Number	Health Facility	Number
Day Care Centres	40	Private Hospital	1
Primary Schools	71	Primary Health Care Clinics	10
Secondary / High Schools	17	Mobile Clinics	4
Combined Schools	12	Government Hospitals	1
Private Schools	3	Infectious Hospital (TB)	1
FET Colleges	1	Dentists	4
ABET Centres	9	Gynaecologists	1
		Social Workers	12
		Private Doctors	20

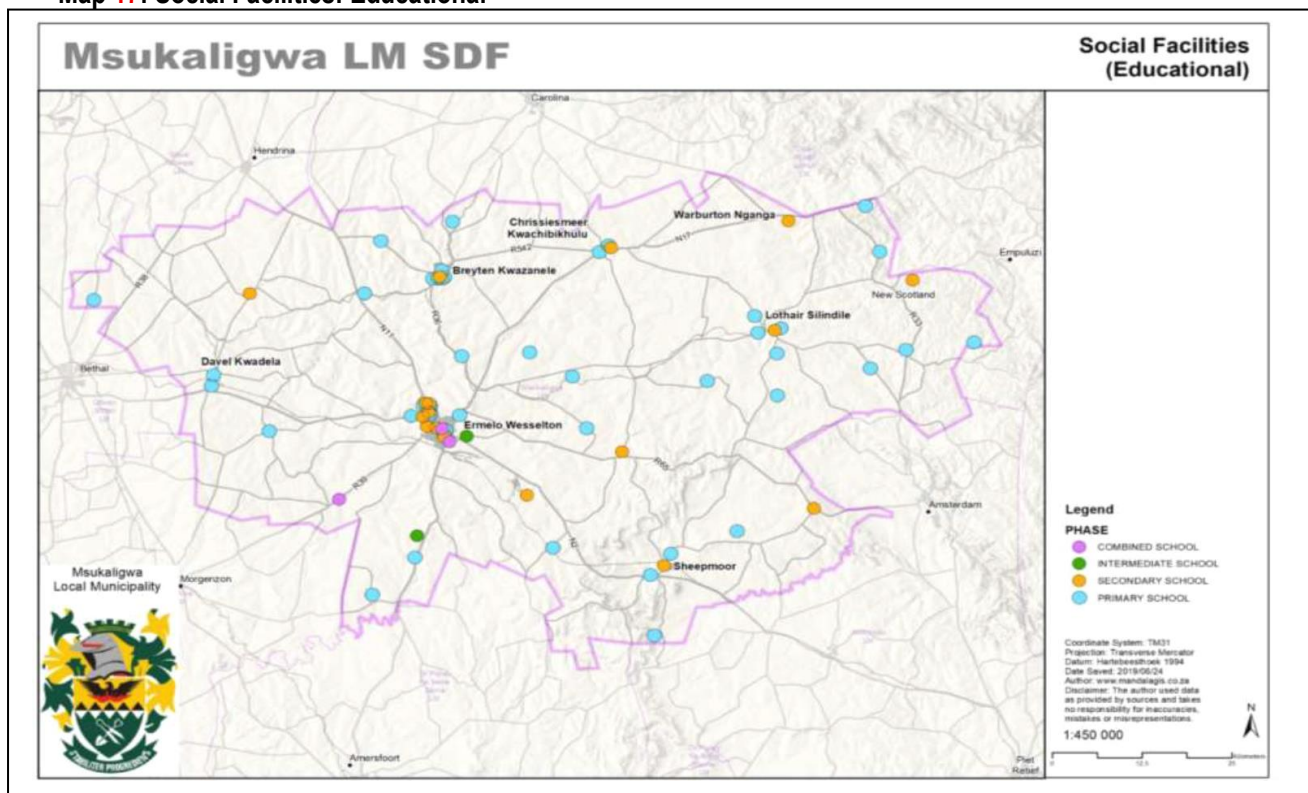
A summary of social facilities per node

Town	Police Station	Public Sport Facilities	Public Libraries	Community Halls	MPCC / TSC	Post Offices	Pension Pay Points	Courts	Home Affairs	Labour
Ermelo / Wesselton and surrounds	2	9	4	5	-	1	2	1	1	1
Breyten / KwaZanele	1	4	2	2	1	1	1	1	1	1
Chrissiesmeer / Kwachibikhulu	1	1	1	1	-	1	1	-	-	-
Davel / Kwadela	1	2	1	1	-	1	1	-	-	-
Lothair / Silindile	1	1	1	1	1	1	1	-	-	-
Sheepmoor	1	1	-	1	-	1	1	-	-	-
Warburton / Nganga	-	1	-		-	1	1	-	-	-

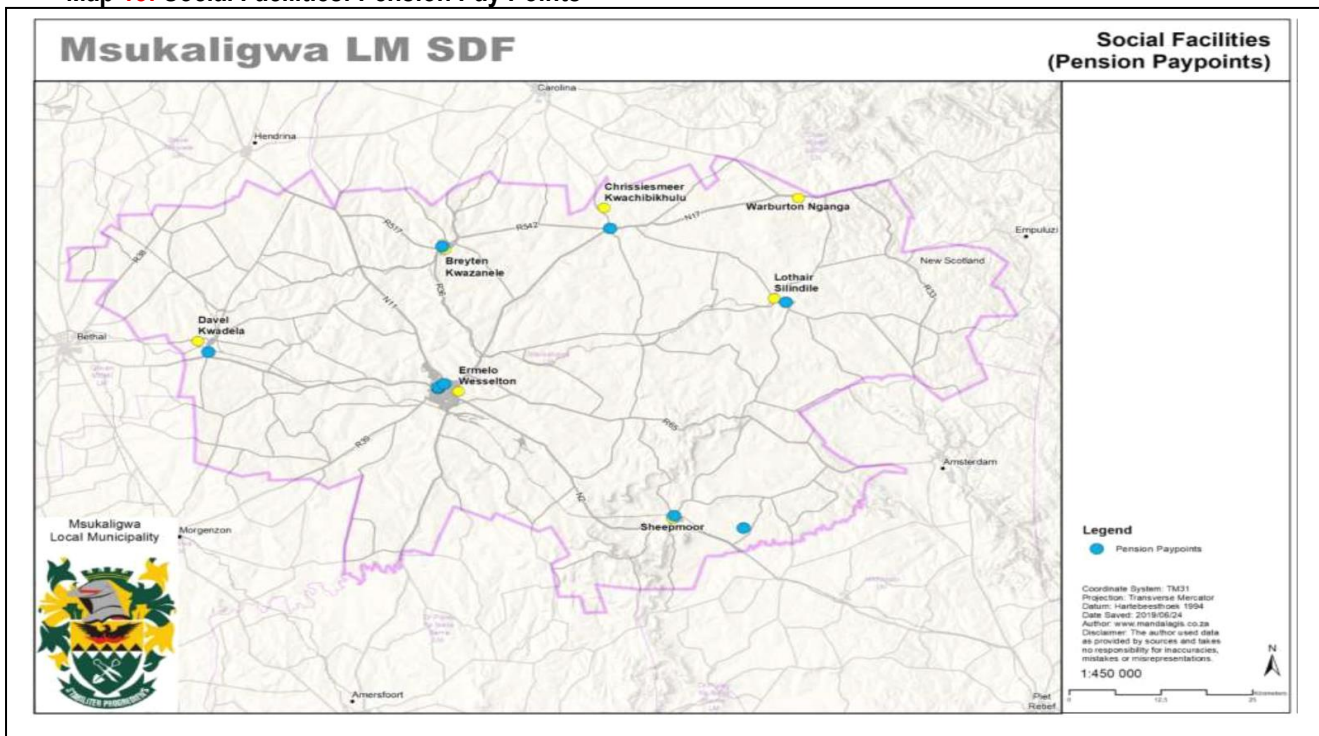
Summary of Spatial Planning and Land Use Management unit:

- ✓ Town and regional planner – 02 Town and regional positions filled; one position unfunded.
- ✓ GIS official – one position filled.
- ✓ Law enforcement officer/Land use inspector – 09 Law enforcement agents' positions have been prioritised; 3 positions filled.
- ✓ 3 Building Inspector positions filled: budget available for a 4th building inspector.
- ✓ Survey Assistant Position Filled,
- ✓ Land surveyor Position Vacant on the organogram but vacant
- ✓ Administrative Officer Town Planning Position Vacant on the organogram but vacant

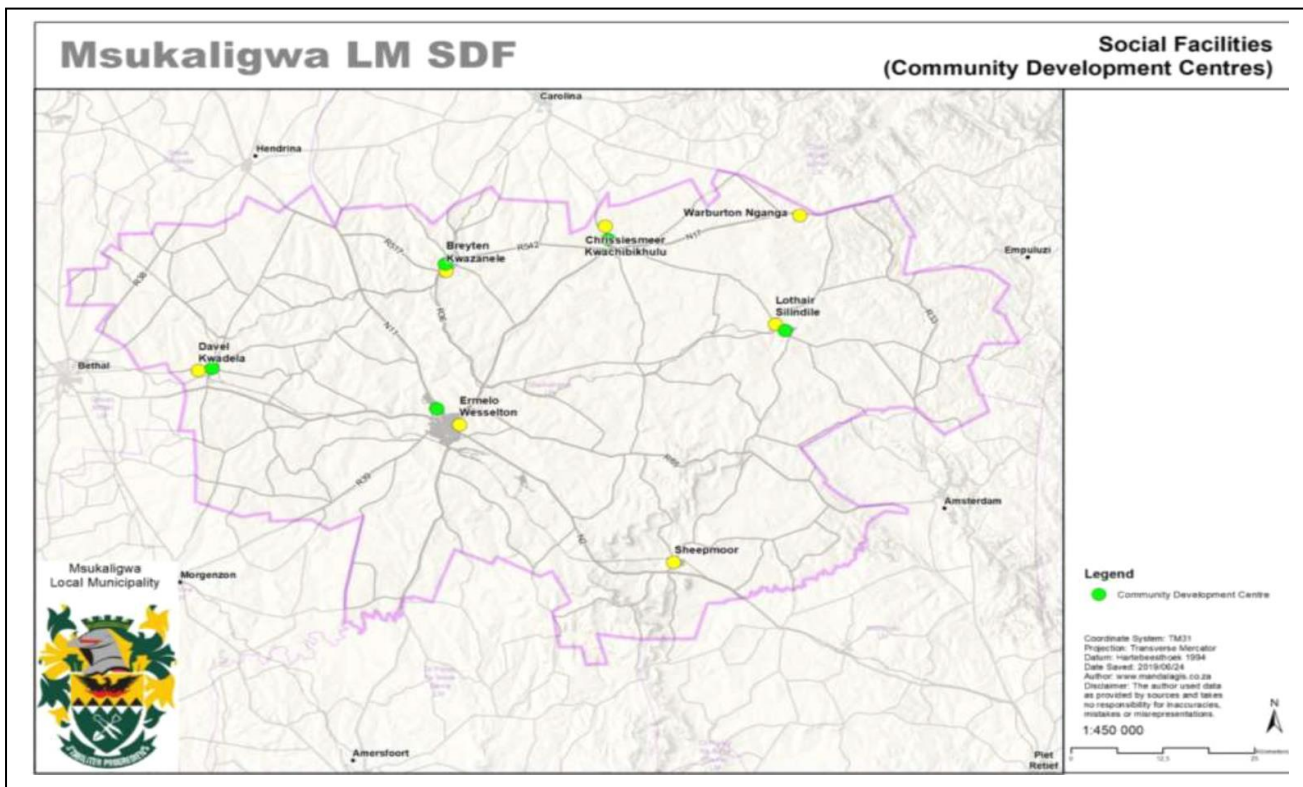
Map 17: Social Facilities: Educational



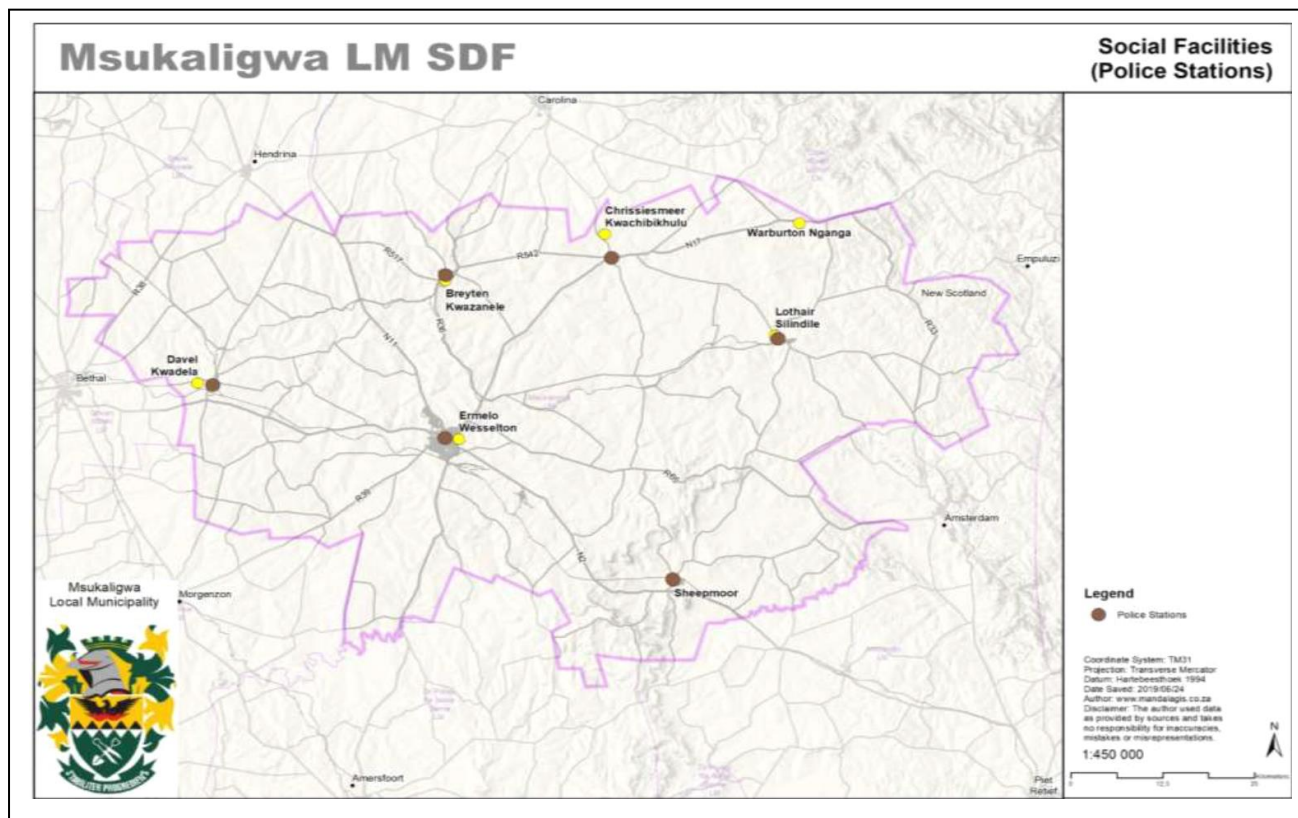
Map 18: Social Facilities: Pension Pay Points



Map 19: Social Facilities: Community Development Centre's



Map 20: Social Facilities: Police Stations



SDF PROJECTS

PROJECT	DESCRIPTION	TIME FRAME	COST ESTIMATE	NODE	STATUS
HIGH PRIORITY PLANNING PROJECTS					
Chrissiesmeer Precinct Plan	Detailed land use planning and urban design, with a specific emphasis on cultural heritage and eco-tourism.	2022-2027	R650 000	Chrissiesmeer	To be implemented in the outer years
Land Use Scheme	Wall-to-wall Land Use Scheme in terms of SPLUMA requirements.	2022-2027	R1200 000	Entire municipality	Complete, land use adopted in 2021
GIS Based Land Use Management System	Upon completion of the Land Use Scheme, it is proposed that a GIS-based land use management system be established to track changed in land use rights as well as compliance with the strategic direction provided by the SDF. Spatial link to Valuation Roll recommended as part of the system.	2022-2027	R1500 000	Entire municipality	To be implemented subject to budget availability
OTHER PLANNING PROJECTS					

Ermelo / Wesselton Open Space Plan	Detailed conservation, management and productive use plan for open space system, including the eradication of alien species and design of facilities for leisure uses e.g. hiking and cycling	2022-2027	R550 000	Ermelo / Wesselton	To be implemented in the outer years
Ermelo CBD Urban Development Framework	Detailed land use planning and urban design, with a specific emphasis on residential densification and mixed use ratio.	2022-2027	R650 000	Ermelo	To be implemented in the outer years, Some elements (e.g.residential density) addressed in the PSHDA
Wesselton CBD / Central Spine Urban Development Framework	Detailed land use planning and urban design, with specific emphasis on local economic development.	2022-2027	R650 000	Wesselton	To be implemented in the outer years
Rural Settlement Strategy	Detailed planning for consolidation of scattered rural settlements.	2022-2027	R1000 000	Entire municipality	To be implemented in the outer years
PRIORITY SERVICES PLANNING & IMPLEMENTATION					
Sanitation Master Plan	Service master planning for medium to long term, based on increased densities and urban edge, as well as alternative technologies focused on water consecration.	2022-2027	R1200 000	Entire municipality	To be implemented in the outer years
Roads Master Plan	Infrastructure master planning for medium to long term, with specific focus on strengthening internal linkages in settlement and regional mobility, incorporating the Ermelo Ring Road.	2022-2027	R1200 000	Entire municipality	To be implemented in the outer years
Storm Water Management Plan	Service master planning with specific focus on flood management and water harvesting in view of climate change challenges	2022-2027	R1000 000	Entire municipality	To be implemented in the outer years
Sanitation: Upgrade of waste water treatment plants in all settlements for current capacity shortages	Bulk infrastructure provision	2022-2027	R35,600,000	Warbuton/Nganga	Warbuton refurbishment WWTat 65% construction,

Investment to address sanitation backlog priority areas – Warburton	Bulk and reticulation infrastructure provision	2022-2027	R48,800,000	Warbuton	Installation of sewer reticulation planned, Designs completed
Investment to address sanitation backlog priority areas – Sheepmoor	Bulk and reticulation infrastructure provision	2022-2027	R4,650,000	Sheepmoor	Installation of sewer reticulation in sheepmoor, Technical report submitted to DWS
Investment to address water backlog priority areas – Wesselton Ext 6, 10 and 11 and Qambekile Section: Households below RDP standards	Bulk and reticulation infrastructure provision	2022-2027	R4,500,000	Wesselton	Rufurbishment and maintainance of boreholes, 2 boreholes drilled in Wesselton Ext 11
Feasibility Study: Alternative water and sanitation service provision models	Planning for decrease in water demand to ensure sustainability and climate change resilience	2022-2027	R750 000	Entire municipality	To be implemented in the outer years
Provision of social facilities in rural settlements: Priority areas due to current and future gaps	Library / Mobile Library: Lothair / Silindile	2022-2027	As per Provisions of responsible department	Lothair/Silindile	As per Provisions of responsible department
Provision of social facilities in rural settlements: Priority areas due to current and future gaps	Library / Mobile Library: Lothair / Sheepmoor	2022-2027	As per Provisions of responsible department	Sheepmoor	As per Provisions of responsible department
Provision of social facilities in rural settlements: Priority areas due to current and future gaps	Community Hall incl pension pay point: Warburton / Nganga	2022-2027	As per Provisions of responsible department	Warburton / Nganga	As per Provisions of responsible department
Provision of social facilities in rural settlements: Priority areas due to current and future gaps	Police Station / Satellite Station: Warburton / Nganga	2022-2027	As per Provisions of responsible department	Warburton / Nganga	As per Provisions of responsible department

Provision of social facilities in rural settlements: Priority areas due to current and future gaps	Police Station / Satellite Station: Sheepmoor	2020-2025	As per Provisions of the department responsible	Sheepmoor	As per Provisions of responsible department
Provision of social facilities in rural settlements: Priority areas due to current and future gaps	High School: Warburton / Nganga and surrounding rural community	2020-2025	As per Provisions of responsible department	Warburton / Nganga	As per Provisions of responsible department
POLICY INPUT					
Climate Change Response	Participate in implementation of the provisions of the "Climate Change: Climate Support Programme (CSP) – Climate Change Adaptation Strategies: Adaptation Strategies for Mpumalanga Province (Mpumalanga Dept Agriculture, Rural Development, Land and Environmental Affairs, 2015)"	Ongoing	Operational	Entire Municipality	ongoing
Rural Development	Participate in the implementation of the Gert Sibande District Rural Development Plan	Ongoing	As per DRDP provisions	Entire Municipality	ongoing
Policy Development	1. Water Conservation, Recycling and Harvesting. 2. Waste Management: Recycling 3. Open Space Management and Conservation	2020-2025	3x R750 000	Entire Municipality	To be implemented in the outer years

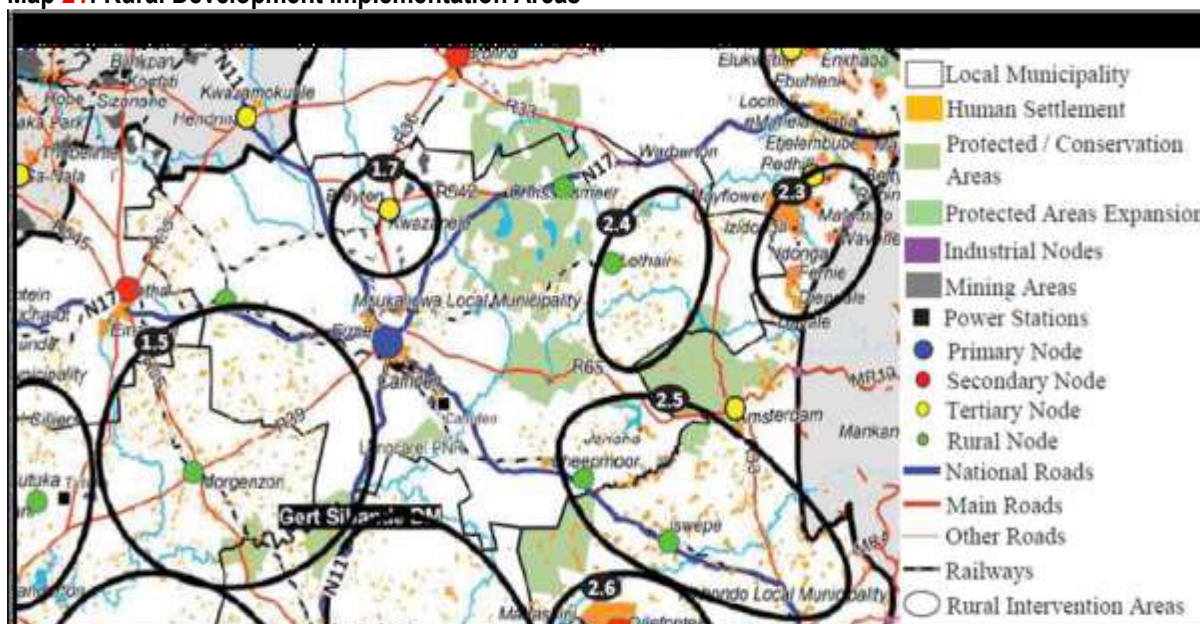
3.6.6.1 Gert Sibande Rural Development Plan (GSRDP), 2017

The purpose of the GSRDP is to address the needs of people who live in extreme poverty and who are subjected to underdevelopment in the rural parts of the Gert Sibande District. It is intended to enhance the impact of intensified and targeted government and private investments in these areas through an assessment of current developmental realities and potential in these areas, culminating in interventions that will bring change in the livelihoods of people. The intention of the GSRDP is also to ensure inclusion of rural areas in spatial planning and land development, with the GSRDP to be incorporated into the District SDF and Local SDF's while projects identified will feed into the District and Local IDP processes.

The following Rural Implementation Areas (RIAs) are fully or partially located in Msukaligwa:

- RIA 1.5: The same principle was applied in the triangular shaped rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a Rural Node serving surrounding rural communities.
- RIA 1.7: The Breyten-KwaZanele node is central to this Rural Intervention area which is located between Bethal, Ermelo and Carolina. This area is characterized by a number of Land Reform initiatives.
- RIA 2.4: Lothair is the most prominent node within this Rural Intervention Area. It forms part of the forestry belt and a number of Land Reform initiatives are located in the area.
- RIA 2.5: This area includes the forestry areas to the north of route N2 between Ermelo and Piet Retief with Sheepmoor and Iswepe being the main nodal points. There are several incidences of informal settlement in these forested areas with Mondi currently working on the establishment of 9 Agri villages in the area. GSRDP proposes a series of rural development mechanisms, depicted in the figure below.

Map 21: Rural Development Implementation Areas



The proposals for the RIAs are as follows:

- Rural Intervention Area 1.5:
 - Consolidate activities around Morgenzon where there are a number of land reform initiatives underway (Morgenzon is not located in Msukaligwa but part of the hinterland of this RIA is).
 - Potential for poultry, vegetables, livestock, soya and maize
- Rural Intervention Area 1.7:
 - This is an area of high intensity in terms of Land Reform activity (Breyten node)
 - Mining pressure may increase significantly in future
 - Agricultural activities: livestock, maize, deciduous fruits
 - FPSU proposed in area
- Rural Intervention Area 2.4 (Lothair):
 - Settle land claims in and around Lothair
 - Potential for forestry, wool and maize farming
 - Establish wool handling or beneficiation facility
 - Train CPA farm beneficiaries in productive tree farming
 - Establish black-owned co-op to establish grain silo/ share in TWK silo
- Rural Intervention Area 2.5 (Central Core Forestry Area):
 - Served by Amsterdam, Sheepmoore, and Driefontein FPSU's

- Forestry activity in core and livestock, grains (maize and beans) and vegetables in surrounding areas
- Establish black-owned co-op to establish grain silo or give small farmers access to silos at Iswepe
- Train the CPA farms to farm productively with trees
- Compile business plans for tree farms with emphasis on how to generate income while trees are maturing
- Provide crucial infrastructure to CPA tree farms:
 - Transport (transportation of harvested trees to mills)
 - Firefighting equipment
 - Formulate strategy for small agri-villages in forests with Mondi/ Sappi initiative.

3.6.6.2 **Human Settlement and Housing Sector Plan (Housing Chapter)**

The delivery of sustainable human settlements is a recognizable challenge nationwide. As the need and demand for housing continues to escalate, municipalities struggle to supply affordable human settlements opportunities in well-located and suitable land, primarily due to rapid urbanization and lack of infrastructure capacity. Msukaligwa LM is not an exception, the municipality has experienced rapid urbanization and migration due to mining, thus experienced challenges with the delivery of sustainable human settlements, mainly because of the proliferation of informal settlements in the vicinity of urban centres such as Ermelo/Wesselton.

From a legislative and policy perspective, Chapter 2, Section 26, 27 and 29 of the Constitution Act (108 of 1996) establishes housing as a basic human right, while the National Housing Act (107 of 1997) was introduced to implement the constitutional mandate with the intent to facilitate sustainable housing development process and to lay down general principles applicable to housing development in all spheres of government.

The Municipal Systems Act 32 of 2000, requires municipalities to develop Integrated Development Plans, within which the preparation of a Housing Chapter is a core component that provides a strategic intent to the delivery of sustainable human settlements. Section 20(1) of the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 obligates municipalities to prepare Spatial Development Frameworks, which takes cognisance to land development decisions that are consistent with spatial justice, sustainability, efficiency, resilience, and good governance.

Further, Chapter 8 of the National Development Plan, Vision 2011 advocates for the need to transform the existing settlements into sustainable human settlements, while the Medium-Term Strategic Framework 2019-2024 provides guidelines for effective implementation of the NDP with a specific focus on Priority 5, which deals with Spatial Integration, Human Settlements and Local Government. The development of sustainable human settlements plays a critical role in social, economic, and environmental sustainability, rather than merely focusing on the provision of shelter.

The Sustainable Human Settlements concept is therefore a multifaced development approach that delivers shelter; community facilities; security of tenure; quality living environments; and employment opportunities. The Msukaligwa Housing Chapter is, therefore prepared in alignment to the international protocols in respect to human settlements as well as the human settlements directives emanating from all spheres of government.

Housing Need and Supply Analysis

Demographics

The district comprises of a total population of approximately 1 283 459, with Govan Mbeki LM consisting of the highest number of people as compared to other municipalities. Msukaligwa LM is the fourth largest municipality within the district in terms of population. The municipality contributes 14.5% to the total district population, which could mainly be attributed by migration.

Population Size and Growth

According to the Census 2011, the Msukaligwa Local Municipality had a total population of 149 377, which increased to 164 608 in 2016 and to 199 314 in 2022 Census. The population has been steadily growing at rate between the year 2011, 2016 and 2022.

Number of Households

The municipality had 42 477 households in 2011 with an average 3.5 people per household. The 2016 Community Survey revealed a total of approximately 51 090 households averaging an estimated 3.2 people per household. The Census 2022 shows the increase in number of households within the municipality to 67 827 households averaging an estimated 2.9 people per household.

Age Structure

The municipality consists of a youthful population. This is considering that over 40% of the population is made up of people between the age category of 15-34 years. The population that falls within the Economically Active Population (15-64 years) accounts for 69%. Whereas the children population make up 26.40% and the remaining 4.6% are elderly citizens. This indicates that housing market within the municipality is mainly influenced by people that have potential to participate in the labour market.

Gender

The gender composition of the population in Msukaligwa indicates that females were in a majority compared to their male counterparts in 2011. However, this narrative changed in 2016, given that the male population escalated to 50.1%, while the female population decreased to 49.9% and in 2022 Census the female population is at 51.3% and male population is at 48.7%.

Population Growth and Projections

Msukaligwa population is expected to reach 210 485 in 2050. The MLM SDF indicated that a total of 159 145 (66.7%) people will be residing in Ermelo in 2050, followed by 9.58% of people that will be residing in Breyten/KwaZanele area. This signifies the need to proactively plan for the anticipated population in these areas, particularly considering that population growth escalates the need for housing and basic services.

Socio-Economic Profile

Education

According to the Community Survey 2016, approximately (34%) completed Grade 12. This was closely followed by a segment of the population which have completed secondary schooling. Even so, it is worrying that there is only a small percentage of the population that have tertiary education. Often than not, low levels of education usually delay societal progress, thus restrict residents unto low skill employment and income levels.

Employment

The Community Survey, 2016 indicated that less than half of the population is employed (42.6%), while the unemployed and discouraged work seekers.

Inequality and Poverty Levels

Gini-Coefficient¹ index is used to illustrate the level of inequality within the municipality. As indicated below, similarly to the South African Gini Coefficient, Msukaligwa is presented with high inequality in terms of income and wealth distribution (0.61). This is also articulated in terms of 4.6% increase in the number of people living in poverty between 2011 and 2016. The rise in the number of people living in poverty, often influences the increase in the demand of free basic services, housing included. It is thus necessary to ensure that in pursuit of sustainable human settlements, the municipality provide initiatives that will harness the economic potential of citizens.

Access to Water

Regarding access to water supply, approximately 64.6% of households have access to piped water inside dwellings and yard. Some households indicated to access water in communal/public taps. Notably, 5.1% of households do not have access to adequate water supply. This is considering that these households utilize water from water tanks and some collect water from the river. Further, the MSDF, 2019 indicated that there has been a backlog in water

supply. The municipality noted a 7.5% backlog of water supply, particularly in farms/villages and informal settlements.

The key challenges to meet the escalating water demand is a key challenge, particularly experienced along the Breyten Cluster. This includes area such as Breyten, Kwa-Zanele, Chrissiesmeer, Warburton and Lothair. In this regard, there is not enough capacity to cater for the current and growing water demand in Ward 12, 13, 14,15 & 19. The lack of adequate access to water services is an infringement of basic human rights. In seeking to address the water demand, the municipality has initiated a bulk water supply and water treatment works upgrade in March 2021 and expected to be completed in 2024.

Access to Sanitation

In terms of access to sanitation, 79% of households indicated to have access to flush toilets connected to a sewerage system. The fact that 2.5% of households indicated to not having access to any type of sanitation raises concerns. This may be attributed to the mushrooming of informal settlements within the municipal area and lack of capacity to serve all residents, given that sewer treatment plants are operating over the design capacity.

In the delivery agreement, the Government has agreed on 12 outcomes as a key focus work and delivery up until 2021 and outcome 8 being “**Sustainable human settlements and improved quality of household life**” provides for a framework within which all spheres of government and partners should work together to achieve the objects of this outcome. Outcome 8 has therefore a number of outputs that need to be achieved by all parties involved which are the following:

- Output 1: Upgrade 30 000 units of accommodation within informal settlements.
- Output 2: Improving access to basic services.
- Output 3: Facilitate for the provision of 5296 accommodation units within the gap market for people earning between R2 501 and R15 000.
- Output 4: Mobilisation of well-located public land for low income and affordable housing with increased densities on this land and in general.

In contributing towards the objectives of outcome 8, the municipality shall endeavour through its available resources to ensure that the outputs of outcome 8 as mentioned above are achieved. The municipality has to this end engaged in the following activities in response to objects of outcome 8:

- ✚ Provision of land for housing purposes has been made in various areas of Msukaligwa municipality as indicated below.
 - 300 in Wesselton, Khayelisha – upgraded and formalised settlements (low-cost housing).
 - 560 in Wesselton Ext. 7 – BNG (Breaking New Grounds) project.
 - 245 in Silindile/Lothair – Mixed settlement
 - 346 in KwaChibikhulu / Chrissiesmeer – upgraded and formalised Low cost housing and Mixed settlements
 - ±1000 in KwaZanele Ext. 5 and 6 – Low cost housing and mixed settlements

In collaboration with the Department of Human Settlements, the municipality is currently creating Sustainable Human Settlements at Ermelo Extension 44, Nyibe Informal Settlement and Mabuza Informal Settlement.

Internal Services and Bulk Services in Ermelo 44 are currently being installed, which include water, sewer and roads. The negotiations for land purchase in Nyibe Informal Settlement have been successfully completed and the land has now been transferred to the Municipality. The Township Establishment application for Nyibe is under consideration. The land acquisition for Mabuza Farm has been completed and the Township Establishment application has been approved. The Municipality is in a process of acquiring the Remaining extent of the Farm Rietvlei 310 IT in Sheepmore for the purpose of residential development.

The main challenge faced by the municipality is the shortage of land for housing purposes at some units of the municipality and the only way to overcome this challenge is by securing enough land for human settlements and other social amenities. Due to financial constrains the municipality is unable to secure/procure enough land for this

purpose and therefore rely on assistance from DRDLR, DARDLA, COGTA, DoHS and other funding sources to secure land for housing.

Assistance should therefore be sought from the said departments to assist in funding for land that can be utilised for sustainable human settlement. Since human settlement goes along with other basic services, a challenge still remains with the municipality to service some of the land available for human settlements which is one of the most contributing factors to housing backlog as communities cannot be housed without services. The municipality should therefore work jointly with the District and all relevant government departments in order to overcome this backlog.

The municipality had over the past five years received allocations for a number of low cost housing units. Table 19 below depicts the number of housing units allocated to the municipality since the year 2016. As reflected below, a total of **1350** housing units are still outstanding. Some of the outstanding units have been built but not completed while others were not built at all. There are factors contributing to this problem which may include slow completion of projects, insufficient sites for housing, land invasion (illegal Squatting), farm evictions and urban migration of employment seekers.

Table 28 Number of RDP Houses Completed for the Period 2016 to June 2018

Area	Units	Instrument	Completed	Outstanding	Comments	Action Plan
Wesselton	626	Project linked housing subsidy scheme	626	0	Construction completed at Wesselton ext 3, 6, and 7.	None
Breyten	600	Project linked housing subsidy scheme	125	475	KwaZanele and Breyten 500 units shared with Chrissiesmeer	Houses at KwaZanele will be built after services are completed
Ward 8 Ka-Ndleleni	50	Project linked (farm workers assistance programme)	40	10	Project facing challenges, contractor has been alerted	Need for more allocations for these project
Wesselton Extension 2,5 and 11	800	Project linked housing subsidy scheme	194	606	33 houses built at Wesselton Ext. 5 40 at Ext.2 121 at Ext. 11	Projects are in progress
Silindile X 2	50	Project linked housing subsidy scheme	0	Address housing backlog	Project yet to start	Addressing backlog on houses outstanding previous years
Warburton	50	Project linked housing subsidy scheme	0		The top structure were not completed by the DHS	The Project is addressing outstanding beneficiaries from previous years
Warburton	80		40	0	Construction completed	The project addressed new need and few outstanding from previous years
Silindile Ext 3	120	IRDP	120	0	Project completed	
Total	2 176		1145	1 191		

Source: Department of Human Settlements, 2018

Table 29: Projects under Planning Phase

Area	Units	Instrument	Wards	Implementing Agent	Amount Committed 2025/26
Chrissiesmeer	1039	IRDP	19	Real Development Planning Company	R 3 461 000.00
Breyten (KwaZanele)		IRDP	13 & 14		R 9 202 000.00
Lothair (Esidakaneni)	300	ISU	15	Yet to be appointed	R 2 000 000.00
Remaining Spitskop IS	1065	FLISP	9	Mintiro JV	R 2 105 665.50
Total	±2404				

Table 30: Projects under installation of internal services

Area	Units	Instrument	Wards	Implementing Agent	Amount Committed 2025/26
Ermelo Ext 44	5495	IRDP	8	Sizampilo Projects	R 2 890 000.00
Ermelo Ext 50	1176	ISU	5	Nkolele	-
Nyibe	1396	ISU	18		R 800 000.00
Total	8067				

3.6.6.2.1 Housing Backlog

The housing backlog based on the number of houses that were supposed to be built since 2006, including housing units that were never built due to some projects not completed and currently 1191 housing units are still outstanding. However, low cost housing demand which is ever increasing is estimated at 22 700. The backlog would be reduced by provisioning of serviced sites at areas like KwaZanele Ext. 6 and KwaZanele ext. 5 (currently being serviced), and creation of sites on land suitable for construction at Wesselton ext. 5 & 6.

These areas have been included in the Province's 5 year development program. The servicing of Silindile Ext. 3 has been completed. The ever increasing need as indicated could be attributed to migration linked to the seeking of better economic opportunities and other social needs. In addition to the low cost housing demand there is also housing demand for the middle income group which will be catered for in the new housing developments as guided by the BNG principles.

- The acquired land for establishment of Ermelo Extension 44, approximately 5 000 sites needs bulk services for mixed settlements.
- 200 upgraded in Wesselton Ext. 2, need low cost houses.
- 99 sites formalised in Wesselton Ext 5, need for low cost houses
- The land for integrated human settlements has already been acquired and transferred to the municipality by the Department of Human Settlement. Nyibe Informal settlement, the land was acquired, and the Township Establishment application was submitted currently under consideration. Mabuza informal settlement, the land acquisition completed, and Township Establishment application approved and registered with Chief Surveyor General.

AREA	INCOME BRACKETS					TOTAL
	R0- R3500	R3501- R7000	R7001- R15000	R1500 0+	Unknown	
Ermelo/Wesselton	11 021	179	20	1	1351	12572
Breyten/KwaZanele	1 810	56	10	0	791	2667
Sheepmoor	216	1	0	0	10	227
Chrissiesmeer	1 067	60	7	4	23	1 161
Lothair/Silindile	1 582	10	0	2	154	1748
Davel	46	0	0	0	5	51
Warburton	57	1	0	0	1	59
Total	15 799	307	37	7	2335	18 485

Source: Msukaligwa LM Housing Needs Register database

3.6.6.2.2 Housing Market Segments

The income categories do not correspond exactly with those stipulated in the official policies but provide a good indication of income bands that can qualify for subsidies.

As indicated, there is a significant proportion of households/individuals that fall within the low-income bracket that can qualify for subsidized housing (less than R3 500/month), as well as a fair amount earning between R3500-R22 000 that can qualify for Finance Linked Individual Subsidy Programme (FLISP) housing subsidies. It is also important to note that these housing segments are not static. They change in response to population growth and movement patterns, as well as changes in the economic fortunes of individuals. Job creation initiatives and economic growth may facilitate the graduation of some individuals from one segment to the other, while job losses may force some individuals to lower market segments.

The Msukaligwa SDF 2019 outlined the middle-income housing demand. However, it is difficult to estimate precisely how large the demand for the gap-housing product is, as it fluctuates with interest rate changes and employment levels. It also depends on the number of families who voluntarily choose to make longer-term financial commitments. There are no specific figures in support of this market. However, based on the market segment presented above, the municipality could earmark land for households that are considered to be in the "Gap Market".

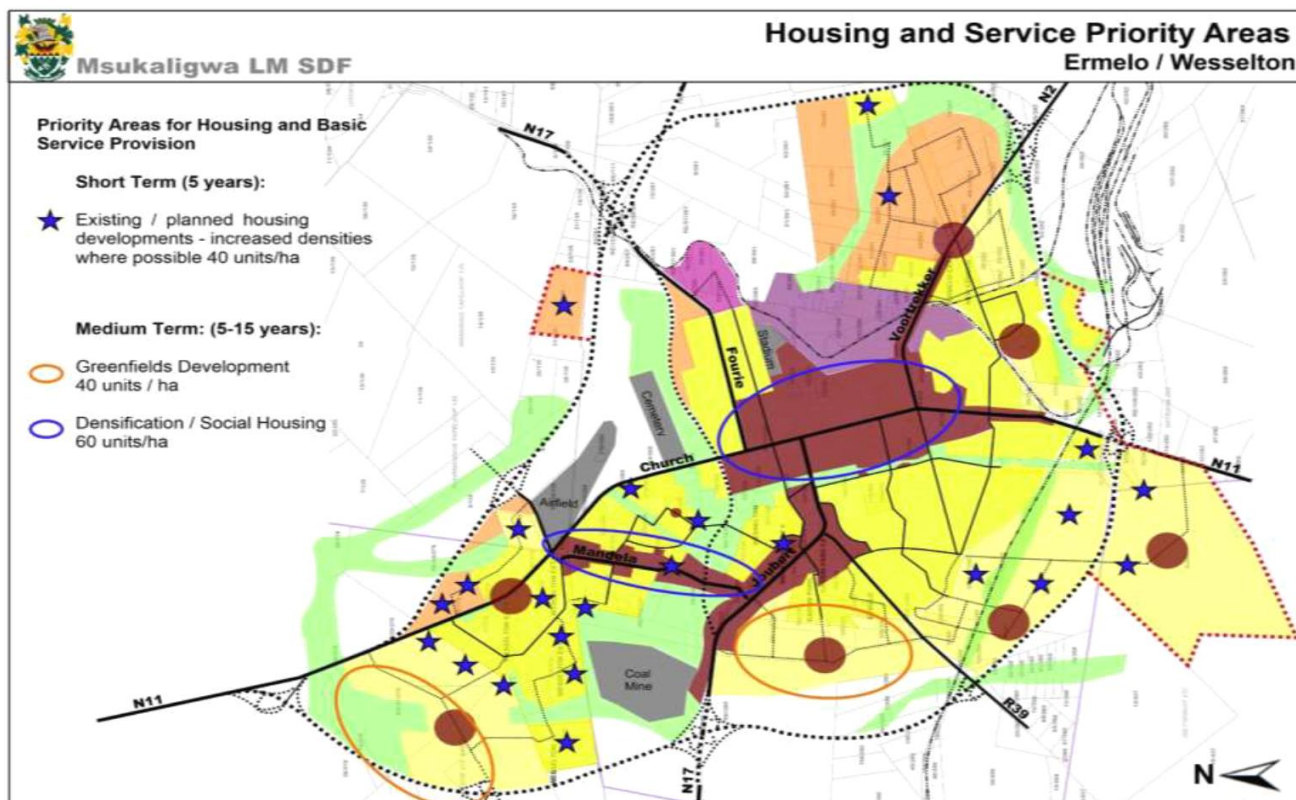
The "Gap housing" is a term used to describe the shortfall, in the housing market between residential units supplied by the state and houses delivered by the private sector. This programme was initiated to assist those that earn too little to enable to qualify for a mortgage, thus unable to participate in the private property market, yet too much to qualify for state assistance.

3.6.6.2.3 Residential Land Uses

In terms of our Spatial Development Framework, the municipality has made provision of land for housing purpose per town as follows:

The map below clearly depicts areas identified for future residential development

Map: 22: Housing and Services Priority Areas



- **Ermelo/Wesselton**

Ermelo is a large established town within the Municipality, with well-developed business sector and social facilities serving surrounding district. Wesselton is situated on the North of Ermelo and serves as its dormitory township for Ermelo.

According to the SDF as well as previous plans of the municipality, the area South to South West of Ermelo town between and along the N11 and R36 roads is a land earmarked for future urban development. Also East of Ermelo town along the N2 Piet Retief Road the area is earmarked for urban housing development.

Currently there are number of vacant stands for residential and business development besides the proposed land for future development.

Wesselton as a dormitory township for Ermelo, there is also land earmarked for future urban development bounded by N11, Hendrina Road on the West. The said land is owned by the municipality and a portion further to the East of this land is privately owned. There is further a land earmarked for similar development on the West of Wesselton as detailed in the SDF.

The New Ermelo area, Portion 59 of the farm Van Oudshoornstroom 261- IT also known as (Nyibe) accommodated ± 1200 informal houses/families. The Department of Human Settlement has acquired the land in question for the Municipality. Preliminary subdivision of the land has been finalized and basic water supply has been provided to the community by the municipality. There are also proposed projects in the projects list for provision of services once the acquisition process has been finalized.

Mabuza Farm (Portion 8 of the Farm Buhmanns Tafelkop is also an Integrated Human Settlement project that the Department of Human Settlements and the Municipality are working on, the land has already been acquired by the Department of Human Settlement.

- **Breyten/ KwaZanele**

Breyten/KwaZanele is situated between Ermelo and Carolina. The majority of residential units in Breyten consist of single dwellings on separate stands. Breyten consist of 848 single residential, 20 multiple

residential and 80 informal shacks. It is pointed out that towards the west direction of Breyten there is 410 vacant stands to cater for the housing backlog in Breyten of which development has begun on then said land and number of houses had been built.

At KwaZanele land has been identified on the South of Breyten, which accommodates 2450 single residential and 200 informal shacks. The Department of Agriculture and Land Administration has funded for the township establishment of KwaZanele Ext. 6 and therefore funding has been applied for installation of infrastructure through MIG funding. Another initiative is that of the establishment of KwaZanele Ext.5 in which Afriplan was appointed by Council to do a township establishment for 500 residential sites which has been completed and awaiting infrastructure development. KwaZanele Extension 5 & 6 is situated on the Southern part of KwaZanele along the Eastern side of R36 Road to Ermelo. Both KwaZanele extension 5 and 6 will be catering for \pm 1000 residential sites.

- **Chrissiesmeer**

Provision has been made for land North of Chrissiesmeer town and East to North-East of KwaChibikhulu Township for housing development which will cater for +- 500 housing units. The portion East to North-East of KwaChibikhulu Township has been serviced and allocation of sites to beneficiaries began in November 2007 and the development of these areas had started with houses had been built.

- **Lothair/Silindile**

Provision has been made for Land at Silindile Township for housing development that will cater for \pm 200 housing units on the North East of Silindile. It is assured by our SDF that \pm 200 new sites are under development on the North East of Silindile and \pm 37 new sites had been developed on the South part of Lothair along the Lothair/Ermelo roads. The challenge with these 37 sites is sanitation since there is no sewer network at these sites and therefore alternative sanitation service should be investigated since construction of a sewer plant will not be a viable option.

- **Davel**

Our SDF confirmed that Davel has a major potential land for housing development. Most of the original stands in Davel have an average size of \pm 2000m², however, a number of vacant residential blocks have been consolidated and re-subdivided into \pm 500m² stands for subsidy liked housing.

All the residential units are single dwellings on separate stands. There are some informal settlements emerging West of KwaDela Township along the Davel main road which the municipality is in a process of addressing. There is a total 347 vacant residential stands in Davel and KwaDela which are gradually being developed. Further the SDF proposes that to revive the economy of the area future business development should take place at the area South of KwaDela along the N17.

- **Sheepmoor**

Sheepmoor is mainly a residential area with few business activities and there is no local economic base except forestry and agricultural activities. Some of the original residential stands have been sub-divided for subsidy-linked housing. Due to the size of Sheepmoor town and the fact that it is surrounded by private land, the municipality has therefore planned to subdivide more sites in order to address the housing problem.

Sheepmoor as the main residential township within farm areas of Ward 11 with a total of \pm 810 residential stands. There is currently total of \pm 628 residential stands with houses in the settlement, of which \pm 34 are informal settlements clustered on site 603. A total of \pm 182 sites are vacant residential stands at Sheepmoor most of which privately owned.

In dealing with the future land issue for human settlement, the municipality's other alternative is to purchase land from private land owners which is currently a challenge considering the municipality's financial position.

- **Warburton/ Nganga**

Warburton/Nganga was formerly an informal settlement for plantations and sawmills workers comprising of informal housing units. Due to growth of the timber industries the village grew quite significantly in that it was imperative to formalize the area. Therefore an insitu development of the area took place in which formal low cost houses were built through the government subsidy.

As development took place, water and sewer reticulation were installed though challenges were encountered with bulk water supply and boreholes were provided as the only source of water. To-date there is no enough supply of water at Nganga since some boreholes gets dry in time. The municipality is currently investigating the possibility of installing a water supply line from Chrissiesmeer to Nganga to address the problem of water shortage. The area has been fully electrified by Eskom.

The economic base of Warburton/Nganga is around forestry industry, agriculture and sawmills. Warburton is situated at ±65km East of Ermelo along the N17 road to Swaziland with a total of ± 520 households. Population growth has led to a demand for additional land to accommodate more residential sites, community facilities and cemetery. As a result, the municipality has taken initiative to purchase land from the forestry company in Warburton which procurement processes are at an advanced stage.

Msukaligwa municipality is characterized by rural/farm areas as well as urban areas settlements sparsely located within the municipality. The municipality therefore have different kinds of settlements as indicate below.

Table 31 Settlement Types

Description	Census 2001	Census 2011	CS 2016
House or brick structure on a separate stand	17,684	28,361	33,834
Traditional dwelling/hut/structure	6,210	3,993	3,381
Flat in block of flats	660	1,275	1,212
Town/cluster/semi-detached house	107	243	379
House/flat/room in back yard	700	686	4,666
Informal dwelling/shack in back yard	867	1,509	1,673
Informal dwelling/shack not in back yard	3,114	4,206	3,146
Room/flat let not in back yard but on a shared property	277	213	322
Caravan or tent	64	56	16
Private ship/boat	6	0	-
Workers' hostel(room/bed)	0	49	-
Other	0	341	2,460
Total	29,689	40,931	51,089

Source: Statistics South Africa, Census 2001, 2011 and Community Survey 2016

Table 30 above reflects categories housing within the municipality. The municipality is facing a challenge of getting rid of the informal settlement which is contributed mostly by urban migration. There has been an increase of 15.7% in numbers of formal housing structures between the years 2011 and 2016 and despite the increase in formal dwellings; the worrying part is the continuing growth in number of informal dwellings.

The municipality with the assistance of the district and the Department of Human Settlements need to speed up the process of developing By-laws to control the illegal squatting or land invasion so that land can be allocated accordingly. If this continues without control, the municipality will remain with the problem and will not meet the millennium target which is why it is imperative that action be taken in dealing with illegal squatting. According to the statistics, **85%** of households are at proclaimed areas with formal households while **15%** of the Households are in informal settlements.

As the population continues to grow, the municipality must therefore plan to overcome the challenge of providing land for housing, infrastructure, waste removal and sanitation services for the growing population. The other challenge is the mushrooming of informal settlements as result of population growth which in terms of the millennium goals, should have been eradicated by 2014. Therefore, the municipality together with the Department of Human Settlement should within their available resources endeavor to ensure the eradication of informal settlements.

3.6.6.2.4 Municipal Rental Accommodation

The municipality owns some rental housing stock ranging from sub-economic housing and middle-income rental stock. The rental stock comprises the following:

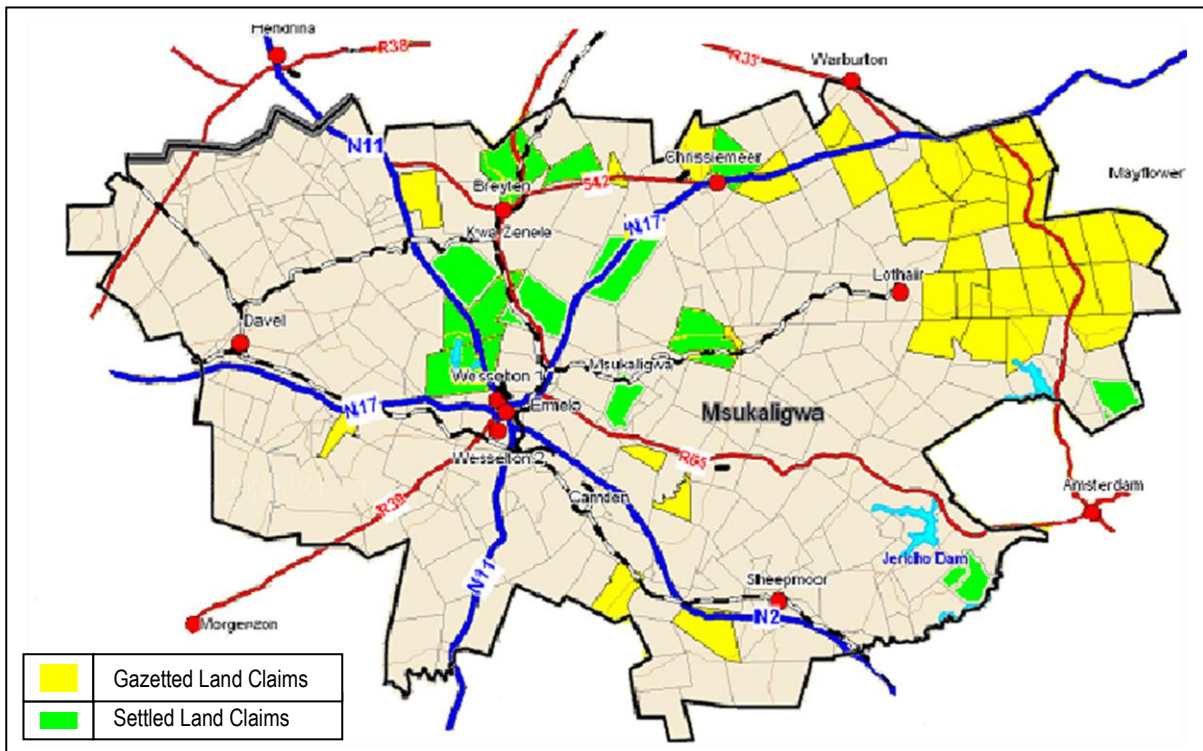
- Martin Prinsloo flats for the old aged at Breyten.
- Sub-economic housing at Jan Van Riebeeck Street at Ermelo.
- Paratus Flats at Wedgewood Avenue in Ermelo.
- Single residential houses at Breyten and Ermelo.
- Mndeni Flats at Wesselton Extension 1
- Caravan Park at Douglasdam.
- There is a need for the Municipality to take ownership of Thuthukani Hostel so that development initiatives can be explored.
- Wesselton, the Baracks at Old Wesselton. X 2 sites
- Wesselton , Hostel needs renovate and upgrade
- Silindile Hostel, needs renovate and upgrade.
- Weeselton Ext 2

There is a challenge in managing the abovementioned properties since the municipality is struggling to properly maintain the buildings due to financial constraints. In addition to the residential rental stock, the human settlements division of the municipality is also responsible for other non-residential properties which are also a challenge in maintaining.

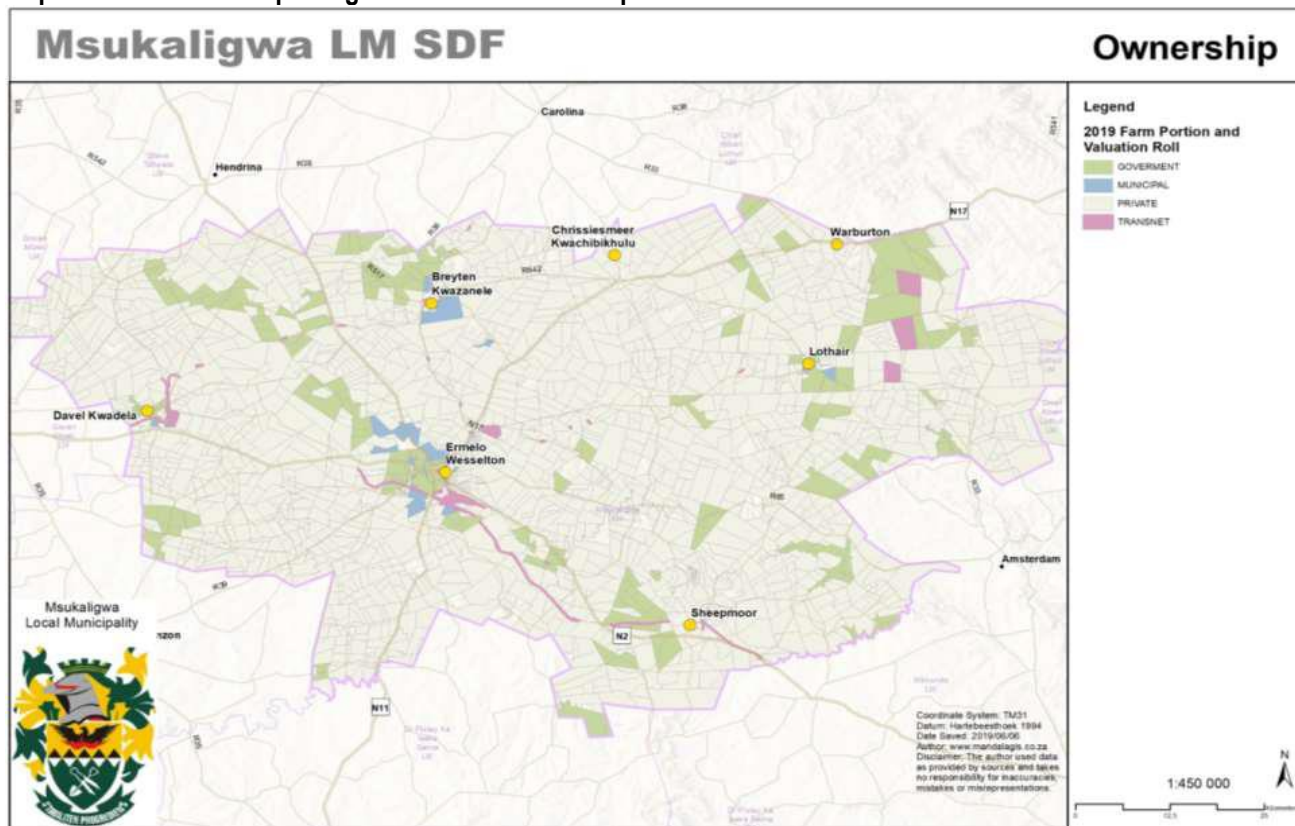
3.6.6.2.5 Land Claims and Land Redistribution

On the map below, it is evident that there are quite a number of land claims settled and those that had been gazetted especially along the municipality's Eastern boundaries with Albert Luthuli Local municipality. Most of these claimed areas along the Eastern boundaries are forestry areas and privately owned land. It is important that when planning for human settlement, the issue of land claims be taken into consideration as these areas have a significant impact on development and service delivery. Successful land claimants need to be considered when basic service are rendered to rural/farm areas which include the provision of housing. **It is worth noting that we have not received updated information from the Land Claims Commission, and it is believed some claims have been settled.**

Map 23: Land Claims



Map 24: Land Ownership categories within the municipal area.



The Land Reform policy compiled by the government in 1994 was compiled to readdress the past restrictions on land possession and accesses thus addressing the following issues:

- Land redistribution;

- Land Tenure reform; and
- Land restitution or financial compensation for people dispossessed of the land after 1913.

The Restitution of Land Rights Act, Act 22 of 1994, therefore provide for the restitution of rights to land to the persons or communities who lost their land as result of past apartheid laws and practices after 1913. As a result of this Act, land has been distributed to the disadvantaged and small scale farming.

3.6.6.2.6 Land Tenure

Through human settlement development, government provides shelter and sustainability to families who would have otherwise not been able to afford homes for themselves. Issuing title deeds is the final stage of the provision of human settlements that ensures security of land tenure rights thus reversing the inhumane effects of the Native Land Act of 1913 that deprived our people of land ownership.

The Department of Human Settlement has been assisting housing beneficiaries within Msukaligwa Local Municipality by issuing them with title deeds. The title deed is proof of ownership of your home, without a title deed you can't transfer your property to your children for their security nor can you sell it if you need to. You can't even borrow money from the bank against your property if you do not have this proof of ownership! Get your title deed and BE SECURE in your home.

To date the municipality have received ± 2000 title deeds from the department of human settlement of which the municipality hands the title deeds to the legal owners of the properties.

3.6.6.2.7 Land Invasion and Land Audit

Existing informal settlements are regularly monitored by Squatter Control Officers to ensure that the number of shacks or informal structures does not increase. The municipality also relies on ward councillors and ward committee members on information relating to new erection of informal structures. Any new informal structures that are identified are removed, having followed due process (obtaining eviction orders).

In relation to new land invasions, eviction orders are obtained (where none is available) to evict the invaders. The municipality also have a very close and effective working relationship with the law enforcement agencies (local police stations) who are always available to assist the municipality when evictions are to be executed.

Msukaligwa Local Municipality has finalized its land invasion, control and management of informal settlements by-law which has been approved by Council.

The by-law clearly outlines the process to be followed in case of land invasions and further outlines the responsibility of each stakeholder, but most importantly it proposes very strict measures when dealing with land invasions and informal settlements.

Msukaligwa Local Municipality has conducted a land audit, and a report has been compiled and approved by Council. It is however worth mentioning that Gert Sibande District Municipality is of great assistance to the Municipality on matters relating to Spatial Planning and Land Use Management. The District is currently assisting the Municipality with GIS services and has recently assisted on compilation of a Land Use Scheme, which is at a draft stage

The municipality has obtained several court orders and court interdicts in the past to prevent any land invasions from taking place. The order was obtained against Portion 13 (Remaining Extent) of the Farm Nooigedacht 268-IT, unlawful occupiers, and invaders of Portion 183 (Remaining Extent) of the Farm Nooigedacht 268-IT, unlawful occupiers and invaders of Portion 17 of the Farm Witbank 262-IT and unlawful invaders and/or occupiers of Erf 9226, Wesselton Extension 11.

The information for the above-mentioned properties is listed below:

PROPERTY DESCRIPTION	REASON FOR EVICTION APPLICATION	ZONING
unlawful occupiers and invaders of Portion 13 (Remaining Extent) of the Farm Nooigedacht 268-IT	The area is earmarked for future Integrated Human Settlement Project	Agriculture
unlawful occupiers and invaders of Portion 183 (Remaining Extent) of the Farm Nooigedacht 268-IT	Area might not be unsuitable for human habitation	Agriculture
unlawful occupiers and invaders of Portion 17 of the Farm Witbank 262-IT	The municipality is currently establishing a township on the subject property and there have been attempts to invade the area.	Agriculture
unlawful invaders and/or occupiers of Erf 9226, Wesselton Extension 11	The municipality embarked on a rezoning and subdivision process to make available residential sites in the area. The pegs which were installed in the subject property has since been removed and there have been attempts to invade the area.	Residential

4 PART D: STRATEGIC ALIGNMENT OF MUNICIPAL PLANS

4.1 ALIGNMENT OF BUDGET AND THE IDP

In order to ensure sustainable service delivery, the municipality needs to ensure that the budget is linked to the IDP strategic objectives. Service delivery must be rendered in an economic, effective and efficient manner thus ensuring that scarce resources are allocated to meet the needs of the communities we serve.

In line with the provisions of sections 152 and 153 of the Constitution of the Republic of South Africa, Act 108 of 1996, objects of Local Government and duties of municipalities are provided which include insuring provisions of services to communities in a sustainable manner, promotion of social and economic development, safe and healthy environment and involvement of communities in the matters of local government. Municipalities must therefore strive within its financial and administrative capacity to achieve the objects of this Act. Section 153 further states that municipalities must structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community.

It is from this background and other various legislations that include the Municipal Systems Act, Act 32 of 2000 and Municipal Finance Management Act, Act 56 of 2003 that the Five Year Local Government Strategic Agenda was developed. The Five Year Local Government Strategic Agenda provides for Key Performance Areas in which Municipalities and Sector Departments should structure service delivery planning. The six KPA's that will be dealt with are the following:

- Basic Service Delivery
- Municipal Institutional Transformation and Organizational Development
- Local Economic Development
- Municipal Financial Viability and Management
- Public Participation and Good Governance
- Spatial Planning and Rationale

4.1.1 ALIGNMENT OF THE IDP TO THE NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

NATIONAL PRIORITIES (MTSF 2019-2024)	MPUMALANGA PROVINCIAL PRIORITIES	GERT SIBANDE DISTRICT MUNICIPALITY PRIORITIES	MSUKALIGWA LOCAL MUNICIPALITY PRIORITIES
A capable, ethical and developmental state	A capable, ethical and developmental state - 10% reduction in corruption cases in public and private sector - Increase the number departments with clean audits from 4 (in 2017) to 12; - Improve Employment Equity (Race, gender, disability and youth)	Effective governance in the administration of the institution	Good Governance and Public Participation - Fight against Fraud and Corruption Municipal Transformation and Organizational Development - Capable and responsive organizational structure
Economic transformation and job creation	Economic transformation and job creation - Decent Employment through inclusive growth	Effective governance in the administration of the institution	Local Economic Development - Revenue collection - Job Creation and Economic Development

	Reduce the percentage of poor road networks		
Education, skills and Health	Education, skills and health <ul style="list-style-type: none"> - Improve life expectancy - Increase TB cure rate - Reduce in-facility neonatal death rate/1000 live births - Reduce in-facility maternal mortality rate/100 000 live births 	Develop and retain skilled and capacitated workforce	Good Governance and Public Participation Basic Service Delivery and Infrastructure <ul style="list-style-type: none"> - Infrastructure maintenance and upgrading (Support services)
Consolidating the social wage through reliable and quality basic services	Consolidating the social wage through reliable and quality basic services	Provision of immediate and long term bulk infrastructure development to support effective and sustainable community services	Basic Service Delivery and Infrastructure <ul style="list-style-type: none"> - Access to basic services - Infrastructure maintenance and upgrading
Spatial integration, human settlements and local government	Spatial Development, human settlements and local government <ul style="list-style-type: none"> - Increase access to basic services: electricity, piped water, sanitation to 100% - Increase access to weekly refuse removal from 41,6% to 75% - Reduce the number of households living in inadequate housing from 178 271 to 108 000, 	Support and coordinate spatial transformation	Spatial Planning and Rationale <ul style="list-style-type: none"> - Social cohesion and spatial transformation
Social cohesion and safe communities	Social cohesion and safe communities	Advanced community wellbeing	Good governance and Public Participation <ul style="list-style-type: none"> - Social cohesion and spatial transformation
A better Africa and world	A better Africa and world		Support and implementation of government programmes towards achieving the goal

4.2 SWOT ANALYSIS

Table 32: Msukaligwa Municipality SWOT analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Political Stability ▪ Strong management and all senior management positions filled ▪ All governance structures are functional 	<ul style="list-style-type: none"> ▪ Municipality is not financially viable. ▪ Critical key positions vacant. ▪ Inadequate infrastructure maintenance ▪ Services interruptions (▪ Water quality (blue drop status) ▪ Inadequate wastewater treatment plant (green drop status) ▪ Loss of revenue due to losses and theft. ▪ Insufficient revenue collection ▪ Working in silos ▪ Poor performance management
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Good stakeholder relationship ▪ Power utility, Government services, Mining, Tourism, Agriculture and forestry. ▪ Gert Sibande TVET college in Msukaligwa ▪ National corridor developments (N2, N11 and N17) ▪ Strategic location of the municipality 	<ul style="list-style-type: none"> ▪ Insufficient land for future developments. ▪ Illegal land occupation and evictions ▪ Ageing infrastructure ▪ High unemployment rate ▪ Mines that were not rehabilitated.










4.2.1 Key Issues

The following key issues were identified during the SWOT analysis of the municipality which the municipality must within its available resources seek to address over the next five year period linked to the current IDP cycle:









- ✚ Insufficient revenue collection.
- ✚ Insufficient access to basic services.
- ✚ Unemployment and poor economic development.
- ✚ Poor maintenance and upgrading of services infrastructure.
- ✚ Less informed community as a result of Poor community participation.
- ✚ Fraud and corruption
- ✚ Limited capability of the municipal ICT.
- ✚ Insufficient land for integrated human settlements.
- ✚ Slow procurement processes.
- ✚ Persistent sewer blockages and spillages.
- ✚ Illegal connections of electricity.
- ✚ Poor roads and storm water drainage system.

5 PART E: DEVELOPMENTAL OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS








5.1 Key Municipal Priorities

-  Revenue collection.
-  Access to basic services by communities.
-  Job creation and economic development.
-  Infrastructure maintenance and upgrading.
-  Community participation in the affairs of the municipality.
-  Fight against fraud and corruption.
-  Capable and responsive organizational structure.
-  Capabilities of the municipal ICT.
-  Integrated human settlements.

5.2 Strategic Goals of the municipality

-  Sustainable and reliable delivery of basic services.
-  Financial viability.
-  Reduced unemployment and poverty.
-  Informed community that owns its development.
-  Effective systems and mechanisms of communication.
-  Business processes backed by effective ICT.
-  Social cohesion and spatial transformation.
-  Clean governance and institutional capability

5.3 Strategic Objectives of the municipality

-  To provide sustainable and reliable services to communities
-  To improve the viability and management of municipal finances
-  To strengthen the fight against fraud and corruption
-  To build a capable workforce to deliver services
-  To strengthen public participation, corporate governance and accountability
-  To coordinate efforts to address unemployment and poverty
-  To ensure long term planning that provides for social cohesion and spatial transformation

5.4 Municipal Key Five Year Priorities

In addressing the priority issues identified in the municipality, the municipality has identified a number of key projects to be implemented over the period of five years linked to the municipal IDP. Most of the projects are multi-year projects and are planned to be implemented within the five-year period of the IDP while some may overlap to next cycle of the IDP.

5.5 Performance Management

Msukaligwa municipality has a performance management system which is based on the municipal score card. The system integrates the strategic objectives of the IDP with the SDBIP to drive the strategy of the municipality. The municipal manager is responsible for the strategic scorecard which is linked with the strategic objectives of the IDP. The performance agreement which is signed by the MM relates to the objectives of the IDP. The departmental score cards are linked with the strategic score card and that is why the performance of the Directors must be measured to verify the impact which departments have on the strategic scorecard (IDP). The Municipal manager is responsible for the organisational performance management. The performance management model approved by the municipality is the balanced scorecard which is based on four perspectives for assessment namely; the Community Satisfaction, Financial, Institutional and Learning & growth perspectives.

5.6 The Municipal Scorecard

The municipal score card is developed by top management and middle managers including councillors in the strategic planning workshop. The community is requested to have input relating to the needs of the community. The strategic plan is the strategic decision of the municipality about addressing needs of the community on long term basis. The swot analysis will yield many issues which must be addressed by the municipality. The municipality must then formulate developmental objectives to satisfy the needs of the community. The developmental priorities must then be incorporated in the IDP and projects must be identified to address the needs of the community. The five national KPA, s must be addressed by the municipal score card. The IDP must be reviewed on annual basis to track progress made on the achievement of the IDP but the community must be consulted during the review period. The municipal scorecard is reviewed on annual basis and the municipal manager and the Directors must sign performance agreement on annual basis.

5.7 Performance Management Strategy Map

Perspective	Strategy Map	Impact	Objective
COMMUNITY SATISFACTION PERSPECTIVE		Patriotic Citizenry	To strengthen public participation, corporate governance and and accountability
FINANCIAL PERSPECTIVE		Poverty alleviation and Investment	Coordinate efforts to address unemployment and poverty
		Good credit rating	To improve the viability and management of municipal finances
INSTITUTIONAL PERSPECTIVE		Unqualification	Strengthen public participation, corporate governance and and accountability
	Quality of life	To ensure long term planning that provides for social cohesion and spatial transformation	
	Quality Services	To provide sustainable and reliable services to communities	
LEARNING AND GROWTH PERSPECTIVE		Skilled workforce	To build a capable workforce to deliver services

5.8 Municipal Key Performance Areas and Indicators

KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

TABLE A: INTEGRATED DEVELOPMENT PLAN			
Municipal KPA 1	MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT		
Problem statement and root causes per KPA:	<ul style="list-style-type: none"> - Inadequate compliance with prescribed legislation, policies, and internal controls - Poor service delivery due to shortage of staff and training. - Poor implementation of the Batho Pele Principles - Excessive overtime expenditure - Poor and lack of performance by employees - Poor labour relations - Inadequate ICT Infrastructure for both internal and external stakeholders - Non-adherence to Contract Management - Failure to maintain the infrastructure. - Integration of Transversal Services in the Municipal activities - Inadequate information dissemination - Inadequate trained officials and Councillors - Poor implementation of Records Management - Nonresponsive organisational structure - IPMS not cascaded to all occupational levels. - Lack of Work-study and its implementation - High contingent litigation liability - Job Evaluation outcome not implemented 		
One Plan Transformation Area	Governance and Administration		
Municipal Priority	Capable and responsive organisational structure Capable and reliable ICT infrastructure		
Impact statement:	Community livelihood	MTDP Target:	85% of local infrastructure grants spent 50% improvement in the performance
2024 – 2029 MTDP Priority	Build a Capable, Ethical and Developmental state	MTDP 2024- 2029 Strategic objectives	<ul style="list-style-type: none"> • Improved governance and performance of public entities.

			<ul style="list-style-type: none"> • An ethical, capable and professional public service; • Digital transformation across the state; • Mainstreaming of gender, empowerment of youth and persons with disabilities
SDGs 3; 4; 5 & 17	A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity	SDG Objectives	<ul style="list-style-type: none"> • SDG 3 – Good Health and Wellbeing • SDG 4 – Quality Education • SDG 5 – Gender Equality • SDG 17 Partnerships for the Goals

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved organizational performance	Improved organizational structure.	Non-responsive organisational structure	<ul style="list-style-type: none"> - Organizational structure not adequately responding to the objects of the municipality. - 	Revised / responsive organisational structure	<ul style="list-style-type: none"> - Implementation of municipal staff regulations - Recruitment of suitably qualified personnel - Review of policies / HR strategy / Plan Implementation of 4IR (Digitised services) 	Assistance in developing an operating model between the Head Office with the SDU's	Revised Organisa tional structure	Revised Organisa tional structure	Revised Organisa tional structure	Revised Organisa tional structure	Revised Organisa tional structure
	Improved Service delivery	589 positions filled positions	<ul style="list-style-type: none"> - Lack of work-study report - Lack of cascading of the PMS - High vacancy rate 	280 positions filled	<ul style="list-style-type: none"> - Conduct a work-study - Cascade PMS to all occupational levels 	Financial Assistance to conduct a Work-study	56 positions filled	56 positions filled	56 positions filled	56 positions filled	56 positions filled

			- Aging workforce									
	Well capacitated staff and Councillors	38 councillors and 116 officials trained	- Insufficient capacity on local government legislations, processes and procedure from some Councillors	72 Councillors trained	- Training needs analysis - Skills development of Councillors - Training on ICT	None	38 Councillors trained	10 Councillors trained	8 Councillors trained	8 Councillors trained	8 Councillors trained	8 Councillors trained
			- Insufficient capacity to adequately perform some duties.	455 officials trained	- Training needs analysis - Skills development of employees	None	115 Officials trained	100 Officials trained	80 Officials trained	80 Officials trained	80 Officials trained	80 Officials trained
Reduced overtime and outsourcing	Improved access to basic services	24m paid overtime	- Inadequate HR planning - Inadequate tools of trade, outdated equipment and machinery	Overtime reduced to 6m	- Conduct a work-study - Procurement of tools of trade - Filling of critical vacancies - Introduction of shift system - Adoption of the overtime reduction strategy and implementation	None	Overtime reduced to 12m	Overtime reduced to 6m	Overtime reduced to 6m	Overtime reduced to 6m	Overtime reduced to 6m	Overtime reduced to 6m
Improved communication and	Reliable and Improved ICT	Aged ICT infrastructure	- Inadequate ICT Infrastructure	1 Recovery centre for outside	- Upgrading of ICT Infrastructure	Establish a district recovery	Establishment of a disaster	Assistance with Microsoft	Assistance with Microsoft	Assistance with Microsoft	Assistance with Microsoft	Assistance with Microsoft

Transparency			for both internal and external stakeholders	backup established		centre for offsite backup Procurement of Microsoft licences	recovery centre	licence fees	licence fees	licence fees	licence fees
Improved security of information	Improved records management		- Loss of information / records - None implementation of records management policy	Procurement of records management system	- Digitalise records management	Appointment of a service provider to digitise all the municipal records	Appointment of a service provider to digitise all records of the municipality	Digitise all records	Digitise all records	Digitise all records	Digitise all records
Well maintained municipal facilities		Aged municipal facilities	- Lack of maintenance of municipal facilities		- Develop facilities maintenance plan - Refurbishment of municipal facilities	None	Develop a maintenance plan	Refurbish civic centre townhall	Refurbish / Maintain 1 facility	Refurbish / Maintain 1 facility	Refurbish / Maintain 1 facility
Society free of GBVF	To combat gender-based violence and femicide	Vacant position on GBVF issues	- No dedicated personnel to deal with GBVF	1 position filled	- Filling of the position of the Transversal officer dealing with Women, Children and GBVF	Rapid Response Team on GBVF	0	0	0	1	0

KPA 1: ANNUAL OUTPUTS AND KEY PERFORMANCE INDICATORS

Outcome (Strategic Goals)	Outcome Indicator (Strategic Objectives)	Ref. No.	KPI	Baseline	5-year Target	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to basic services	Responsive organisational structure	001	Number of funded vacancies	589 positions filled	280 positions filled	56	56	56	56	56
Improved access to basic services	PMS Cascaded to all occupational levels	002	% PMS cascaded to lower levels of employees	1% (6) Snr Management only	100%	20% Snr Management to Level 5	20% Snr Management to Level 5	100% All levels	100% All levels	100% All levels
Improved access to basic services	Responsive organisational structure	003	Review of the organisational structure	1	1	1	1	1	1	1
		004	Work-study Conducted	New indicator	1	0	0	0	1	0
		005	Number of municipal officials trained as per Skills Development Plan	116 officials trained on various skills	215 officials trained	115	100	0	0	0
		005/1	Workplace Skills Plan (WSP) submitted to LGSETA	New Indicator	3	0	0	1	1	1
		A01	Number of employee wellness campaigns held	New Indicator	8	0	2	2	2	2
		A02	Number of Local Labour Forum meetings held	New Indicator	16	0	4	4	4	4
	To ensure uninterrupted internal and	A03	Number of ICT Steering Committee meetings held	New Indicator	16	0	4	4	4	4

	external communication									
	To ensure legal compliance with all contractual matters	A04	Percentage of signed SLA and Contracts drafted within 30 days	New Indicator	100%	0	100%	100%	100%	100%
	To ensure Mayoral Committee is informed of the litigation register	A05	Litigation register report is submitted quarterly to the Mayoral Committee	New Indicator	16	0	4	4	4	4
		006	Number or Councillors trained as per Skills Development Plan	38 Councillors trained on various skills	56 Councillors trained	38	10	8	0	0
Improved access to basic services	Reduced overtime and outsourcing	007	Overtime reduced to R 6m	R24m	R 6m	R 12m	R 6m	R 6m	R 6m	R 6m
		008	Review of policies / HR strategy / Plan	13	24	13	13	13	25	24
Good governance	Improved audit outcome	009	Number of audit findings reduced	63 Audit findings	10	53	43	33	23	10
Improved access to basic services	To enhance community involvement in the affairs of the municipality	010	Number of functional ward committee meetings held	161	1140	228	228	228	228	228
	To ensure communication to public on the state of affairs of the municipality	011	Annual Mayoral State of the Municipal Address held	5	5	1	1	1	1	1
	To ensure communication to public on the	012	Number of Mayoral Outreach Programmes held	1	38	4	4	4	16	10

	state of affairs of the municipality									
		013	Number of Local Council Stakeholders meetings held	0	8	4	4	0	0	0
Accountable local government	Improved oversight and governance	014	Number of Council meetings held	16	22	4	4	4	4	6
		015	Percentage of Council resolutions implemented	70%	100%	95%	100%	100%	100%	100%
		015/1	Quarterly reports on the implementation of council resolutions implemented	New Indicator	12	0	0	4	4	4
		016	Municipal Public Accounts Committee oversight reports on Annual Report tabled in Council by 31 March	1	5	1	1	1	1	1
		016/1	Number of section 79 oversight report submitted and adopted	New Indicator	60	0	0	20	20	20
		A06	Number of section 80 committee meetings held	12	60	12	12	12	12	60
	To promote Intersectoral collaboration and oversee the implementation of the strategy	A07	Number of transversal programmes held	New Indicator	12	0	0	4	4	17

MUNICIPAL KPA 2		SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
Problem statement and root causes per KPA:		<ul style="list-style-type: none"> Population growth due to urban migration resulting in service delivery backlogs Ageing of machinery, equipment and services infrastructure Power outages due to overload, illegal connections and theft of cables Poor maintenance of services infrastructure due to insufficient funds for maintenance Deteriorating roads infrastructure due to insufficient funds for maintenance Insufficient tools of trade Illegal dumping of waste 		
One Plan Transformation Area		<ul style="list-style-type: none"> Integrated Service Provision Infrastructure Engineering 		
Municipal Priority		<ul style="list-style-type: none"> Access to quality services by communities Infrastructure maintenance and upgrading Compliance to Blue and Green Drop status Improved roads conditions around the municipality Solid waste management - Reduced illegal dumping sites 		
IMPACT STATEMENT:		Better Quality of Life	MTDP TARGET:	<ul style="list-style-type: none"> 100% access to piped water, sanitation, electricity 75% to weekly waste removal
2024 – 2029 MTDP Priority		Build a Capable, Ethical and Developmental state	MTDP 2024- 2029 Strategic objectives	<ul style="list-style-type: none"> Improved service delivery in the local government sphere;
SDGs 1; 6; 7; 9 & 17		A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity	SDGs Objectives	<ul style="list-style-type: none"> SDG 1 – No Poverty SDG 6 – Clean Water & Sanitation SDG 9 – Industry, Innovation & Infrastructure SDG 17 Partnerships for the Goals

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to basic services	Increased number of households with access to basic water	48 551 (95.03%) access to water	4.97% without access to water	100% access	- Households provided with water in various communities through drilling of boreholes	Funding for the provision of bulk water supply (DWS)	1.02% increase (96.05%)	1.02% increase (97.05%)	1.02% increase (98.05%)	1.02% increase 99.05%	1.02% increase (100%)

					and water reticulation network. - Water supply through water tankers						
	Increased number of households with access to basic sanitation	49 935 (97.7%) access to sanitation	2.3% without access to sanitation	100% access	- Households provided with descent sanitation in various communities through construction of waterborne reticulation networks and Pour Flush Toilets.	Funding for the provision of bulk wastewater treatment works (DWS)	0.5% increase (98.2%)	0.5% increase (98.7%)	0.5% increase (99.2%)	0.5% increase (99.7%)	0.5% increase (100%)
	Increased number of households with access to basic electricity	44 683 (89.8%) access to electricity	10.2% without access to electricity	100% access	- Households provided with electricity in various communities	None	2.04% increase (91.84%)	2.04% increase (93.88%)	2.04% increase (95.92%)	2.04% increase (97.96%)	2.04% increase (100%)
		None	High electricity loses due to illegal connection. Faulty and non-functional meters contributing to electricity losses/ poor revenue collection	750 meters installed	- Replacement of faulty / non-functional meters.	None	150	150	150	150	150

Improved access to basic services	Improved roads infrastructure	234.34 km tarmac roads	- Bad roads condition.	25 km of roads upgrade	- Upgrading of bad gravel roads to asphalt or paved surface	None	5 km upgraded to asphalt or paved	5 km upgraded to asphalt or paved (10km)	5 km upgraded to asphalt or paved (15km)	5 km upgraded to asphalt or paved (20km)	5 km upgraded to asphalt or paved (25km)
		217.65 km of gravel roads	- Roads not effectively maintained due to limited resources. - Gravel roads in bad condition	150 km of roads re-gravelled and bladed	- Re-gravelling and blading of gravel roads.	Procure re-gravelling fleet (3x Tipper trucks, truck with dropsides, water bowser mounted with spraybar, mechanical broom, Bakkies and generators	30 km of roads re-gravelled	30 km of roads re-gravelled and bladed (60km)	30 km of roads re-gravelled and bladed (90km)	30 km of roads re-gravelled and bladed (120km)	30 km of roads re-gravelled and bladed (150km)
		None	- Blocked storm water drainage causing flooding and erosion of roads	300 storm water drains maintained	- Maintenance of storm water drainage system	None	60 storm water drains maintained	60 storm water drains maintained	60 storm water drains maintained	60 storm water drains maintained	60 storm water drains maintained
		None	- Unacceptable level of potholes.	60000 m ² re-surfaced roads and potholes patched	- Re-surfacing of asphalt roads and patching of potholes	Provide resurfacing fleet through the Municipal support Programme. -Provide resurfacing materials through the Municipal	12000 m ² of roads re-surfaced and potholes patched	12000 m ² of roads re-surfaced and potholes patched	12000 m ² of roads re-surfaced and potholes patched	12000 m ² of roads re-surfaced and potholes patched	12000 m ² of roads re-surfaced and potholes patched

						Support Programme.					
Improved access to basic services	Well maintained services infrastructure	99% of sewer main lines repaired within 24hrs	- Persistent sewer blockages and spillages - Insufficient capacity of some sewer plants to handle the volume of effluent	100% of sewer main lines repaired within 24hrs	- Opening of blocked sewer lines within prescribed time. - Attending to and replacing damaged sewer pipes	None	100%	100%	100%	100%	100%
		98% of burst/damaged water pipes repaired within 24hrs	- Water loses due to frequent pipes bursts. - Aged AC pipes.	100% of burst/damaged water pipes repaired within 24hrs	- Attending to and replacing damaged pipes	None	100%	100%	100%	100%	100%
Uninterrupted water supply	Reduced water losses	80 km of AC pipes around Msukaligwa Municipality	Continuous pipe bursts as a result of aging infrastructure	Replace 10 km of AC pipe with U-PVC pipes	- Replacing of old AC pipes with U-PVC pipes	None	2 km replaced	2 km replaced	2 km replaced	2 km replaced	2 km replaced
Increase revenue collection	Improved revenue collection rate	303 new water meters installed	Leaking water infrastructure and faulty meters	1400 new meters installed	- Replacement and installation of meters - Repair leaking water pipes.	None	200	300	300	300	300
Quality drinking water and	Acceptable standards of	24% Blue Drop	Blue Drop Assessment Score very low	74% in the Blue Drop	- Improve various aspects in line	Continuous Testing of portable water	10% increase (34%)	10% increase (44%)	10% increase (54%)	10% increase (64%)	10% increase (74%)

safe treated waste water	drinking water	Assessment Score		Assessment Score	with Blue Drop requirements						
	Acceptable standards of treated waste water	97% Risk Rating on Green Drop Assessment Score	Risk Rating Assessment indicates very dysfunctional sanitation systems	44% in the Green Drop risk Rating	- Improve various aspects in line with Green Drop requirements in order to reduce the risk ratings	Continuous Testing of waste-water	10% Decrease in risk rating (87%)	10% Decrease in risk rating (77%)	10% Decrease in risk rating (67%)	10% Decrease in risk rating (57%)	10% Decrease in risk rating (44%)
Improved access to basic services	Increased number of households with access waste removal	35 324 (69%) access to waste removal	31% without access to waste removal	79% of households with access to waste removal	- Households provided with waste removal services at least once a week in various communities. - Continuously maintaining waste disposal sites. - Procurement of waste management fleet. - Expansion of services to new developments.		2% increase (71%)	(2%) increase 73%	75% increase	77% increase	79% increase
Clean environment	Waste free public open spaces	20 illegal waste dumps identified	Mushrooming of illegal waste dumps	10 illegal dumps permanently eradicated	- Identify illegal dumps that are directly		2 Eradicated	2 Eradicated (4)	2 Eradicated (6)	2 Eradicated (8)	2 Eradicated (10)

					<p>affecting the human health.</p> <ul style="list-style-type: none"> - Report eradicated illegal dumps to PED that will engage into actions that will prevent future pollution of such cleaned sites/ areas. - Educational campaigns on waste management and environmental issues - Utilizing the cleaned site for recreational activities and LED projects - Providing support to waste minimization projects 						
	Healthy environment	8 operational cemeteries	Some cemeteries are getting full within the municipality	2 new cemeteries established	<ul style="list-style-type: none"> - Approach GSDM for financial assistance for a complete 	0	0	0	2	0	

					project to establish 2 new cemeteries in Msukaligwa.						
			- Poorly maintained parks and cemeteries - Insufficient personnel and tools of trade.	14 Cemeteries routinely maintained	- Routine cutting of grass and cleaning of cemeteries. - Procurement of machinery and equipment		14	14	14	14	14
				27 Parks routinely maintained	- Routine cutting of grass and general cleaning of parks. - Procurement of machinery and equipment		27	27	27	27	27
	Informed and literate society	10 functional libraries	No library facilities at Warburton, Ermelo Ext 32,33 & 34 and Sheepmoor	3 new libraries established in Ermelo, Sheepmoor and Warburton	- MoU with Dept. of Culture, Sports and Recreation - Construction of libraries - SLA for library material with DCSR - Allocating of fund for libraries furniture.		1 Established	1 Established (2)	0	0	1 Established (3)

	Safe and secured library facilities and equipment	8 libraries fenced	<ul style="list-style-type: none"> - 2 Libraries not fenced. - Lack of maintenance of libraries infrastructure - Lack of detection system in all libraries - Constant break in libraries - Vulnerability of libraries during riots 	Fencing of KwaZenele and Davel Libraries	<ul style="list-style-type: none"> - Libraries infrastructure maintenance - Installation alarm systems and cameras as well as contracting a reputable security company. - Establishing community forum (Friends of the library) - Conducting community awareness campaigns - Engage stakeholders (Pre-school, schools and higher learning institutions) to establish a working relationship. 		0	0	0	0	2 libraries fenced
Safe society	Accessible Emergency and Disaster services	1 Disaster Centres	<ul style="list-style-type: none"> - Insufficient space for the disaster management centre. 	Boardroom furniture and equipment	<ul style="list-style-type: none"> - Conducting disaster awareness campaigns - Disaster boardroom 		0	1	0	0	0

					furniture and equipment						
		None	- Inability to transport bulk disaster relief material	Purchase of 4-ton truck	- Purchase of 4-ton disaster management truck	Procurement of 4-ton truck for disaster	0	0	0	0	1
		3 emergency fire stations	- Shortage of Emergency vehicles and tools.	3 additional fire engines procured	- Procurement of the Emergency vehicles. - Conducting fire awareness campaigns - Conducting fire safety inspections at buildings - Implementation of the Fire Master plan.	Procurement of 3 fire engine	0	1	0	2	3
Safe roads and reduced accidents	Law compliant road users	60% of traffic fines unpaid annually	- Lack of law enforcement at service delivery units of the municipality, however traffic officers visit each service delivery once a week -	70% reduction in unpaid fines	- Recruitment of staff and fleet - Regular monitoring of trucks in town - Road safety awareness at school. - Conducting roadblocks -		66%	62%	58%	54%	50%

KPA 2: ANNUAL OUTPUTS AND KEY PERFORMANCE INDICATORS

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Ref. No.	KPI	Baseline	5-year Target	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to basic services	Increased number of households with access to basic water	017/1	Number households with access to basic level of water	48 551 access to water	51089	519	519	519	519	519
	Reduced water losses and uninterrupted water supply	018	Km of water AC pipes replaced with U-PVC pipes	80 km of AC pipes around Msukaligwa Municipality	10 km of AC pipe replaced with U-PVC pipes	2 km replaced	2 km replaced	2 km replaced	2 km replaced	2 km replaced
		019	Number of water meters installed	303 new water meters installed	1400 water meters installed	200	300	300	300	300
		020	% of callouts responded to within 24 hours (water)	99% of sewer main lines repaired within 24hrs	98.6% of callouts responded to within 24 hours (water)	100%	100%	100%	100%	100%
Quality drinking water	Quality drinking water	021	% improvement in blue drop status	24% Blue Drop Assessment Score	74% in the Blue Drop Assessment Score	10% increase (34%)	10% increase (44%)	10% increase (54%)	10% increase (64%)	10% increase (74%)
	Increased number of households with access to basic sanitation	022/1	Number of households with access to basic level of sanitation	49 935	51089	231	231	231	231	230
		023	Number of households	2006 households	30 VIP provided	20	10	0	0	0

			provided with Ventilation Improved Pit Toilets (VIPs)	with access to VIP						
		023/1	Number of households provided with pour flush toilets.	New indicator	469	0	0	230	129	110
	Well maintained services infrastructure	024	% of callouts responded to within 24 hours (sanitation/wastewater)	98% of burst/damaged water pipes repaired within 24hrs	98.6 of callouts responded to within 24 hours	98%	98%	98%	98%	98%
	Environmentally compliant waste water	025	% improvement in green drop status	97% Risk Rating on Green Drop Assessment Score	44% in the Green Drop risk Rating	87% Risk Rating	77% Risk Rating	67% Risk Rating	57% Risk Rating	44% Risk Rating
Safe treated Wastewater/Effluent	To ensure the quality of wastewater comply with water use licence and general /special limits	025/1	Average percentage achieved on the quality of wastewater effluent in compliance with General / Special Effluent Standard.	New indicator	12	0	0	0	70%	70%
Quality drinking water	To ensure the quality of drinking water comply with SANS-241	025/2	Average percentage achieved on the quality of drinking water produced in compliance with SANS 241 standards	New indicator		0	0	0	95%	95%

	Increased number of households with access to electricity	026/1	Number of households with access to electricity	44683	51089	1281	1281	1281	1281	1282
		027	Number of electricity meters installed	257 meters installed	750	150	150	150	150	150
Improved access to basic services	Upgraded roads infrastructure	028	Km of gravel roads tarred or paved	234.34 km tarmac roads	25 km	5 km	5 km	5 km	5 km	1.29 km
	Well maintained roads and serviced infrastructure	029	Km of gravel roads maintained	217.65 km of gravel roads	150 km	30 km	30 km	30 km	30 km	30 km
		030	M ² of asphalt roads re-surfaced	None	2000 m ²	0 m ²	0 m ²	800 m ²	800 m ²	400 m ²
		031	Square metres (M ²) of roads resurfaced / patched	None	60000 m ²	12000 m ²	12000 m ²	12000 m ²	12000 m ²	12000 m ²
	To ensure effective management of storm water	A15	Number of storm-water inlets-maintained	604 inlets maintained	2400	400	400	400	600	600
Improved access to basic services	Increased number of households with access to solid waste removal	036/1	Number of areas receiving basic solid waste removal	60 areas receiving basic solid waste removal	1 additional area receiving basic solid waste removal	0	0	1 additional area (61)	62	62
Clean environment	Waste free public open spaces	037	Number of illegal dumps eradicated	20 illegal waste dumps identified	10 illegal dumps eradicated	2 eradicated	2 eradicated (4)	2 eradicated (6)	2 eradicated (8)	10 eradicated

		038	Number of environmental management educational campaigns held	49 campaigns held	40 waste management educational campaigns held	8 campaigns held	8 campaigns held (16)	12 campaigns held (28)	12 campaigns held (40)	12 campaigns held (52)
		039	Number of waste minimization projects supported	11 waste minimization projects supported	16 waste minimization projects supported	8	8	0	0	0
		040	Number of waste disposal sites maintained	2 disposal sites maintained	2 waste disposal sites maintained	2	2	2	2	2
		041	Number of waste transfer stations maintained	3 waste transfer stations maintained	3 waste transfer stations maintained	3	3	0	0	0
		042	Number of cemeteries maintained	(5) Cemeteries routinely maintained	(5) cemeteries maintained	(5)	(5)	(5)	(5)	(5)
		043	Number of parks maintained	27 Parks routinely maintained	27 parks maintained	27	27	27	27	27
	Healthy environment	044	Number of new cemeteries established	(5) operational cemeteries	2 new cemeteries established	0	0	0	0	2
	Informed and literate society	045	Number of new libraries established	10 functional libraries	3 new libraries established in Ermelo, Sheepmoor and Warburton	1 established	1 established (2)	0	0	1 established (3)
		046	Number of libraries events and educational	28 libraries events and educational	44 Campaigns	10 rolled out	10 rolled out (20)	8 rolled out (28)	8 rolled out (36)	8 rolled out (44)

			campaigns rolled out	campaigns rolled out						
	Safe and secured library facilities and equipment	048	Number of libraries fenced	None	2 libraries fenced	0	0	0	0	0
Safe society	Accessible Emergency and Disaster services	055	Percentage of fire and emergency incidents attended within the pre-determined timeframe in accordance with SANS 10090	82% of fire and emergency incidents attended within the pre-determined timeframe	79% of fire and emergency incidents attended within the pre-determined timeframe in accordance with SANS 10090	78%	78%	79%	82%	82%
		056	Number of fire safety inspections conducted	3541 fire safety inspections conducted in the past 5 years	3500 fire safety inspections conducted	700	700	700	700	700
		057	Number of fire awareness campaigns conducted	117 awareness campaigns conducted	100 fire awareness campaigns conducted	20	20	20	20	20
		058	Number of disaster awareness campaigns conducted	66 disaster awareness campaigns conducted	60 disaster awareness campaigns conducted	12	12	12	12	12
		059	Percentage of disaster incidents	100% of disaster incidents	100% of disaster incidents	100%	100%	100%	100%	100%

			attended within 24 hours	attended within 24 hours	attended within 24 hours					
		060	Purchase of 4-ton disaster management truck	None	1 x 4-ton truck for disaster management purchased	0	0	0	0	1
		061	Number road Safety awareness campaigns conducted at schools	60 awareness campaigns held	60 road safety awareness campaigns held	12	12	12	12	12
		062	Number of Roadblocks conducted	60 Roadblocks conducted	60 Roadblocks conducted	12	12	12	12	12
		063	Procurement of a fully equipped traffic vehicle to track unpaid fines.	None	1 fully equipped traffic vehicle procured	0	0	0	0	1
		064	Procurement of road marking vehicle	1 old LDV	1 road marking vehicle procured	0	0	0	1	0

Municipal KPA 3	LOCAL ECONOMIC DEVELOPMENT			
Problem statement and root causes per KPA:	<ul style="list-style-type: none"> ▪ High unemployment rate / inadequate employment opportunities ▪ Lack of technical skills in the community ▪ Low economic growth 			
One Plan Transformation Area	Economic Positioning			
Municipal Priority	Job Creation and Economic Development Creation of conducive environment to create job opportunities			
Impact statement:	Reduced levels of poverty	MTDP Target:	<ul style="list-style-type: none"> ▪ Economic Growth (2-3%) ▪ Unemployment rate (25%) ▪ Reduced poverty (35%) ▪ Reduced inequality (<060) ▪ Reduce % of poor road network (28) ▪ Increase % of agriculture (2.8-3.5%) 	
2024 – 2029 MTDP Priority	Drive Inclusive Growth and Job Creation		MTDP 2024- 2029 Strategic objectives	<ul style="list-style-type: none"> • Increased employment and work opportunities; • Accelerated growth of strategic industrial and labour-intensive sectors; • Enabling environment for investment and improved competitiveness through structural reforms;
SDGs 1; 2; 4; 8; 9; 11 & 17	A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity		SDGs Objectives	<ul style="list-style-type: none"> • SDG 1 – No Poverty • SDG 2 – Zero Hunger • SDG 4 – Quality Education • SDG 8 – Good Jobs and Economic Growth • SDG 9 – Industry, Innovation and Infrastructure • SDG 11 – Sustainable Cities & Communities • SDG 17 – Partnerships for the Goals

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year target	IDP	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION						
								2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs		

Sustainable local economy	Improved economic growth	0.8% growth	<ul style="list-style-type: none"> - Business closure due to Covid19. - Poor LED stakeholder management - Declining economic sectors - Insufficient land and infrastructure for industrialisation - Very few or little incentives to assist SMMEs and Cooperatives - Existence of Red tapes on business approvals from municipalities and government departments 	3%	<ul style="list-style-type: none"> - Continuous Support to business affected by Covid-19 - Resuscitation of LED forum - Land acquisition - Red-tape reduction on business license and land use applications 	<ul style="list-style-type: none"> - Formulation of the Investment policy and incentive strategy - Support with the Promotion of Tourism areas in the Municipality 	0.6%	0.6%	0.6%	0.6%	0.6%
	Increased Job created	31.6% unemployment (43.2% youth, 39.3% women)	<ul style="list-style-type: none"> - Insufficient skills to cater for the skills demand locally. - Insufficient support to SMMEs and 	25% unemployment (50% youth, 40% women)	<ul style="list-style-type: none"> - Engagements with the education sector to cater for skills in demand locally. - Introduction of bursary 		1.3% reduced (30.3%)	1.3% reduced (29%)	1.4% reduced (27.6%)	1.3% reduced (26.3%)	1.3 reduced (25%)

			Cooperatives by government to capacitate them to create employment.		programme to assist learners locally.						
	Increased Job created	45.4% poverty rate	- High Crime Rate - Lack of access to government services	30%	- SMME and cooperative support		3.4% reduced (42%)	3% reduced (39%)	2.8% reduced (36.2%)	3.1% reduced (33.1%)	3.1% reduced (30%)

MUNICIPAL KPA 4		FINANCIAL VIABILITY AND MANAGEMENT		
Problem statement and root causes per KPA:	<ul style="list-style-type: none"> Low revenue collection High prevalence of illegal connections Non responsive Indigent registration Non responsive Organisational Structure Escalating municipal debt 			
One Plan Transformation Area	<ul style="list-style-type: none"> Financial Management 			
Municipal Priority	<ul style="list-style-type: none"> Revenue Collection 			
Impact statement:	Accessible services to communities	MTDP Target:	95% collection rate	
2024 – 2029 MTDP Priority	Reduced Poverty and Tackle the high cost of living	MTDP 2024- 2029 Strategic objectives	<ul style="list-style-type: none"> Reduced poverty and improved livelihoods; 	
SDGs 6; 7; ;8; 10 & 17	A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity	SDGs Objectives	<ul style="list-style-type: none"> SDG 6 – Clean Water & Sanitation SDG 7 – Affordable & Clean Energy SDG 8 – Good Jobs and Economic Growth SDG 10 – Reduced Inequalities SDG 17 – Partnerships for the Goals 	

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year target	IDP	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
								2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Financial viability	Improved viability and management of municipal finances	64% Collection rate (Billing vs Collection)	<ul style="list-style-type: none"> limited/ or inadequate options of dispatching utility bills. Non conversion of conventional to prepaid metering 	95%		<ul style="list-style-type: none"> Establishment the customer care system (Accounts emailed, SMS, telephone) Immediate distribution of municipal accounts 	Targeted Data cleansing (GSDM)	70%	75%	80%	85%	90%

			<ul style="list-style-type: none"> - Lack of Customer services - high illegal connection/tampering - Lack of capacity to monitor connection and disconnection. - Inadequate consumer data - Lack of credit control contract management (contractors). - Lack of meter audit. - Lack of NERSA electricity prepaid business tariffs (new tariff structure). - Lack of consumer data per ward. - No tariffs for communal areas 		<ul style="list-style-type: none"> - Appointment of meter readers - management of cut-off and reconnection SLA contract - Increased capacity with the finance to monitor disconnection and debt collection - Appoint internal debt collectors - Introduce business prepaid tariffs for approval by NERSA - Conduct meter audit - Possibility of introducing flat rate tariff. - Consumer data cleansing 						
Financial viability	Improved viability and management of	R 176 283 922 Property rates	<ul style="list-style-type: none"> - Increased late estate (Deceased accounts) 	100% or R176 million pa	<ul style="list-style-type: none"> - Implement target approach 		20% Increase	20% Increase	20% Increase	20% Increase	20% Increase

	municipal finances		<ul style="list-style-type: none"> - Non-responsive Indigent registration - Lack of internal debt collectors - Inadequate mechanism for collection in farms 		<ul style="list-style-type: none"> - Stop order for official and Councillors - Public awareness on indigent registration, payment of municipal services and policies 							
	Improved viability and management of municipal finances	R 653 955 494 (current debt book) Other Services (Water, electricity, sewer and refuse)	<ul style="list-style-type: none"> - Inaccurate billing/ Estimates - No metering in development areas - Lack of pay points in some remote areas - Illegal connection by Municipal Officials 	100% or R 653 million pa	<ul style="list-style-type: none"> - Implement target approach - Conduct actual meter reading - Stop order for official and Councillors - Public participation (Awareness campaign) - Possibility of providing a Mobile Service point - Consequence Management 	Funding for both electricity and water meters (Provincial Treasury) Funding for Mobile Service point	20% decrease	40% decrease	60% decrease	80% decrease	100% decrease	
Financial viability	Improved viability and management of municipal finances	R 1,3 billion creditors debt	<ul style="list-style-type: none"> - Unaffordable creditors (DWS, ESKOM, and DCSSL) - Inadequate revenue collection 	R1,3 billion	<ul style="list-style-type: none"> - Enter into payment arrangement - Resolve dispute with DWS 		80%	60%	40%	20%	0%	

			<ul style="list-style-type: none"> - Dispute with DCSSL - Non-Cost reflective tariffs 		<ul style="list-style-type: none"> - Revise repayment plan with Eskom 						
Financial viability	Improved viability and management of municipal finances	Qualified audit outcome	<ul style="list-style-type: none"> - Lack of training - Lack of Human Capital - Inadequate service training - Inadequate monthly reconciliations - Lack of adequate safe keeping of records 	Unqualified audit opinion	<ul style="list-style-type: none"> - Training of personnel - Recruitment of personnel 		Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion

KPA 4: ANNUAL OUTPUTS AND KEY PERFORMANCE INDICATORS

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Ref. No.	KPI	Baseline	5-year Target	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
Financial viability	Improved viability and management of municipal finances	065	Number of meter audits conducted	New indicator	10000	2000	4000	0	0	0
		066	Number of indigent households receiving free basic services (FBS)	6703 registered as indigent	11000	11000	11000	11000	11000	11000

	To ensure that all bids above R300 000 are awarded within 90 days from date of closure	067	Percentage of bids awarded within 90 days from the date of closure	New indicator	100%	0	0	0	100%	100%
		067/1	Number of quarterly SCM Reports submitted to Council	4	20 reports	4	4	4	4	4
		068	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	New indicator	100%	100%	0	0	0	0
		069	Percentage of the municipality's operating budget spent on indigent relief for free basic services							
		070	Percentage revenue collected	64% Collection rate	95%	70%	75%	80%	85%	90%
		072	Percentage of compliance to MPRA implementation processes	100% compliance	100%	100%	100%	100%	100%	100%
		072/1	Number of valuation roll reconciliation between system and valuation rolls	1	5	1	1	1	1	1
	To ensure compliance with VAT Act	A18	Number of VAT201 submitted to SARS on a monthly basis	New Indicator	48	0	12	12	12	12

	To ensure compliance with Income tax Act	A19	Number of MP201 submitted to SARS on monthly basis	New Indicator	48	0	12	12	12	12
		27	Percentage of capital grants spent	New Indicator	100%	0	0	0	0	100%
		073	Number of Fixed Asset Register (FAR) updates (Infrastructure)	10 FAR updates conducted	4	1	1	1	1	1
		073/1	Number of Fixed Asset Register (FAR) updates (Movable)	10 FAR updates conducted	10	2	2	2	2	2
		073/2	Number of Stock count conducted	4	20	4	4	4	4	4
		A20	Number of procurement plan	1	5	1	1	1	1	1
		A21	Number of section 71 reports submitted to the Mayor and PT within 10 days after each month end	12	60	12	12	12	12	12
		074	Percentage of Service Level Agreements (SLAs) finalised within 10 days	50% SLA's finalized within 10 days	100% SLA's finalized within 10 days	100%	100%	0	0	0
		075	Number of days taken to procure goods and services	30 days	60 days	60	60	0	0	0
		076	Number of budgets approved	12 budgets approved	15 budgets approved	3	3	3	3	3
		077	Number of Annual Financial Statements	5 AFS submitted to	5 AFS submitted	1	1	1	1	1

			compiled and submitted to relevant stakeholders	relevant stakeholders	to relevant stakeholders					
	To ensure compliance with Section 72 of the MFMA	078	Number of Section 72 Reports submitted to the Mayor, NT and PT by 25 th of January	5 Section 72 Report submitted	5 Section 72 Report submitted	1	1	1	1	1
		A22	Number of section 52 reports submitted to the Council within 30 days after the end of each quarter	4	20	4	4	4	4	4
		079	Number of budgets vs. actual monthly reports after the end of each quarter	12 reports	60 Reports	12	12	0	0	0
	To ensure compliance with Section 11 of the MFMA	080	Number of section 11 quarterly reports submitted to Council, PT and AG within 30 days after the end of each quarter	20 section 11 quarterly reports submitted	20 section 11 quarterly reports submitted	4	4	4	4	4
		081	Number of Section 32 quarterly reports submitted to Council, PT and AG within 30 days after the end of each quarter	20 Section 32 quarterly reports submitted	20 Section 32 quarterly reports submitted	4	4	4	4	4

MUNICIPAL KPA 5		PUBLIC PARTICIPATION, GOOD GOVERNANCE AND INTERGOVERNMENTAL RELATIONS		
PROBLEM STATEMENT AND ROOT CAUSES PER KPA:	<ul style="list-style-type: none"> ▪ High incidence of service delivery protest ▪ Non-implementation of Council Resolution ▪ Lack of feedback to communities on Municipal programmes ▪ Social distance between the community and the municipality ▪ Poor services ▪ Disruptions of community meetings ▪ Negative media publicity 			
ONE PLAN TRANSFORMATION AREA	Governance and Management			
MUNICIPAL PRIORITY	Community Participation in The Affairs of The Municipality			
IMPACT STATEMENT:	Patriotic Citizenry	MTDP TARGET:	50% improvement in the performance	
2024 – 2029 MTDP Priority	Build a Capable, Ethical and Developmental state	MTDP 2024- 2029 Strategic objectives	<ul style="list-style-type: none"> • Improved governance and performance of public entities. • An ethical, capable and professional public service; 	
SDGs 4 & 16	A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity	SDG Objectives	<ul style="list-style-type: none"> • SDG 4 – Quality Education • SDG 16 – Peace, Justice and Strong Insitutions 	

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year target	IDP	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
								2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Well managed institution	Improved audit outcome	Qualified	<ul style="list-style-type: none"> - Ineffective internal controls - Non-compliance with applicable legislations, policies and 	Unqualified audit		<ul style="list-style-type: none"> - Effective implementation of Audit Action Plan. - Consequence Management (Institute training on the handling of 		Qualified	Unqualified	Unqualified	Unqualified	Unqualified

			<p>internal controls.</p> <ul style="list-style-type: none"> - Poor implementation of the audit action plan - Lack of skills and expertise 		<p>disciplinary matters)</p> <ul style="list-style-type: none"> - Implementation of Anti-Fraud and corruption policy - Implementation of code conduct - Institutionalise ethical conduct - Implementation of internal controls 						
Informed society on municipal operation	Reduced community service delivery protests	20 Reported community protests	<ul style="list-style-type: none"> - Numerous service delivery protests experienced by the municipality. 	Reduction of Service delivery community protest	<ul style="list-style-type: none"> - Implement community outreach programmes - Feedback on service delivery queries - Revival of IGR structures - Establishment and training of Ward Committees - Revival of Local Council of Stakeholders - Create alternative media of information dissemination e.g. newsletter. 	Provision of public participation vehicle.	Reduced by 4	Reduced by 8	Reduced by 12	Reduced by 16	Reduced by 20

Good governance	Improved governance structures and systems.	70% of Council resolutions implemented	<ul style="list-style-type: none"> - No Tracking system for the implementation of Council Resolutions and its Committees - Non sitting of some committees (Council Committees) - Some Council Resolutions takes time to implement 	100% of Council Resolutions implemented	<ul style="list-style-type: none"> - Tracking system for the implementation of Council Resolutions and its Committees 		95% of Council Resolutions implemented	100% of Council Resolutions implemented	100% of Council Resolutions implemented	100% of Council Resolutions implemented	100% of Council Resolutions implemented
Good governance	Quality assured reporting	Internal Audit Annual Plan implemented	The internal audit annual plan has been annually approved and implemented	5 Internal Annual Audit Plans approved	<ul style="list-style-type: none"> - Implementation of Internal Audit Annual Plan - Conducting internal auditing and risk assessment 		1	1	1	1	1
		3 Oversight and assurance committees established (MPAC, Audit	Oversight and assurance committees are functional	4 MPAC sittings	<ul style="list-style-type: none"> - Oversight and advise on municipal performance and adherence prescribed legislation 		4	4	4	4	4

		Committee and Risk Committee									
				4 Audit Committee sittings	- Assurance and advise on performance of the municipality		4	4	4	4	4
				4 Risk Committee sittings	- Assurance and advise on identified risks and mitigations		4	4	4	4	4

KPA 5: ANNUAL OUTPUTS AND KEY PERFORMANCE INDICATORS

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Ref. No.	KPI	Baseline	5 year Target	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
Good Governance	Accountable Local Government	A24	Number of external newsletters Compiled and posted on the Municipal website	4	4 per Anum	0	4	4	4	4
	Statutory compliant annual reporting	089	Percentage of compliance documents uploaded on the Municipal website	New Indicator	100%	0	0	100%	100%	100%
	Statutory compliant annual reporting	090	Number of performance agreements signed by 31 st July	8	30	6	6	6	6	6
		091	Number of performance evaluations conducted	1	20	4	4	4	4	4
		092	Number of Annual Performance Reports compiled in terms of Sec 46 of MSA and submitted	1	5	1	1	1	1	1

			to relevant stakeholders by 31 st August							
		093	Number of Annual Reports compiled and submitted to relevant stakeholders by 31 March	1	5	1	1	1	1	1
		087	Number of Performance quarterly reports tabled in Council	4	20	4	4	4	4	4
		094	Number of SDBIPs approved 28 days after the budget approval	1	5	1	1	1	1	1
	To ensure recommendations made in the Section 47 report are monitored and implemented.	S002	Number of quarterly reports on the implementation of COGHSTA recommendations submitted	New Indicator	6	0	0	0	2	4
	Quality assured reporting	096	Number of Internal Audit Annual Plans approved	1	5	1	1	1	1	1
		097	Number of Audit Committee meetings held	4	20	4	4	4	4	4
		115	Percentage Internal audit findings addressed	New Indicator	100%	70%	80%	90%	95%	100%
		098	Annual Risk Register approved	1	5	1	1	1	1	1
		099	Number of quarterly risk management reports submitted to Risk Management Committee (RMC)	4	20	4	4	4	4	4
		112	Percentage of action plan implemented to address	New Indicator	90%	70%	70%	80%	80%	90%

			strategic and operational risks identified per quarter						
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Municipal KPA 6		SPATIAL PLANNING AND RATIONALE		
Problem statement and root causes per KPA:	<ul style="list-style-type: none"> ▪ Growing number of informal settlements due to urban migration. ▪ Inadequate land for human settlement. ▪ Insufficient budget for land acquisition and township establishment. ▪ Inadequate housing. 			
One Plan Transformation Area	Spatial Transformation			
Municipal Priority	Social Cohesion, Spatial Transformation and Human Settlements			
Impact statement:	Better quality of life	MTDP Target:		
2024 – 2029 MTDP Priority	Reduced poverty and tackle the high cost of living	MTDP 2024- 2029 Strategic objectives		<ul style="list-style-type: none"> • Reduced poverty and improved livelihoods
SDGs 4; 8; 11; 15 & 17	A Universal Call to Action to end Poverty, Protect the Planet, and ensure that by 2030 all People enjoy Peace and Prosperity	SDGs Objective		<ul style="list-style-type: none"> • SDG 4 – Quality Education • SDG 8 – Good Jobs & Economic Growth • SDG 11 – Sustainable Cities & Communities • SDG 15 – Life on Land • SDG 17 – Partnerships for the Goals

Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Good governance	Informed municipal planning processes	3 community consultative meetings could not be held as planned.	- Disruptions of some consultation meetings by public.	100% Compliance to the IDP/Budget Process Plan	- IDP/Budget processes implemented as regulated. - Consultations with public and stakeholders on matters affecting them	- Technical support by departments	100%	100%	100%	100%	100%

					and decision making. - Communicating matters of interest for public information						
Sustainable human settlements	Reduced informal dwellings	9.4% (4819 households) live in informal dwellings	<ul style="list-style-type: none"> - Rapid growth of informal settlements. - Inadequate allocation for housing development. - Inability to provide subsidised housing to farm dwellers. - Increasing number on the National Housing Needs Register (Waiting List) 	Informal dwellings reduced to 5%	<ul style="list-style-type: none"> - Establishment of new formalised settlements. - Acquisition of land for human settlements. - Engaging relevant departments to assist farm dwellers on land acquisition. 	<ul style="list-style-type: none"> - Surveying and subdivision of land - Upgrading of informal settlements 	0.9% reduced (8.5%)	0.9% reduced (7.6%)	0.8% reduced (6.8%)	0.9% reduced (5.9%)	0.9% reduced (5%)
	Sustainable land use		<ul style="list-style-type: none"> - Illegal construction of structures - Contravention of by-laws and building regulations - Companies not honouring their 	Compliant citizens and Sectors to building regulations and by-laws.	<ul style="list-style-type: none"> - Enforcement of by-laws and building regulations - Issuing of fines for transgression of by-laws and building regulations 	<ul style="list-style-type: none"> - Feasibility (specialised) studies for the landfill site and cemetery 	100%	100%	100%	100%	100%

			social responsibility. - Insufficient burial spaces. - Insufficient capacity of some landfill sites.		- Engaging with business and other sectors in terms of their social responsibility - Subdivision of various sites (infill development) - Establishment of landfill site and cemetery						
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KPA 6: ANNUAL OUTPUTS AND KEY PERFORMANCE INDICATORS

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Ref. No.	KPI	Baseline	5-year Target	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
Good Governance	Accountable Local Government	082	Number of IDP and Budget process plans approved by 31 st August	1	5	1	1	1	1	1
		083	Number of Council Approved IDPs by 31 May and submitted to the MEC within 10 days after approval and publicised for public information within 14 days thereafter	1	5	1	1	1	1	1
		084	Number of IDP ward consultative meetings held by 31 st October	19	95	19	19	19	19	19

		085	Number of Budget/IDP consultative meetings held	19	95	19	19	19	19	19
		086	Number of quarterly IDP representative forums held	4	20	4	4	4	4	4
Sustainable local economy	Improved economic growth	100	Number of monthly Sector Labour Plans meetings held	20	36	20	4	4	4	4
		101	Number of Local SMMEs and Cooperatives supported (Financial and Non-Financial Support)	21	130	20	20	30	30	30
		101/1	Number of LED workshops/trainings held	New Indicator	9	0	0	1	4	4
		192	Re-establishment of the LED Forum	New Indicator	1	0	0	1	0	0
		192/1	Number of LED Forum Related Sectoral Meetings held.	New Indicator	11	0	0	3	4	4
		102	Number of projects implemented through SLP.	New Indicator	6	2	1	1	1	0
		035	Number of short-term work opportunities secured and allocated via Public/Private Employment Programmes (incl. EPWP and other related employment programmes)	2277 jobs created in the past 5 years	2230 work opportunities created via Public/Private Employment Programmes	440	465	428	442	452

		113	Percentage of compliant informal trading permits processed within 30 days.	New Indicator	100%	0	100%	100%	0	0
		114	Number of LRC meetings convened annually	New Indicator	16	0	4	4	0	0
Sustainable human settlements	Reduced informal dwellings	103	Number of informal settlements formalised.	New Indicator	11	3	2	2	2	2
		105	Number of quarterly meetings held with the Provincial Department of Human Settlement	4	12	4	4	4	0	0
		116	Number of immovable property disposal committee meetings held	New Indicator	24	0	0	0	12	0
		117	Number of properties disposed reports submitted to Council	New Indicator*	12	0	0	0	4	0
	Sustainable land use	106	Percentage of compliant building plans processed within 60 days	100%	100%	100%	100%	100%	100%	100%
		107	Percentage of building and land use contraventions attended to within 30 days.	100%	500%	100%	100%	100%	100%	100%
		108	Percentage of building and land use contraventions referred to Legal section after 60 days (Within 90 days from date of first notice)	100%	100%	100%	0	0	0	0
		109	Percentage of compliant Land Use and Land Development Applications considered	100%	100%	100%	100%	100%	100%	100%

			by the Land Development Officer within 30 days							
		110	Percentage of SPLUMA compliant Certificates issued within 28 days	100%	100%	100%	0	0	0	0

5.9 Municipal MTREF Capital Projects

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
DEPARTMENT: TECHNICAL SERVICES											
Waste Water Management											
ESN 44	The Construction of Ermelo Ext 50 Outfall Sewer Pipeline	Waste Water Management / Core Function / Waste Water Treatment	Capital / Infrastructure / New / Sanitation Infrastructure / Waste Water Treatment Works	Ermelo Ext. 50	5	26/27	WSIG	R 111 254 075,20	0	R 33 538 108,62	R54 693 000
ESN 45	Installation of sewer reticulation at Warburton (house connections and top structure) 999 HH	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Warburton	12	26/27	MIG	R 46 828 618	R 19 807 403,00	R 27 073 345	0
ESN 46	Extension of internal sewer reticulation at Davel (Maduze)	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Davel Maduze	10	27/28	MIG	R 20 684 037	0	0	R4 967 870
ESN 55	Installation of the pour flush toilets in the farm areas.	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Farms	8,10,11,13,14,18,19	26/27	MIG	R 22 387 189	R 3 000 000	R 7 000 000	R 7 254 810
ESN 20	Installation of sewer reticulation	Waste Water Management /	Capital / Infrastructure / New /	Sheepmoor	18	28/29	MIG	R 4 654 495	0	0	R 4 654 495

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
	in the Sheepmoor area	Core Function / Sewerage	Sanitation Infrastructure / Reticulation								
ESN 48	The Upgrade of Thusville Outfall Sewer Pipeline	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Wesselton	1,2	27/28	WSIG	R 135 087 941	0	0	0
ESN 53	Upgrading of sewer reticulation networks servicing Extensions 32,33 and 34 Ermelo	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Ermelo	16	25-27	WSIG	R 116 758 040	R 59 850 000	R 18 804 891	00
ESN 54	Upgrading of the existing Ermelo Wastewater Treatment Works (WWTW) and Installation of New Bulk Sewer Pipeline for Ermelo Ext 44	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Ermelo	1-9, 16, 17	25-28	RBIG	R 768 900 000	R 135 000 000	R 50 000 000	R 52 245 000
Water											
EWNN 86	Installation of 1MI steel elevated tank and construction of booster pump station at Everest Park	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Wesselton	1	26/27	MIG	R 20 160 545	R 19 203 541	0	0
EWNN 88	Installation of 1MI steel elevated tank and construction of	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water	Silindile Lothair	15	28/29	MIG	R 32 644 590	0	0	R 6 586 344

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
	booster pump station in Silindile		Supply Infrastructure								
EWNN 91	Extension of internal water reticulation at Davel (Maduze)	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Davel	10	27/28	MIG	R 7 635 284	0	R 7 634 284	0
EWNN 18	Drilling of boreholes at Msukaligwa Phase 3	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure / Boreholes	Whole of Msukaligwa	8,10,11,13,14,18,19	26/27	MIG	R 30 000 005	R 3 000 000	R 7 000 000	R 8 000 000
EWNN 92	Regional Bulk water supply for Msukaligwa LM: Cluster 1 Ermelo WSS	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Ermelo	1-9, 16, 17	25-28	RBIG	R 1 043 494 939	R 145 000 000	R 100 000 000	R 154 490 000
EWNN 93	Replacement of AC pipes	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Ermelo	1-9,16,17	28/29	MIG	R 30 000 000	0	0	R 7 000 000
EWNN 18/2	The extension of scope of work Refurbishment and maintenance of boreholes	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Ermelo Wesselton & Chrissiesmeer	9,2,5,19	25/26	Own Funding	R1 437 500	R 1 437 500	0	0
EWNN 97	Extension of the Water reticulation at Ermelo Ext. 51	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Ext.51(Nyibe)	18	27/28	MIG	R15 000 000	0	R4 940 371	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
Roads and Storm Water Management											
ER 172	Construction of the storm water channel at Ext. 6 eMadamini	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton Ext. 6	2	26/27	MIG	R 6 000 000	R 4 402 425	0	0
ER 219	Construction of the road access to the Warbuton WWTW	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Warburton	12	27/28	MIG	R 11 544 912	0	R 1 000 000	R 5 544 912
ER 187	Upgrading of KwaDela road	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Davel	10	28/29	MIG	R 15 000 000	0	0	R 2 834 512
ER 183	Construction of Chrissiesmeer access road	Road Transport/ Core Function/ Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Chrissiesmeer	19	27/28	MIG	R 20 000 000	0	R 2 000 000	R 5 000 000

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
ER 206	Upgrading of BW Vilakazi and Hector Peterson Street at Thusi (1.1km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	1 & 9	27/28	MIG	R 18 000 000	0	R 1 500 000	R 5 000 000
ER 202	Refurbishment of Mahlobo street (470m)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	4	26/27	MIG	R 2 500 000	R 1 508 780	0	0
ER 181	Refurbishment of Nsibande Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	4	26/27	MIG	R 7 206 426	R 7 206 426	0	0
Electricity											
EE 393	Refurbishment of electricity network at Breyten	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Refurbishing / Electrical Infrastructure / HV Transmission Conductors	Breyten	14	27/28	Own/ Equitable share	R 10 000 000	0	R 10 000 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE196	Upgrading of cable to 185mm ² for the Wesselton switching station (2 x incomers)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Wesselton	4	27/28	Own funding	R 5 000,000	0	R 5 000,000	0
EE 191	Upgrading of cable to 185mm ² for the new sewerage works mini substation	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ermelo WWTW, Wesselton	3	27/28	Own funding	R 5 000 000	0	R 5 000 000	0
EE 192	Upgrading of cable to 185mm ² for the Hospital sub. at Joubert str	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Joubert street, Ermelo	3	27/28	Own/ Equitable share	R 5 000 000	0	R 5 000 000	0
EE193	Upgrading of cable to 185mm ² for c/o Oosthuizen & Jan van Reebeck mini M53	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical	c/o Oosthuizen & Jan van Reebeck, Ermelo	7	27/28	Own/ Equitable share	R 5 000 000	0	R 5 000 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
			Infrastructure / HV Transmission Conductors								
EE 194	Upgrading of cable to 185mm ² for the Ennis str. Mini substation	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ennis street, Ermelo Town	7	27/28	Own/ Equitable share	R 5 000 000	0	R 5 000 000	0
EE 195	Upgrading of cable to 185mm ² for the Murray str min M62	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Murray street, Ermelo	6	27/28	Own/ Equitable share	R 3 500 000	0	R 3 500 000	0
EE 197	Upgrading of cable to 185mm ² for the Watering sub Little Street	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	27/28	Own/ Equitable share	R 7 000 000	0	R 7 000 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 198	Upgrading of cable to 185mm ² for the T3 (btw Techn College & Ligbron Mini-sub)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	27/28	Own/ Equitable share	R 6 000 000	0	R 6 000 000	0
EE 199	Upgrading of cable to 185mm ² for the Hardeykweg mini substation M44	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	27/28	Own/ Equitable share	R 4 500,000	0	R 4 500 000	0
EE 200	Installation of 185mm ² cable Steenkamp sub	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	27/28	Own/ Equitable share	R 6 500,000	0	R 6 500 000	0
EE 388	Electrification of Ermelo Ext 44 (Phase 1)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Ermelo	8	27/28	ESKOM	R 49 173 000	0	R 10 917 000	R 10 917 000

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 396	Replacement of 600m x 95mm ² XLPE cable Voortrekker	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	7	27/28	Own/ Equitable share	R 1,500,000	0	R 1 500 00	0
EE 397	Replacement of 100m x 95mm ² XLPE cable Adolf Schoemann	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	8	27/28	Own/ Equitable share	R 250,000	0	R 250 000	0
EE 398	Replacement of 200m x 95mm ² XLPE cable Mdluli to Mabilisa	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Wesselton township	3	27/28	Own/ Equitable share	R 600,000	0	R 600 000	0
EE 399	Replacement of 200m x 95mm ² XLPE cable Phumula	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Wesselton township	5	27/28	Own/ Equitable share	R 600,000	0	R 600 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 400	Replacement of mini-substations from 88kV Feeder	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	7&8	27/28	Own/ Equitable share	R5,000,000	0	R 2 500 000	R 2 500 000
EE 401	Replacement of mini-substations from 11kV Feeder	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	6 & 7	27/28	Own/ Equitable share	R3,000,000	0	R 1 500 000	R 1 500 000
EE 402	Replacement of Ring Main Units	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	All	27/28	Own/ Equitable share	R8,000,000	0	R 4 000 000	R 4 000 000
EE 404	Installation of power factor correction equipment at substations	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town		27/28	Own/ Equitable share	R 3,500,000	0	R 3 500 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 405 EE 406	Retrofitting of the Streetlights and High mast lights within Msukaligwa Local Municipality	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure	1-9,16,17,18	1-9,16,17,18	26/27	EEDSMG	R 4 000 000	R 4 000 000	0	0
EE 407	Upgrading of the Electrical Network Infrastructure on the Northern part of Ermelo	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure	Ermelo	1 – 9,16, 17	26 - 28	INEP	R 153 773 629,57	R 12 000 000	R 8 159 287	R 7 110 000
EE 339	Electrification of 17 units at Clifton Portion 9 - Bothma	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Clifton Portion 9 - Bothma	15	27/28	ESKOM				
EE 340	Electrification of 9 units at Damesfontein 226	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Damesfontein 226	15	27/28	ESKOM				
EE 341	Electrification of 1 unit at Tarbet 65	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Tarbet 65	19	27/28	ESKOM				
EE 342	Electrification of 7 units at The Pearl 75	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	The Pearl 75	19	27/28	ESKOM				
EE 343	Electrification of 11 units at Kelvinside 95 portion 1 & 2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Kelvinside 95 portion 1 & 2	19	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 344	Electrification of 16 units at Bellevue 76 portion 1,2,3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Bellevue 76 portion 1,2,3	19	27/28	ESKOM				
EE 345	Electrification of 4 units at Blaauwater 91	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Blaauwater 91	19	27/28	ESKOM				
EE 346	Electrification of 2 units at Genesavat	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Genesavat	19	27/28	ESKOM				
EE 347	Electrification of 6 units at Dendedaarl	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Dendedaarl	19	27/28	ESKOM				
EE 348	Electrification of 16 units at Vlakfontein	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Vlakfontein	12	26/27	ESKOM				
EE 349	Electrification of 4 units at Welgelegen	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Welgelegen	11	27/28	ESKOM				
EE 450	Electrification of 3 units at Goedwerwagteng 1,2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Goedwerwagteng 1,2	14	27/28	ESKOM				
EE 351	Electrification of 10 units at Mooiplaats 290 Portion 1&2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Mooiplaats 290 Portion 1&2	11	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 352	Electrification of 2 units Driefontein 114	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Driefontein 114	18	27/28	ESKOM				
EE 353	Electrification of 2 units Lettieskeus 105	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Lettieskeus 105	18	27/28	ESKOM				
EE 354	Electrification of 9 units at Scheepersvlei 1, 303 portion 1,2,3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Scheepersvlei 1, 303 portion 1,2,3	18	26/27	ESKOM				
EE 355	Electrification of 8 unit at Scheepersvlei 2,303 portion 1,2,3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Scheepersvlei 2,303 portion 1,2,3	18	26/27	ESKOM				
EE 356	Electrification of 17 units at Bushmannspruit 307, portion 1,2,3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Bushmannspruit 307, portion 1,2,3	11	27/28	ESKOM				
EE 357	Electrification of 8 units at Onverwacht 273IT/287	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Onverwacht 273IT/287	18	27/28	ESKOM				
EE 358	Electrification of 34 units at Geduld 306 portion 1,2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Geduld 306 portion 1,2	18	26/27	ESKOM				
EE 359	Electrification of 4 units at Bloemfontein 132	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Bloemfontein 132	18	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 360	Electrification of 8 units at Shepstone portion	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Shepstone portion	18	27/28	ESKOM				
EE 361	Electrification of 6 units at Grassridge portion 28	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Grassridge portion 28	18	27/28	ESKOM				
EE 362	Electrification of 13 units at Riversdale portion 28	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Riversdale portion 28	15	27/28	ESKOM				
EE 363	Electrification of 13 units at Lothair portion 1	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Lothair portion 1	15	26/27	ESKOM				
EE 364	Electrification of 10 units at Mooiplaats 86 Portion 1,2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Mooiplaats 86 Portion 1,2	14	27/28	ESKOM				
EE 365	Electrification of 3 units at Bankfontein 255IS	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Bankfontein 255IS	13	27/28	ESKOM				
EE 366	Electrification of 4 units at Hartebeesfontein 239IS	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Hartebeesfontein 239IS	13	27/28	ESKOM				
EE 367	Electrification of 2 units at Smutsoog 214IS	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Smutsoog 214IS	13	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 368	Electrification of 2 units at Hemilton	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Hemilton	12	26/27	ESKOM				
EE 369	Electrification of 2 units at Bloomkrans	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Bloomkrans	12	27/28	ESKOM				
EE 371	Electrification of 12 units at Rietvlei (Emachobeni)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Rietvlei (Emachobeni)	11	27/28	ESKOM				
EE 372	Electrification of 7 units at Rotedam (Madlangeni Portion2)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Rotedam (Madlangeni Portion2)	11	27/28	ESKOM				
EE 373	Electrification of 15 units at Klipfontein (Portion 2&3)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Klipfontein (Portion 2&3)	11	26/27	ESKOM				
EE 374	Electrification of 14 units at Klieptrans (Velliskeper)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Klieptrans (Velliskeper)	11	27/28	ESKOM				
EE 375	Electrification of 43 units at Overval Portion 1,2,3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Overval farm Portion 1,2,3	11	27/28	ESKOM				
EE 376	Electrification of 44 units at Vlakplaats 284 portion 1,2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Vlakplaats 284 portion 1,2	18	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 377	Electrification of 4 units at Mooifontein 109	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Mooifontein 109	18	27/28	ESKOM				
EE 378	Electrification of 22 units at Koolbank 1/Mooigelegen section	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Koolbank 1/Mooigelegen section	18	27/28	ESKOM				
EE 379	Electrification of 2 units at Onverwacht	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Onverwacht farm	18	27/28	ESKOM				
EE 380	Electrification of 10 units at Zandspruit	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Zandspruit farm	18	26/27	ESKOM				
EE 381	Electrification of 3 units at Tranedal	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Tranedal farm	10	27/28	ESKOM				
EE 382	Electrification of 13 units at Sigodiphola	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Sigodiphola		27/28	ESKOM				
EE 383	Electrification of 17 units at Witbank farm (Sun City)	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Witbank farm (Sun City)	16	27/28	ESKOM				
EE 385	Electrification of 13 units at Transvaal	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Transvaal farm	11	27/28	ESKOM				

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
EE 409	Electrification of a portion of 332 households in Ward 4, Wesselton	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Wesselton Ext.	4	27/28	INEP	R 3 184 455	0	R 3 184 455	0
EE 410	Electrification of 100 households at Wesselton Ext.5, phase 3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Wesselton Ext.5	3	26/27	INEP	R 2 653 713	R 2 653 713	0	0
EE 411	Electrification of 100 households at Wesselton Ext.7 phase 3	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure	Wesselton Ext.7	9	27/26	INEP	R 2 653 713	0	R 2 653 713	0
DEPARTMENT: COMMUNITY SERVICES											
Waste Management											
CHW 152	Purchase specialised Vehicles for waste management for the Msukaligwa Local Municipality	Waste Management / Core Function / Solid Waste Disposal (Landfill Sites)	Capital / infrastructure / Existing / Upgrading / Solid Waste Infrastructure / Waste Transfer Stations	All	All	26/27	MIG	R 21 522 415,00	R 4 033 044	R 4 000 000	R 13 489 371
CHW 69	Upgrading of landfill sites to transfer stations (Davel, Lothair, Sheepmoor and Chrissiesmeer)	Waste Management / Core Function / Solid Waste Disposal (Landfill Sites)	Capital / infrastructure / Existing / Upgrading / Solid Waste Infrastructure / Waste Transfer Stations	Davel, Lothair, Sheepmoor and Chrissiesmeer	10,12,15,11 & 19	27/28	GSDM & Prov. Gov.	R 6,000,000	0	R 6,000,000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
CHW 66	Purchase of Refuse Containers (Skip 4m3)	Waste Management / Core Function / Solid Waste Removal	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	All	27/28	Own funds/Cap	R 160,000	R 160,000	0	0
CHW 67	Purchase of Refuse Containers (Skip 1.1m3)	Waste Management / Core Function / Solid Waste Removal	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	All	27/28	Own funds/Cap	R 200,000	R 200,000	0	0
CHW 147	Fencing of landfill site Breyten	Public Safety / Core Function / Fencing and Fences	Capital / Infrastructure / Existing / Renewal / Solid Waste Infrastructure / Landfill Sites	Breyten	14 & 15	27/28	MIG	R 500,000	R 500 000	0	0
CHW 149	Establishment of change rooms (Simon Mantel building)	Finance and Administration / Core Function / Asset Management	Capital / Non-infrastructure / Existing / Upgrading / Other Assets / Operational Buildings / Workshops	Whole of Msukaligwa	All	27/28	Own/External funds	R 100,000	R 100,000	0	0
CHW 125	Purchase of 1 x half ton LDV (waste)	Waste Management / Core Function / Solid Waste Removal	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	All	27/28	Own funds	R 180,000	R 180,000	0	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
CHW	Establishment of new landfill site	Waste Management / Core Function / Solid Waste Removal	Capital / Non-infrastructure / New / Transport Assets	Ermelo	All	27/28	Own Fund / MIG / GSDM	R 20 000 000	R 20 000 000	0	0
Sports and Recreation and Cemetery											
CSC 1	Establishment of new Cemetery at Ermelo	Community and Social Services / Core Function / Cemetery	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Fund	R 5 000 000	R 5 000 000	R10 000 000	0
CHP 157	Purchase of 1 2,4 tun truck	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Funds	R 400 000	R 400 000	R800 000	0
CHP 158	Purchase of 6 grass cutting tractors	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Funds	R 1 000 000	R 1 000 000	R1 000 000	0
CHP 159	6 Grass Cutting Slasher	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Funds	R 300 000	R 300 000	R500 000	0
CHP 160	4 riden lawnmowers	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Funds	R 150000	R 150 000	R500 000	0
CHP 161	2 chainsaws	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own	R 10 000	R 10 000	R20 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
CHP 162	10 Pole pruner	Community and Social Services / Core Function / Parks	Capital / Non-infrastructure / New / Community	Ermelo	All	26/27	Own Funds	R 60 000	R 14 000	R14 000	0
CHR 25	Upgrading of Lothair / Silindile Sport field.	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-infrastructure / Existing/ Upgrading/ Community Assets / Sports and Recreation Facilities / Outdoor Facility	Lothair	15	26/27	MIG	R 21 000 000	R 10 000 000	0	0
Library Services											
CHL 06	Establishment of new Library at Extension 33	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Ermelo Ext 33	16	27/28	MIG	R 7 965 776	0	R 865 776	R 7 100 000
CHL 07	Establishment of new Libraries Warburton	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Warburton	12	27/28	DCSR	R 15 000 000	0	R 7 250 000	R 7 250 000

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
CHL 08	Establishment of Library at Sheepmoor	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Sheepmoor	11	27/28	MIG	R 16 000 000	0	0	R 16 000 000
CHL 10	Establishment of a new Library at Ermelo	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Ermelo	7 & 8	27/28	DCSR	R 20 000 000	0	R 500 000	0
CHL 09	New Library at Davel	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Davel	10	27/28	MIG	R 3 000 000	0	R 1 000 000	0
Fire and Rescue Services											
PS 110	Purchase of 1 x Medium Fire Truck 4x4 Lothair/ Silindile Towns	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Transport Assets	Silindile, Lothair	12 & 15	27/28	External funds	R 4,500,000	0	R 4,500,000	0
PS 111	Purchase of 1 x Medium Fire Truck	Public Safety / Core Function /	Capital / Non-Infrastructure /	Breyten, KwaZanele	10, 13, 14	27/28	External funds	R 4,500,000	0	R 4,500,000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
	4x4 Breyten/ KwaZanele Towns	Fire Fighting and Protection	New / Transport Assets								
PS 112	Purchase of 1 x Heavy duty Rescue vehicle	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 3,900,000	0	R3,900,00	0
PS 113	Purchase of 4 x grass fire vehicles (LDV's SC 4x4)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 1,167,000	0	R 789,000	R 378,000
PS 114	Purchase of 1 x Fire Tanker (18,000 litres) 4x6	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 4,400,000	0	R 4,400,000	0
PS 115	Standby Generator at Fire Station 1 (Ermelo)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Ermelo	Whole of the Municipality	27/28	Own Capital	R 750,000	0	R 750,000	0
PS 116	Standby Generator at Fire Station 2 (Breyten)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Breyten	Whole of the Municipality	27/28	Own Capital	R 550,000	0	R 550 000	0
PS 117	Upgrade of emergency radio communications systems	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 480,780	0	R 480,780	0
PS 15	Purchase of new beds for fire fighters sleeping quarters	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 150,000	0	R 150,000	0
PS 119	Purchase of 3 x hazardous material	Public Safety / Core Function /	Capital / Non-infrastructure /	Whole of Msukaligwa	Whole of the	27/28	Own Capital	R 55,000	0	R 55,000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
	decontamination dams	Fire Fighting and Protection	New / Machinery and Equipment		Municipality						
PS 120	Purchase of 1 x hazardous material decontamination shower	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 25,000	0	R 25,000	0
PS 121	Purchase of 2 x hazardous material decontamination tents	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 60,000	0	R 60,000	0
PS 122	Purchase of 1 x gas detector	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 68,000	R 68,000	0	0
PS 123	Purchase of 1 x Thermal Image Camera	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 200,000	R 200,000		0
PS 124	Purchase of 25 x SCBA steel cylinders	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 250,000	R 250,000	0	0
PS 125	Purchase of Chlorine sealing kits A, B & C	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 385,000	R 385,000	0	0
PS 126	Purchase of 2 x Rescue Cut Off saws – petrol driven	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 60,000	R 30,000	0	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
PS 139	Purchase of 2 x Rescue chain saws – petrol driven	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 60,000	R 30,000	0	0
PS 140	Establishment of a fire station at Davel / KwaDela Towns Fire Station # 4	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Fire or Ambulance Stations	Davel	10	27/28	MIG	R 14,400,000	R 14,400,000	0	0
PS 141	Establishment of a fire station at Sheepmoor Town Fire Station # 6	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Fire or Ambulance Stations	Sheepmoor	11	27/28	MIG	R 14,400,000	0	R 14,400,000	0
PS 142	4 x Hydraulic Heavy Duty Rescue Sets	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 1,600,000	R 800,000	0	0
PS 143	1 x SCBA Compressor	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New /	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 580,000	R 580,000	0	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
			Machinery and Equipment								
PS 144	40 x PASS - Devices	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 1,500,000	R 1,500,000	0	0
PS 145	3 x Emergency LED Flood Lighting Systems	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 150,000	R 50,000	0	0
PS 146	1 x Decontamination set	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 2,000,000	R 2,000,000	0	0
PS 147	1 x Vehicle stabilization set	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 100,000	R 100,000	0	0
PS 148	1 x Light rescue vehicle 4x4: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 1,000,000	R 1,000,000	0	0
PS 149	1 x Rescue pumper 4x4 fully equipped (New) Station 4	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 4,400,000	R 4,400,000	0	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
PS 150	1 x Response vehicle 2000cc sedan: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 380,000	R 380,000	0	0
PS 151	1 x Light 4X4 vehicle with pump: (Replace MF 7)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 400,000	R 400,000	0	0
PS 152	1 x Rescue pumper 4x4 fully equipped (New) Station 5	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 4,500,000	R 4,500,000	0	0
PS 153	2 x Light goods vehicle: Fire Inspectorate (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 500,000	R 500,000	0	0
PS 154	2 x Light goods vehicle with pump 4x4: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 400,000	R 400,000	0	0
PS 155	1 x Light goods vehicle with pump 4x4: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Capital	R 400,000	R 400,000	0	0
PS 156	1 x Rescue pumper 4x4 fully equipped (New) Station 6	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 4,500,000	R 4,500,000	0	0
Traffic Services											
PS 129	Purchase of 10 x Traffic patrol vehicles	Road Transport/Core Function/ Police	Capital / Non-infrastructure /	Whole of Msukaligwa	Whole of the	27/28	External funds	R 6,656,000	R 3 328,000	R 3 328 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
		Forces, Traffic and Street parking control	New / Transport Assets		Municipality						
PS 89	Purchase of 1 x Light goods vehicle, traffic technical services	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 750 000	R 750,000	0	0
PS 130	Purchase of 1 x Heavy goods vehicle, traffic technical services	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	27/28	External funds	R 899,000	R 899,000	0	0
PS 87	Purchase of new furniture for Public Safety	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Operational / Non-infrastructure / New / Furniture and Office Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 250,000	R 250,000	0	0
PS 108	Purchase of new bullet proof vests (18) for traffic officers	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Operational / Non-infrastructure / New / Furniture and Office Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 200 000	R 200 000	0	00
PS 52	Purchase of new road marking machine (1)	Road Transport/Core Function/ Police Forces, Traffic	Capital / Non-infrastructure / New / Machinery and Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 550,000	R 550,000	0	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
		and Street parking control									
PS 131	purchase of 2x pro-laser equipment with cameras	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Machinery and Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 1 000,000	R 500,000		R 500 000
PS 132	Purchase of new breath alcohol testing machine – handheld (4)	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Machinery and Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 120,000	R 120,000	0	0
PS 137	AARTO TOPC (15)	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Machinery and Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 540,000	R 540 000	0	0
PS 138	Dragar Evidence Breathalyzer (1)	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Machinery and Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 300,000	R 300,000	0	0
PS 139	Parking meter solution	Road Transport/Core Function/ Police Forces, Traffic and Street parking control	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	Whole of the Municipality	27/28	Own Funds	R 7 500 000	R 3 750 000	R 3 750 000	0

MUNICIPAL CAPITAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
Disaster Management											
PS 133	Purchase of Disaster board room furniture	Public Safety /Core Function /Security and statutory requirement	Operational / Non- infrastructure / New / Furniture and Office Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 150 000	R 150 000	0	0
PS 134	Purchase of backup Generator for Paratus Centre	Public Safety /Core Function /Security and statutory requirement	Operational / Non- infrastructure / New / Furniture and Office Equipment	Administrative or Head Office	Whole of the Municipality	27/28	Own Capital	R 200 000	R 200 000	0	0

5.10 Municipal MTREF Operational Projects

MUNICIPAL OPERATIONAL PROJECTS											
Performance Area 1: Institutional Transformation and Organizational Development											
Strategic Objective: To build a capable workforce to deliver services and strengthen the fight against fraud and corruption											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
DEPARTMENT: CORPORATE SERVICES											
Administration and Auxiliary Services											
N/A	Municipal running costs	Executive and Council / Core Function / Administration	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 150 325	R 74 432	R 75 893	0
CM 138	ICT Upgrade	Finance and Administration / Core Function / Administrative and Corporate Support	Operational / infrastructure / Upgrade / Computer Equipment	Administrative or Head Office	All	26/27	Own Revenue	0	0	0	0
CSA 03	Fencing of municipal stores	Finance and Administration / Core Function / Administrative and Corporate Support	Operational / Non-infrastructure / maintenance / Community Halls	Administrative or Head Office	All	25/26	Own Revenue	0	0	0	0
CM 139	Cleaning of Municipal Buildings (All municipal offices)	Finance and Administration / Core Function / Administrative and Corporate Support	Operational / Typical work stream / EPWP	Administrative or Head Office	all	25/26	EPWP Incentive grant	0	0	0	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
DEPARTMENT: TECHNICAL SERVICES											
N/A	Municipal running costs	Energy Sources/ Core Function/ Electricity	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 1 104 096	R 575 112	R 528 984	0
		Water Management/ Core Function/ Water	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 199 160	R 99 039	R 100 121	0
		Waste Water Management / Core Function/ Sewerage	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 257 817	R 128 486	R 129 331	0
		Road & Technical Services \ Core function/ Public work	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 153 742	R 76 177	R 77 565	0
ER 021	The Development of Msukaligwa Roads and Storm water Master Plan	Road Transport / Core Function / Roads	Operational / Typical Work Streams / Strategic Management and Governance / Policy Review	Whole of Msukaligwa	All	26/27	MIG	R 2 357 500	R 2 357 500	0	0
ER 155	Patching of potholes/ resurfacing	Road & Technical Services \ Core function/ Public work	Operational / Typical work stream / EPWP	Whole of Msukaligwa	Whole of the Municipality	26/27	EPWP Incentive grant	0	0	0	0
ER 156	Cleaning of Municipal Infrastructure (Storm water channels, etc)	Road Transport / Road and Technical	Operational / Typical work stream / EPWP	Whole of Msukaligwa	Whole of the Municipality	26/27	EPWP Incentive grant	0	0	0	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Performance Area 2: Basic Services Delivery and Infrastructure Development											
Strategic Objective: To provide sustainable and reliable services to communities											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
		Services \ Public work									
DEPARTMENT: COMMUNITY AND SOCIAL SERVICES											
N/A	Municipal running costs	Community and Social Service / Core Function/ Social service	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 128 810	R 63 612	R 65 198	0
	Municipal running costs	Community and Social Services/ Core Function/ Waste Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 81 998	R 40 218	R 41 780	0
	Municipal running costs	Community and Social Services/ Core Function /Sports and Recreation	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 45 277	R 22 319	R 22 958	0
	Municipal running costs	Community and Social Services / Core Function /Public safety	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 66 274	R 32 434	R 33 840	0
CHP 148	Beautification of parks		Operational / Typical work stream / EPWP	Administrative or Head Office	Whole of the Municipality	26/27	EPWP Incentive Grant	0	0	0	0
CHW 150	Youth Job in Waste	Community and Social Services, Waste Management / Core Function	Operational / Typical work stream / EPWP	Administrative or Head Office	Whole of the Municipality	26/27	EPWP Incentive Grant	0	0	0	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Performance Area 4: Financial Viability and Management											
Strategic Objective: To improve the viability and management of municipal finances											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
DEPARTMENT: FINANCE											
N/A	Municipal running costs	Finance and Administration / Core Function / Administrative and Corporate Support	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 301 346	R 148 070	R 153 276	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Focus Area 6: Spatial Planning and Rationale											
Strategic Objective: To ensure long term planning that provides for social cohesion and spatial transformation											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT											
N/A	Municipal running costs	Planning and Development / Core Function / Housing	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 10 084	R 5 406	R 4 678	R 0
		Planning and Development / Core Function / Town Planning	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	26/27	Own Revenue	R 49 729	R 24 304	R 25 425	R 0
PED 07	Municipal Truck Stop	Planning and Development / Core Function / Town Planning	Operational	Ermelo	09	2025-26	Own Revenue	R 600 000	R 600 000	0	0
PED 08	General Plan Amendment	Planning and Development /	Human Settlements	Ermelo Ext 49	16	2026/27	Own Revenue	R200 000	R200 000	0	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Focus Area 6: Spatial Planning and Rationale											
Strategic Objective: To ensure long term planning that provides for social cohesion and spatial transformation											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget		
									Year 5 2026/27	Year 6 2027/28	Year 7 2028/29
		Core Function / Town Planning									
PED 09	Formalisation of Erf 15 Silindile and Township Establishment RE/29/Lothair 124	Planning and Development / Core Function / Town Planning	Human Settlements	Silindile	15	2025 -26	Own Revenue	R2 000 000	R1 000 000	R1 000 000	0
PED 10	Specialist Studies for establishment of Davel Cemetery	Planning and Development / Core Function / Town Planning	Operational	Davel	10	2026/27	Own Revenue	R 400 000	R 400 000	0	0
PED 11	Specialist Studies for portion 55 Spitskop	Planning and Development / Core Function / Town Planning	Operational	Wesselton	09	2026/27	Own Revenue	R 500 000	R 500 000	0	0

5.11 Projects Prioritized for Outer Years (2028/29 - 2029/30)

Capital Projects

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Impleme ntation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
DEPARTMENT: TECHNICAL SERVICES										
Water										
EWNN 75	Extension of internal water reticulation formalized informal settlements Wesselton ext. 6, 60 HH	Water Management / Core Function / Water Distribution	Capital / Infrastructure / Existing / Upgrading / Water Supply Infrastructure / Distribution	Wesselton	2	28/29	MIG	R 1,500,000	R 1,500,000	
EWN 18	Drilling of boreholes at Msukaligwa phase 3	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure / Boreholes	Whole of Msukaligwa	All	29/29	MIG / GSDM	R 3,228,789	R 3,228,789	0
EWNN 67	Water reticulation of 384 HH at Silindile Ext 3	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure / Distribution	Silindile, Lothair	12 & 15	28/29	MIG	2,058,223	R 2,058,223	0
EWNN 63	Construction of water reservoirs in Ermelo and Wesselton	Water Management / Core Function / Water Storage	Capital / Infrastructure / New / Water Supply Infrastructure / Reservoirs	Wesselton & Ermelo	1 – 9 & 17	28/29	Capital / Transfers and Subsidies / Monetary Allocations / National	20,000,000	20,000,000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
							Government / MIG			
EWN 13	Proposed Davel densification project	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure / Distribution	Davel	10	28/29	DHS / DBSA	R 2,000,000	R 2,000,000	0
EWN 14	Proposed Sheepmoor densification project	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure / Distribution	Sheepmoor	11	28/29	DHS / DBSA	1,000,000	1,000,000	0
EWNN 02 (a)	Purchasing of machinery and equipment for Breyten administrative unit	Water Management / Core Function / Water Distribution	Capital / Non-infrastructure / New / Machinery and Equipment	Breyten	13	28/29	Own Capital	1,000,000	1,000,000	0
EWNN 77	The refurbishment of the northern water treatment works sludge pump station and bypass booster pump station	Water Management / Core Function / Water Distribution	Capital / Infrastructure / Existing / Water Supply Infrastructure	Ermelo, Wesselton	9	28/29	MIG	R 2 184 068	2 184 068	0
EWNN 76	Construction of the Water Booster Pump Station at Lothair	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure	Lothair/ Silindile	12 & 15	28/29	MIG	R 3 223 000	R 3 223 000	0
EWNN 72	The upgrading of KwaZanele Water Treatment Works	Water Management / Core Function / Water Purification	Capital / Infrastructure / Existing / Water Supply Infrastructure	KwaZanele	14	28/29	MIG	R 341 311 415	R 19 141 478	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
EWNN 74	The Construction of a 3ML Reservoir at Silindile in Lothair and Bulk Pipeline	Water Management / Core Function / Water Distribution	Capital / Infrastructure / Existing / Water Supply Infrastructure	Lothair/Silindile	12 &15	28/29	WSIG	R 10 978 571	R 10 978 571	0
EWNN 83	The Construction of a 0.3ML Elevated Tank at Lothair	Water Management / Core Function / Water Distribution	Capital / Infrastructure / New / Water Supply Infrastructure	Lothair/Silindile	12 &15	28/29	WSIG	R 581 073	R 581 073	0
EWNN 01	Purchasing of machinery and equipment for Ermelo administrative unit	Water Management / Core Function / Water Distribution	Capital / Non-infrastructure / New / Machinery and Equipment	Ermelo	7	28/29	Own Capital	R 800,000	R 800,000	0
EWNN 54	Upgrade Booster Pump Station at Pet Street	Water Management / Core Function / Water Distribution	Capital / Non-infrastructure / Existing / Upgrading / Machinery and Equipment	Pet street pump station	6	28/29	Own Capital	750,000	750,000	0
EWNN 49	Standby Generator at Lothair –Mpuluzi Pump Station	Water Management / Core Function / Water Treatment	Capital / Non-infrastructure / New / Machinery and Equipment	Lothair	15	28/29	Own Capital	R 150,000	R 150,000	0
EWNN 90	Installation of water household connections in Extension 7 Ermelo	Water Management / Core Function / Water Treatment	Capital / Infrastructure / New / Water Supply Infrastructure	Wesselton Ext 7	9	28/29	WSIG	R 1 500 000	0	R 500 000
EWNN 69	Upgrading of the Southern Water Treatment Works at Ermelo	Water Management / Core Function / Water Distribution	Capital / Infrastructure / Existing / Water Supply Infrastructure	Ermelo	8	28/29	MIG	R 43 321 068	0	R 43 321 068
EWNN 70	Construction of the Bulk Water Pipeline from the Southern	Water Management /	Capital / Infrastructure / New /	Ermelo/Wesselton	8	28/29	MIG	R 22 000 000	0	R 22 000 000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
	Water Treatment Works to the New 7ML Reservoir at Ermelo	Core Function / Water Distribution	Water Supply Infrastructure							
EWNN 72	The Upgrading of KwaZanele Water Treatment Works	Water Management / Core Function / Water Distribution	Capital / Infrastructure / Existing / Water Supply Infrastructure	Breyten	14	28/29	RBIG	R 398 000 000	0	R 398 000 000
EWNN 94	Bulk metering for Ermelo / Wesselton reticulation								R1 0	
EWNN 95	Repair of Torbanite Upstream Dam Wall								R 2,5	
EWNN 96	Upgrading of the Douglas Dam abstraction point								R 2,2	
Waste Water										
ESN 38	Upgrade of Davel Sewer pump stations	Waste Water Management / Core Function / WasteWater Treatment	Capital Infrastructure / New / Sanitation Infrastructure / Reticulation	Davel	10	28/29	WSIG	R 10000000	R 4 000 000	R 6 000 000
ESN 22	The Upgrading of KwaZanele Waste Water Treatment Works.	Waste Water Management / Core Function / Waste Water Treatment	Capital Infrastructure / Existing / Upgrading / Sanitation Infrastructure / Waste Water Treatment Works	KwaZanele	14	28/29	MIG	R 121 074 000	0	0
ESN 28	The Construction of a 3.5ML/D Waste	Waste Water Management /	Capital Infrastructure / New /	Lothair	15	28/29	MIG	R 42 700 000	0	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
	Water Treatment Works at Lothair	Core Function / Waste Water Treatment	Sanitation Infrastructure / Waste Water Treatment Works							
ESN 49	The Upgrade of Hlubi Street Outfall Sewer Pipeline	Waste Water Management / Core Function / Sewerage	Capital Infrastructure / New / Sanitation Infrastructure / Reticulation	Wesselton	6	28/29	WSIG	R 25 889 389	0	0
ESN 51	The Upgrade of Cassim Park Outfall Sewer Pipeline	Waste Water Management / Core Function / Sewerage	Capital Infrastructure / New / Sanitation Infrastructure / Reticulation	Cassim Park	3	28/29	WSIG	R 30 000 000	0	0
ESN 30	Construction of a 5MI/d Waste Water Treatment Works At Ermelo Southern Side	Waste Water Management / Core Function / Waste Water Treatment	Capital Infrastructure / New / Sanitation Infrastructure / Waste Water Treatment Works	Ermelo	8	28/29	MIG / WSIG	R 2 000 000	0	R 2 000 000
ESN 13	Installation of sewer reticulation at Warburton (house connections and top structure) 999 HH	Waste Water Management / Core Function / Sewerage	Capital Infrastructure / New / Sanitation Infrastructure / Reticulation	Nganga, Warburton	19	28/29	MIG	R 10,252,930	0	5,126,465
ESN 15	Extension of internal sewer reticulation at Davel (Maduze) 545 HH	Waste Water Management / Core Function / Waste Water Treatment	Capital Infrastructure / New / Sanitation Infrastructure / Reticulation	Davel	10	28/29	MIG	R 6 208 293	0	R 6 208 293
ESNN 19	Installation of internal sewer reticulation at	Waste Water Management /	Capital Infrastructure / New /	Wesselton Ext. 5	3	28/29	MIG	R 1 900 000	0	R 1 900 000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
	Wesselton Ext. 5 phase 2 76 HH	Core Function / Waste Water Treatment	Sanitation Infrastructure / Reticulation							
ESNN 02	Sewer reticulation of 384 HH at Silindile Ext 3	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Silindile	12 & 15	28/29	DHS	R 9 466 200	0	R 9 466 200
ESNN 20	Sewer reticulation in Sheepmoor area	Waste Water Management / Core Function / Sewerage	Capital / Infrastructure / New / Sanitation Infrastructure / Reticulation	Sheepmoor	18	28/29	MIG	R 5 000 000	R 5 000 000	0
ESNN 21	Installation of the sewer Outfall in Ermelo Ext 44									
ESNN 22	Installation of sewer reticulation in Sheepmoor area							R 4 654 494.83		
Roads and Storm Water Management										
ER 181	Rehabilitation of 1,5KM of Nsibande & Thanjekwayo Taxi route including stormwater drain	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	4,5&17	28/29	MDRG	R 17 540 778	0	R 17 859 000
ER 188	Upgrading of the taxi route in Wesselton Ext 5 behind Vivian Mangaliso Malinga Hall	Road Transport/ Core Function/ Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext. 5	3	28/29	MIG	R 3 000 000	0	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 26	Upgrading of a street in Silindile old township ward 15, Phase 2 – 300m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Silindile, Lothair	15	28/29	MIG	R 4 524 000	0	R 4 524 000
ER 137	Upgrading of road in Thabo Village – 1100m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Thaboville, Breyten,	13	28/29	MIG	R 12 000 000	R 2 425 000	R 7 574 030
ER 111	Construction of paved roads: Samora Mashele street 410m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Thusiville	9	28/29	MIG	R 4 500 000	R 4 500 000	0
ER 153	Upgrading of road at MaDuze – 610m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	KwaDela, Davel	10	28/29	MIG	R 5 300 000	R 5 300 000	0
ER 151	Upgrading of 16 th Avenue at Wesselton ext.2 – 564m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext. 2	4	28/29	MIG	R 7 000 000	R 6 250 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 112	Construction of paved roads: First Ruth Street 1.8km	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext. 4	9	28/29	MIG	R 5 000,000	R 4 200 000	0
ER 135	Resurfacing 1,2km of Road to Siyazi School	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	KwaZanele , Breyten	14	28/29	MIG	R 8 000,000	R 8 000 000	0
ER 099	Upgrading of Mpanza street in Ward 17 – 500m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Mazakhele	17	28/29	MIG	R 13 915 000	0	R 13 915 000
ER 004	Construction of roads and storm water drainage system at Ntshangase Street – 450m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext.1	4	28/29	MIG	R 5 500 000	R 5 500 000	0
ER 011	Rehabilitation of roads and storm water drainage system at Mkhwanazi Street – 410m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	3 & 6	28/29	MIG	R 4 500 000	R 4 500 000	0
ER 013	Construction of roads and storm water drainage system at Ngubeni Street – 350m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	3	28/29	MIG	R 3 500 000	R 3 500 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 015	Construction of roads and storm water drainage system at Nhlapo Street – 320m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	3	28/29	MIG	R 3 400 000	R 3 400 000	0
ER 087	Tarring/paving of Dolmen Streets - 800M	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton ext. 3	1	28/29	MIG	R 8 000 000	0	0
ER 092	Construction of paved roads: Tekane street – 400m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton ext. 1	4	28/29	MIG	R 5 000 000	R 3 600 000	0
ER 093	Construction of paved roads: Malaza street - 400m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton ext. 1	4	28/29	MIG	R 5 000 000	R 2 600 000	0
ER 094	Construction of paved roads: Zwane street – 400m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton ext. 1	4	28/29	MIG	R 6 200 000	R 4 800 000	0
ER 109	Construction of tar/paved roads: Ngwane street 120 m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Phumula	3	28/29	MIG	R 250,000	R 250 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 133	Upgrading of ring road Sheepmoor - Phase 2 – 400m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Sheepmoor	11	28/29	MIG	R 4 500 000	R 4 500 000	0
ER 134	Upgrading of Clinic Road at Sheepmoor – 500m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Sheepmoor	11	28/29	MIG	R 6 500 000	R 6 500 000	0
ER 145	Rehabilitation 0,35km of Mashila street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Mazakhele	17	28/29	MDRG	R8 525 001,00	R8 525 001,00	
ER 014	Construction of roads and storm water drainage system at Wesselton	Waste Water Management / Core Function / Storm Water Management	Capital / Infrastructure / New / Storm water Infrastructure / Drainage Collection	Whole of Msukaligwa	1 – 6, 9, 17	28/29	MIG	5,200,000	0	5,200,000
ER 020	Upgrade gravel to tar road: Smuts street phase 2	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo town	7	28/29	GSDM	R 2,500,000	0	R 2,500,000
ER 023	Construction of tar/paved roads: Breyten X 4	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Breyten	13	28/29	PHB / MIG / GSDM	R 4,000,000	0	R 4,000,000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 029	Construction of speed humps Msukaligwa	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Whole of Msukaligwa	All	28/29	Own funds	R 800,000	0	R 300,000
ER 031	Proposed township situated on Ext 34: Construct tar / paved roads	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo ext. 34	16	28/29	PHB / MIG	R 5,500,000	0	R 5,500,000
ER 037	Intersections rebuild: Paving Voortrekker / Border	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo town	16	28/29	GSDM	R 900,000	0	R 900,000
ER 053	Mill and pre-mix tar road Joubert street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo town	3 & 7	28/29	GSDM / MIG	R 2 600 000	0	R 2 600 000
ER 57(a)	Rebuild of Oos and Havenga Intersection: Heavy vehicle route: .1 km	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Town	16	28/29	Eskom, Sanral, MIG	R 1,000,000	0	R 1,000,000
ER 66(a)	Rehabilitation of Havenga Street: Heavy vehicle route:2.35 km	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Town	16	28/29	Eskom, Sanral, MIG	R 9,100,000	0	R 9,100,000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 65(a)	Rehabilitation of Chris de Villiers Road: Heavy vehicle route	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Town	16	28/29	Eskom, Sanral, MIG	R 1,200,000	0	R 1,200,000
ER 68(a)	Resurfacing 0,6km of Oosthuise street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Town	7	28/29	MDRG	R7 500 000,00	R7 500 000,00	0
ER 100	Construction of tar / paved roads: Gayiya street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Phumula	5	28/29	MIG /GSDM	R 850,000	0	850,000
ER 113	Construction of tar/paved roads: Pieter Van Wyk street 596 m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo town, Netherland park	8	28/29	GSDM	R 3,000,000	0	R 3,000,000
ER 115	Construction of tar/paved roads: Daffodil street 757 m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Cassim Park	3	28/29	MIG	R 3,200,000	0	R 3,200,000
ER 127	Upgrading of President Fouche Street 500m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Nederland Park, Ermelo	8	28/29	IMG	R 5 000 000	0	R 5 000 000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 144	Rehabilitation of Pet Street: Heavy vehicle route: 420 m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Town	7	28/29	Eskom, Sanral, MIG	R 10,000,000	0	R 10,000,000
ER 148	Upgrading of various roads in Ext. 6: 1.1 km	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext. 6	2	28/29	MIG	R 10,000,000	0	R 10,000,000
ER 152	Construction of tar / paved road Capricorn Avenue 300m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Cassim Park	3	28/29	GSDM	R 7 124 857	R 7 124 857	0
ER 154	Paving of Albertina and V. Nhleko Streets 850m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext 3	1	28/29	MIG	R 2 000 000	R 2 000 000	0
ER 157	Construction of tar / paved road Dlamini Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Phumula	5	28/29	MIG	TBD	0	0
ER 159	Construction of tar / paved road: Magongo Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Warburton	12	28/29	MIG	TBD	0	TBD

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 160	Construction of tar / paved road: Themba Shabangu Street Old Cemetery	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Warburton	12	28/29	MIG	TBD	0	TBD
ER 161	Construction of tar / paved road: KaMlozi Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Warburton	12	28/29	MIG	TBD	0	TBD
ER 162	Construction of tar / paved road: Magagula Street – 300m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 3 181 800	0	R 3 181 800
ER 163	Construction of tar / paved road: Mbuli Street – 130m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 1 378 780	0	R 1 378 780
ER 164	Construction of tar / paved road: Nkumane Street – 230m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 2 439 380	0	R 2 439 380
ER 165	Construction of tar / paved road: Nzimande Street – 150m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 1 590 900	0	R 1 590 900

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 166	Construction of tar / paved road: Nkabinde Street – 220m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 2 333 320	0	R 2 333 320
ER 167	Construction of tar / paved road: Manzini Street – 350m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	17	28/29	MIG	R 3 712 100	0	R 3 712 100
ER 169	Construction of tar / paved road Orchid Avenue 250m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ermelo Cassim Park	3	28/29	GSDM	TBD	TBD	0
ER 176	Upgrade gravel to paved, Main entrance to Willas: 280 m	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Willas	Ward 9	28/29	MIG	R3 220 000	R3 220 000	0
ER 150	Refurbishment of Mofokeng Road at Wesselton Ward 4	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton	4	28/29	MIG	R 14 800 000	R 14 800 000	0
ER 168	Upgrading of internal streets at Emadamini (5km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton Ext. 6	2	28/29	MIG	R 4 098 864	0	R 4 098 864

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 158	Upgrading of internal streets at (Cwebezela (5km)	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton Ext. 6	2	28/29	MIG	R 9 335 785	0	R 9 335 785
ER 174	Upgrade gravel to paved, Tambo Village and Albertina Sisulu intersections:800m	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton, Ext. 9	1	28/29	MIG	R9 200 000	0	R9 200 000
ER 175	Upgrade gravel to Paved: Frikkie Benecke: 500 m	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Ext 14	8	28/29	MIG	R9 500 000	0	R9 500 000
ER 177/1	Construction of paved roads in Wesselton OR Tambo Taxi collector Phase 1.	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Roads	Wesselton Ext. 3	1	28/29	MIG	R 21 851 241		R 21 851 241
ER 182	Upgrade of gravel to paved: Nkosi Street	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Breyten	13	28/29	MIG			
ER 190	Rehabilitation/ Upgrading of the low-level bridge in Mandela Road, next to Lindile High School	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	3	28/29	MIG	R 7 000 000	R 7 000 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 191	Upgrading of the gravel road in Sheepmoor-	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Sheepmoor	18	28/29	MIG	R 15 000 000	0	R 4 000 000
ER 192	Upgrading of the gravel road in Warburton	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Warburton	12	28/29	MIG	R 20 000 000	0	R 5 000 000
ER 193	Resurfacing 0,5km of President Steyn Street	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R 3 225 000	R 3 225 000	
ER 194	Rehabilitation of 1,4km Nomndeni Main Street and stormwater drain	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures		8	28/29	MDRG	R 16 800 512		
ER 195	Rehabilitation 0,4km of Garland Street	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R5 360 000,00		
ER 196	Rehabilitation 1,2km of Dube street	Road Transport / Core Function / Roads	Capital Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R14 896 000,00		

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 197	Resurfacing 0,5km of Paul Kruger Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R3 225 000,00		
ER 198	Resurfacing 0,5km of Saratoga/ Herald Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R3 225 000,00		
ER 199	Resurfacing 0,3km of Hardewyk street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R2 800 000,00		
ER 200	Rehabilitation 0,4km damaged Portion of Brink Street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R7 582 200,00		
ER 201	Resurfacing 1,1km of Jiyane street in Wesselton ward 6	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures		6	28/29	MDRG	R15 896 252,00		
ER 203	Resurfacing 0,25km of Faleni street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R2 896 000,00		

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 204	Rehabilitation 0,9km of Manyathi street and stormwater drain	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R13 999 000,00		
ER 205	Rehabilitation 0,35km of Mashila street	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures			28/29	MDRG	R8 525 001,00		
ER 207	Construction of Access Bridge from N17 to Khayelisha township	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures	Wesselton	9					
ER 208	Upgrading of road to Nyibe School (1.3km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 209	Upgrading of Nyibe taxi ring route from gravel to block paving (3.5km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 210	Upgrading of Emadamini internal street and the stormwater drain (1.5km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 211	Construction of a 700m Stormwater control concrete open channel in Chressissmeer kwaChibikhulu)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 212	Rehabilitation of the road from N17 to KwaChibikhulu Clinic (1.1km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 213	Upgrading of the street from N17 to Warburton Combined School (1km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 214	Upgrading of the main taxi ring road in Warburton (2.2km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 215	Upgrading of Church and Tennant taxi route from gravel to block paved in Sheepmoore (2.3km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 216	Upgrading of Old Cemetery Road in Breyten 1,8km	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
ER 217	Upgrading of extension 7 main taxi route (2,2km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
ER 218	Paving of Mashila, Mavundla and Maphosa ring road (1,5km)	Road Transport / Core Function / Roads	Capital / Infrastructure / Existing / Upgrading / Roads Infrastructure / Road Structures							
Electricity										
EE 201	Installation of 240mm ² cable Steenkamp sub	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	28/29	INEP	R 7 000 000	R 7 000 000	0
EE 202	Installation of 11kV panels at Steenkamp sub	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	28/29	INEP	R 1 500 000	R 1 500 000	0
EE 203	Installation of 185mm ² cable Civic Centre No.2	Energy Sources / Core Function / Electricity	Capital / Infrastructure / New / Electrical Infrastructure / HV Transmission Conductors	Ermelo Town	7	28/29	INEP	R 4 000,000	R 4 000 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
EE 204	Steenkamp sub building-upgrade	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Substations	Ermelo Town	7	28/29	INEP	R 1 500 000	R 1 500 000	0
EE 205	Steenkamp sub incomer and feeder panels complete with switchgear and protection scheme	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Ermelo Town	7	28/29	INEP	R 3 500 000	R 3 500 000	0
EE 141	Installation of High mast lights	Energy Source/Core Function/Street Lighting and Signal Systems	Capital / Infrastructure / New / Electrical Infrastructure	Msukaligwa	all	28/29	MIG	R 10 000 000	0	0
EE 206	Construction of 3km MV line from Ext 7 Switching Station to Douglas dam	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Wesselton township	9	28/29	INEP	R 4,000,000	0	R 4 000 000
EE 394	Construction of 4km MV line from Ext 7 Switching Station to Ext 11	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station	Wesselton township	9	28/29	INEP	R 4,500,000	0	R 4,500,000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
EE 395	NMD upgrade at Ermelo 88kV Substation from 14,3MVA to 30MVA	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station			28/29		95		
EE 396	NMD upgrade at Ermelo 11kV Substation from 27MVA to 30MVA	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station			28/29		50		
EE 397	NMD upgrade at Breyten 11kV Substation from 1,7MVA to 4MVA	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station			28/29		55		
EE 398	NMD upgrade at KwaZanele 11kV Substation from 1,1MVA to 7MVA	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station			28/29		70		
EE 408	Non-grid electrification in different wards	Energy Sources / Core Function / Electricity	Capital / Infrastructure / Existing / Upgrading / Electrical Infrastructure / HV Switching Station							

DEPARTMENT: COMMUNITY SERVICES

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
CHP 43	Purchase of 4 ridden mower machines	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-infrastructure / New / Machinery and Equipment	Whole of Msukaligwa	All	28/29	Own funds/Cap	R 60,000	R 60,000	0
CHR 10	Construction of ablution block at Breyten cemetery	Waste Water Management / Core Function / Public Toilets	Capital / Non-infrastructure / Existing / Upgrading / Community Assets / Community Facilities / Cemeteries/Crematoria	Breyten ablution	13 & 14	28/29	Own funds/Cap	R 250,000	R 250,000	0
CHR 24	Upgrading of sport field and refurbishment of basketball court Cassim Park	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Cassim Park	3	28/29	MIG	R 1,000,000	0	R 1,000,000
CHP 147	Upgrading and renovation of Caravan Park and Douglas chalets (Tech)	Sport and Recreation / Core Function /Recreational Facilities	Capital / Non-Infrastructure / Upgrading / Community Assets / Community Facilities / Parks / External Facilities	Douglas dam	9	28/29	MIG	2,850,000	350,000	2,500,000
CHL 09	New library at Davel	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Davel	10	28/29	MIG	R 3,000,000	0	R 3,000,000

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
CHL 10	Establishment of a new Library at Ermelo	Community and Social Services / Core Function / Libraries and Archives	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Libraries	Ermelo	7 & 8	28/29	DCSR	R 20 000 000	10,000,000	10,000,000
CHP 53	Upgrading of parks at KwaZanele	Sport and Recreation / Core Function / Community Parks (including Nurseries)	Capital / Non-Infrastructure / Upgrading / Community Assets / Community Facilities / Parks / External Facilities	KwaZanele	14	28/29	MIG	R 1,000,000	0	1,000,000
CHR 25/1	Construction of soccer field at Davidale (Greens)	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Davidale	15	28/29	MIG	R 21 117 312	0	R 1 000 000
CHR 26	Construction of Lotzaba Sports Facility	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Lotzaba	15	28/29	MIG	R 18 055 380	0	R 1 000 000
CHR 22	Upgrading of KwaZanele/Breyten Stadium	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation	Breyten and KwaZanele	14	28/29	MIG	R 25 000 000	R 25 000 000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
			Facilities / Outdoor Facilities							
CHP 51	Establishment of new cemetery at Nganga	Community and Social Services / Core Function / Cemeteries, Funeral Parlours and Crematoriums	Capital / Non-infrastructure / New / Community Assets / Community Facilities / Cemeteries/Crematoria	Nganga, Warburton	12	28/29	MIG	R 800 000	R 800 000	0
CHP 156	Fencing of cemeteries and reservoirs at Msukaligwa	Public Safety / Core Function / Fencing and Fences	Capital / Non-infrastructure / Existing / Upgrading / Community Assets / Community Facilities / Cemeteries/Crematoria	1,2,6 & 9-18	1,2,6 & 9-18	28/29	MIG	R 10 000 000	0	R 10 000 000
PS 157	Establishment of a fire station at Nganga Town Fire Station # 7	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Fire or Ambulance Stations	Sheepmoor	11	28/29	MIG	R 14,400,000	0	R 14,400,000
PS 158	Establishment of a fire station at Chrissiesmeer/ KwaChibikhulu Towns Fire Station # 5	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / Fire or Ambulance Stations	Sheepmoor	11	28/29	MIG	R 14,400,000	R 14,400,000	0
PS 159	1 x Major Fire Pumper: (Replace MF 6)	Public Safety / Core Function /	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the	28/29	External funds	R 6,800,000	R 6,800,000	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
		Fire Fighting and Protection			Municipality					
PS 160	1 x HAZMAT Carrier: (Replace MF12)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	28/29	External funds	R 4,300,000	R 4,300,000	0
PS 161	1 x Light goods vehicle with pump 4x4: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	28/29	Own Capital	R 400,000	R 400,000	0
PS 162	1 x Incident Command Vehicle 4x4: (New)	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	28/29	External funds	R 2,000,000	0	R 2,000,000
PS 163	1 x Rescue pumper 4x4 fully equipped (New) Station 7	Public Safety / Core Function / Fire Fighting and Protection	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	Whole of the Municipality	28/29	External funds	R 4,500,000	R 4,500,000	0
CHW 151	Procurement of yellow fleet for waste Management	Waste Management / Core Function / Solid Waste Removal	Capital / Non-infrastructure / New / Transport Assets	Whole of Msukaligwa	All	28/29	MIG	R 8 000 000	R 4 000 000	0
CHR 21	Upgrading of Chrissiesmeer Stadium	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Chrissiesmeer	19	28/29	MIG	R 24 000 000	R 24 000 000	0
CHR 23	Upgrade of Thuthukani Soccer	Sport and Recreation / Core	Capital / Non-Infrastructure /	Wesselton	17	28/29	MIG	R 27 032 062	R 27 032 062	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
	field and Combo Courts	Function / Sports Grounds and Stadiums	Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities							
CHR 27	Construction of soccer field at Lothar	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Lothar	12 & 15	28/29	MIG	R 5 000 000	0	0
CHR 28	The Upgrading of Lothair Silindile Sport Field	Sport and Recreation / Core Function / Sports Grounds and Stadiums	Capital / Non-Infrastructure / Existing / Upgrading / Community Assets / Sport and Recreation Facilities / Outdoor Facilities	Lothair	15	28/29	MIG			
CHP 52	Upgrading of parks at Silindile Extension 1	Sport and Recreation / Core Function / Community Parks (including Nurseries)	Capital / Non-Infrastructure / Upgrading / Community Assets / Community Facilities / Parks / External Facilities	Silindile	15	28/29	MIG	R 1,000,000	0	0
CM 137	Construction of the Community Hall at Warburton	Community and Social Services / Core Function / Community Halls and Facilities	Capital / Non-Infrastructure / New / Community Assets / Community Facilities / halls	Warburton	12	28/29	MIG	R 8 000,000	0	0

MUNICIPAL CAPITAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 7 2028/29	Year 8 2029/30
CSC	Fencing of new Cemetery KwaDela	Community and Social Services / Core Function / Cemetery	Capital / Non-infrastructure / New / Community	Davel	10	29/30	MIG			

Operational Projects

MUNICIPAL OPERATIONAL PROJECTS										
Key Performance Area 1: Institutional Transformation and Organizational Development										
Strategic Objective: To build a capable workforce to deliver services and strengthen the fight against fraud and corruption										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 4 2028/29	Year 5 2029/30
DEPARTMENT: CORPORATE SERVICES										
CM 132	Upgrade a PA System at Civic Centre Hall	Finance and Administration / Core Function / Information Technology	Operational / Typical Work Streams / Communication and Public Participation / Public Participation Meeting	Ermelo	7	28/29	Operational / Revenue / General Revenue	R 45,000	R 45,000	0
CM 133	Purchase of 2 Podium	Finance and Administration / Core Function / Asset Management	Operational / Non-infrastructure / New / Furniture and Office Equipment	Ermelo	7	28/29	Operational / Revenue / General Revenue	R 20,000	R 20,000	0
CM 134	Purchase of Franking Machine	Finance and Administration / Core Function /	Operational / Typical Work Streams / Functions and Events		7	28/29	Operational / Revenue /	R 170,000	R 170,000	0

MUNICIPAL OPERATIONAL PROJECTS										
Key Performance Area 1: Institutional Transformation and Organizational Development										
Strategic Objective: To build a capable workforce to deliver services and strengthen the fight against fraud and corruption										
	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 4 2028/29	Year 5 2029/30
		Information Technology	/ Events and Organisations				General Revenue			
CM 135	Purchase of chairs for community hall	Finance and Administration / Core Function / Asset Management	Operational / Non-infrastructure / New / Furniture and Office Equipment		All	28/29	Operational / Revenue / General Revenue	R 150,000	R 75,000	R 75,000
CM 136	Purchase of Office Furniture	Finance and Administration / Core Function / Asset Management	Operational / Non-infrastructure / New / Furniture and Office Equipment		All	28/29	Operational / Revenue / General Revenue	R 60,000	R 60 000	0
CS	Refurbishment of the Municipal Offices.			Ermelo	Ermelo	28/29		R 15 000 000		R1 000 000

MUNICIPAL OPERATIONAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 4 2024/25	Year 5 2026/27
DEPARTMENT: TECHNICAL SERVICES										
ER 021	Roads and Storm water Master Plan	Road Transport / Core Function / Roads	Operational / Typical Work Streams / Strategic Management and Governance / Policy Review	Whole of Msukaligwa	All	28/29	MIG	R 400,000	R 400,000	0

MUNICIPAL OPERATIONAL PROJECTS										
Key Performance Area 2: Basic Services Delivery and Infrastructure Development										
Strategic Objective: To provide sustainable and reliable services to communities										
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 4 2024/25	Year 5 2026/27
MUNICIPAL OPERATIONAL PROJECTS										
Key Performance Area 6: Spatial Planning and Rationale										
Strategic Objective: To ensure long term planning that provides for social cohesion and spatial transformation										
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget	
									Year 4 2024/25	Year 5 2025/26
DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT										
ETP 02	Development of an Engineering Services Contribution Calculation Policy/System	Finance and Administration / Core Function / Finance	Operational / Typical Work Streams / Strategic Management and Governance / Policy Review	Whole of Msukaligwa	All	28/29	Own funds	R 200 000	R 200 000	0
ETP 03	Rectification of Stands and Subdivision of Various Parcels of vacant Land for Human Settlement and other complimentary uses	Planning and Development / Core Function / Town Planning, Building Regulations and Enforcement, and City Engineer	Operational / Typical Work Streams / Spatial Planning	Whole of Msukaligwa	All	28/29	Own funds	R 1 000 000	R 1 000 000	0

MUNICIPAL OPERATIONAL PROJECTS											
Key Performance Area 4: Financial Viability and Management											
Strategic Objective: To improve the viability and management of municipal finances											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
DEPARTMENT: FINANCE											

MUNICIPAL OPERATIONAL PROJECTS											
Key Performance Area 4: Financial Viability and Management											
Strategic Objective: To improve the viability and management of municipal finances											
IDP No.	Project Name	Function	Project Segment	Location	Ward	Year of Implementation	Funding Source	Total Value	Budget (R'000)		
									Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
FS01	Purchase of LDVs/fleet departments	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	0	0	0	0
FS 02	Purchase of 7 sitter kombi	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	R 700 000	R 700 000	0	0
FS 03	Purchase of a grader	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	R 2 000 000	R 2 000 000	0	0
FS 04	Purchase of Jetpatcher	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	R 1 000 000	R 1 000 000	0	0
FS 05	Purchase of a TLB	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	R 1 200 000	R 1 200 000	0	0
FS 06	Purchase of Traffic Vehicles	Finance and Administration / Core Function / Fleet Management	Municipal Running Cost	Administrative or Head Office	Whole of the Municipality	28/29	Own Revenue	R 2 200 000	R 2 200 000	0	0

5.12 Sector Departments Projects and Programmes

CoGHSTA

District: Gert Sibande

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Msukaligwa, Ermelo Ext 44	Township Establishment	2026/27	500	17 440
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Msukaligwa, Lake Chrissie	Township Establishment	2026/27	1 000	6 364
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Msukaligwa, Ermelo Ext 44	Bulk Infrastructure	2026/27	2 300	64 112
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 2 Units	Msukaligwa, Wesselton Ext 6	40 Housing units	2026/27	8 000	51 889
Gert Sibande	First Home Finance (FHF)	Msukaligwa, Various areas	8 Housing units	2026/27	1 354	4 192

Department of Water and Sanitation

Local municipality	FUND	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
MSUKALIGWA	WSIG:	Upgrading of sewer reticulation network servicing Extension 32, 33 & 34 Ermelo (Schedule 5B)	Extensions 32, 33, and 34 in Ermelo	Construction	R59 850,00	R116 758 040,49
	RBIG:	Msukaligwa Regional Bulk Water Supply - Phase1 (Schedule 5B)	Msukaligwa LM	IRS & Construction	R145 000,00	
	RBIG:	Ermelo WasteWater Treatment Works (Schedule 5B)	Ermelo	Construction	R135 000,00	

Department of Education

No	District Area	Catalytic Project/Programme (name/description)	Benefitting municipalities/ Ward/Location/ GPS Coordinate	local GPS	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
	There are no Projects from DEDT for Msukaligwa LM for 2026/2027 fyr.							

DEDT

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	5 MSMEs Supported in green economy with equipment	Msukaligwa	Second Quarter	2026/27	R450 000	R90 000

Department of Culture Sports and Recreation

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande District Municipality	Build new public library through Implementing Agent (DPWRT) <ul style="list-style-type: none"> Waburton Public Library 	Msukaligwa LM	Built new library to create access to information	30/06/2026	3,666	R 19 500

MER

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
DISTRICT: ALL					
All Municipalities	Gambling and Liquor Investigations	All Municipalities	700	Operational Budget	Operational Budget
All Municipalities	Gambling and Liquor Inspections	All Municipalities	6885	Operational Budget	Operational Budget
All Municipalities	Liquor Traders Programmes	All Municipalities	8	Operational Budget	Operational Budget
All Municipalities	Community Awareness Campaigns	All Municipalities	6	Operational Budget	Operational Budget
All Municipalities	Stakeholder Engagement	All Municipalities	18	Operational Budget	Operational Budget

DPWRT

GERT SIBANDE DISTRICT					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
There are no projects planned for Msukaligwa in 2026/2027 fyr.					

Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA)

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
There are no projects planned for Msukaligwa in 2026/2027 fyr.					

Department of Community Safety, Security and Liaison

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Msukaligwa Local Municipality	Illegal Mining Awareness campaign	Ermelo	2026/27	November 2026	8,500	8,500
	Renovation of Driving Licensing Testing Centres (DLTCs)	Breyten and Ermelo		July-September 2026	Operational	Operational
	Sports against crime awareness campaign	Chrissiesmeer		May 2026	5,600	5,600
	Paralegal event	Lothair		Jan 2027	17	17
	Women empowerment session	Breyten		Aug 2026	13,600	13,600

	Crime awareness campaign	<ul style="list-style-type: none"> • Lucky Dube Secondary School • Ithafa Secondary School • Masizakhe Secondary School • Warburton Combine School 		April 2026 Jan 2027 March 2027 March 2027	Operational	Operational
	Anti-rape awareness campaign	Ermelo		Aug 2026	13,600	13,600
	Community Patrollers programme (TSM)	Msukaligwa Local Municipality		2026/27	Operational	Operational
	Support to Community Safety Forums (CSFs)	<ul style="list-style-type: none"> • Msukaligwa Local Municipality • Gert Sibande District Municipality 		April 2026 June 2026	6800	6800
	Support to Community Safety Forums (CSFs)	<ul style="list-style-type: none"> • Sheepmoore • Breyten • Lothair • Ermelo • Davel • Chrissiesmeer 		2026/27	50	50
	Transport Regulation Programme: <ul style="list-style-type: none"> • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control 	Msukaligwa Local Municipality		2026/27	Operational	Operational

DLR&RD.

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
TENURE REFORM SYSTEM (TRI)						
GERT SIBANDE	Portion 3 of the farm Twyfelaar 298 IT (Disposal of state land for finalisation of labour tenant application)	Msukaligwa Local Municipality	341 labour tenants' applications finalised	2026/2027	R100	R100
GERT SIBANDE	Portion 23 of the farm Lothair 124 IT (Land acquisition for settlement of labour tenants)	Msukaligwa Local Municipality	17 labour tenants' applications finalised	2026/2027	R641	R641
LAND DEVELOPMENT SUPPORT						
Gert Sibande	Mavula	Msukaligwa Local Municipality	(1) Restitution Farm supported through the Land Development Support Programme	2026/2027	R26 500	R26 500
Gert Sibande	Mrabheli CPA	Msukaligwa Local Municipality	1) Restitution Farm supported through the Land Development Support Programme	2026/2027	R23 600	R23 600
SPATIAL LAND USE MANAMEGENT						
GERT SIBANDE	Review of Gert Sibande SDF	All Gert Sibande municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2024/2025 2025/2026 2026/2027	R1 000	R1 000

Department of Health

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2025/26 Budget Allocation (Annual)	Total project Tendered amount
Ermelo, Gert Sibande District	MN Cindi Clinic: Upgrade of the clinic	Msukaligwa	Reaching 40% physical completion	16 months	R 31,094,000.00	R 46,625,120

Department of Social Development

District District Area	Catalytic Project/Programme (name/description)	Budget allocation 2026/27 (R'000)	Total estimated cost (R'000)	Project completion date	Benefitting local municipalities/ Ward/Location/ GPS Coordinate Longitudes (East/ West /+X)
Gert Sibande	Msukaligwa Sub & Branch Office Construction of new 19x office block	6 000	19 939	30-Jun-2027	Msukaligwa 29.9854° E 26.5215° S Ward 10

MISA

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate Longitudes	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project Tendered amount
All Districts	Municipalities provided with technical support to incorporate labour intensive construction (LIC) Methods in implementing grant funded infrastructure project	Msukaligwa Lekwa LM Thaba Shweu LM Dr. JS Moroko LM	Yearly target	2026/2027 fy	N/A	N/A

Eskom

Project ID	Project Description	Project Location	Project Units	Implementing Agent	Total Budget Allocation	MTEF		
						2021/2022	2022/2023	2023/2024
	See Section 5.5 of the IDP – MTREF projects.							

Department of Energy and Electricity

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost
INEP Schedule 5B (Municipal) Programme						
Gert Sibande	Electrification of 100HH in Wesselton Ext 5 Phase 3	Msukaligwa	100 Connections	2026/27	R2 100 000,00	R2 100 000,00
Gert Sibande	Upgrading of 11kV Switching station to 20MVA 88/11kV, Wesselton Extension 7	Msukaligwa	Infrastructure	2026/27	R12 000 000,00	R12 000 000,00
Gert Sibande		Msukaligwa Total		2026/27	R14 100 000.00	R14 100 000.00

Dept. of Energy

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	EEDSM	Msukaligwa	Retrofit high-masts from 1000w-400w 400w 125w-50w,	2026/27	R 4 000	R 4 000

PROGRESS ON GSDM CATALYTIC PROJECTS AND PROGRAMMES

Project Name	Project Location (Ward, area, and GPS coordinates)	Total Project Costs R'000	Expenditure to date (R'000)	Project status	Start date	Planned completion date	No of HH to benefit	Funding Source
Ermelo Bulk Water Services	Msukaligwa Local Municipality Area	10 000	4 700	IRS submitted, currently being evaluated	June 2024	May 2027	Not provided	DWS
Ermelo Extension 44	-26,563406 29,966516	23 395	16 339	Bulk Sewer Project at implementation stage = 42% progress with work being done on pump stations & rising main.	2024-02-16	2026-06-30	5 921 sites	CoGHSTA/LM
Nyibe Integrated Human Settlement	-26,531874 30,023794	Not provided	3 146	Pegging of stands completed and general plan approved.	01 st Apr 2022	31 Mar 2026	1 421 sites	CoGHSTA/LM
Warburton Library	Waburton	20 724	5 654	50% Construction	31.10.2023	31.07.2026	TBA	DCSR
Upgrading of Lothair - Silindile Sport Field	Lothair – Silindile	10 000	0	Procurement stage	July 2026	December 2026	TBA	DCSR
Nooitgedacht Abattoir (Ermelo)	Ermelo	4 400	4 400	Complete	13 Dec 2024	31 March 2025	TBA	DARDLEA
SANRAL Ring Road Ermelo N2	Ermelo	2 759 272	0	Planning stage	TBA	TBA	TBA	SANRAL

Reseal of Road P50/1 Between Ermelo to Morgenzon Phase 2– Gert Sibande	Ermelo and Morgenzon	9 749	9 749	Complete	11 Jun 2025	17 Sep 2025	TBA	DPWRT
Reseal of Road P50/1 Between Ermelo to Morgenzon Phase 3– Gert Sibande	Ermelo and Morgenzon	19 499	19 499	Complete	11 Jun 2025	17 Sep 2025	TBA	DPWRT
Special Maintenance on Road D2546 between Lothair and Bethal	Lothair and Bethal	15 000	15 000	Complete	04 Sep 2025	12 Dec 2025	TBA	DPWRT

6 PART F: OPERATIONAL STRATEGIES (SECTOR PLANS)

6.1 SECTOR PLANS

This Section embody summaries of the respective operational strategies (Sector Plans) compiled and prepared by Msukaligwa Municipality. These Sector Plans constitute core components of the IDP of the Municipality and plays a significant role in the integration process.

The Revised IDP for the Municipality reflects a summary of each of the various sector plans that have been developed and/or reviewed.

Each of the summary reports contained in this section are supported by more detailed, comprehensive plans and programmes which should be read if a more in-depth reference framework is required.

The summary of sector plans herein includes among the following:

- **Spatial Development Framework: (LM 673/05/2020)**
- **Local Economic Development Strategy: (LM 739/08//2020)**
- **Disaster Management Plan: (LM 504/10/2023)**
- **Financial Plan and Capital Investment Programme: (LM 78/05/2017)**
- **HIV / AIDS Plan: reviewed: (LM 236/07/2018)**
- **Performance Management Plan: (LM 447/06/2008)**
- **Employment Equity Plan: (LM 33/01/2022)**
- **Water Services Development: (Plan in place)**
- **Integrated Transport Plan: (Shared with District)**
- **Environmental Management Plan: (To be developed)**
- **Fraud Prevention Plan: (In place)**
- **Integrated Waste Management: ((LM 130/06/2022))**
- **Communication Strategy: (LM 484/08/2023)**
- **Workplace Skills Plan: (LM 106/05/2022)**
- **Environmental Management Framework: (in place)**
- **Fire Service Master Plan (LM 704/06/2020)**

The above-mentioned Sector Plans are informed by the developmental priorities and objectives as articulated in this document.

6.1.1 Spatial Development Framework

Msukaligwa municipality has approved its Spatial Development Framework as per Resolution MC 943/06/2010. The following is a summary of the SDF under review:

SUMMARY

In terms of Chapter 5 of the Municipal Systems Act each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction. Section 26 of the Municipal Systems Act provides for the core components of an Integrated Development Plan of which one of them is a **spatial development framework** which must include the provision of basic guidelines for a land use management system for the municipality.

In terms of **Government Gazette No. 22605** dated 24 August 2001, a Spatial Development Framework of an Integrated Development Plan should at least achieve the following objectives:

- **To give effect to the principles of land development** as contained in Chapter 1 of the Development Facilitation Act [Act 67 of 1995];

- to **set out objectives** that reflect the desired spatial form of the municipality;
- to **contain strategies and policies** regarding the manner in which to achieve the objectives referred to above, which strategies and policies must:
 - indicate **desired patterns of land use** within the municipality;
 - address the **spatial reconstruction of the municipality**; and
 - **provide strategic guidance** in respect of the location and nature of development within the municipality
- to set out **basic guidelines for a land use management system** in the municipality;
- to set out a **capital investment framework** for the municipality's development programmes;
- to contain a **strategic assessment of the environmental impact** of the spatial development framework;
- to **identify programmes and projects** for the development of land within the municipality;
- to be **aligned with the Spatial Development Frameworks** reflected in the Integrated Development Plans **of neighbouring municipalities**; and
- to provide a **visual representation of the desired spatial form** of the municipality, which representation –
 - will indicate where **public and private land development and infrastructure investment** should take place,
 - will indicate **desired or undesired utilization of space** in a particular area,
 - will **delineate the urban area**,
 - will identify **areas where strategic intervention is required**; and
 - will indicate **areas where priority spending is required**.

It is from the provisions of the above legal framework that a number of land and spatial development principles to which all development within the municipality and rest of the country should adhere to as prescribed in the Development Facilitation Act [DFA], 1995, the National Land Use Management Bill and the National Spatial Development Perspective, 2003. For comprehensive report, referral can be made to the main SDF document.

6.1.2 Local Economic Development Strategy

Msakaligwa Local Municipality has developed its LED strategy in 2010 and has been revised in 2020 as per Resolution **LM 739/08/2020**. The LED strategy seeks to address economic growth and job creation within the municipality through engaging in number of initiatives that will sustain and enhance the economic growth of the municipality.

6.1.3 Disaster Management Plan

The Disaster Management Plan as part of the 2024/2024 IDP has been approved by Council as per Resolution **LM 504/10/2023**. Below is a summary of the objectives of the Disaster Management Plan.

SUMMARY

6.1.3.1 Purpose and background

This plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act (57 of 2002) as well as the related provisions of the Municipal System Act, 2000 (Act 32 of 2000).

The purpose of this plan is to outline policy and procedures for the both the proactive disaster prevention and the reactive disaster response and mitigation phases of Disaster Management. It is intended to facilitate multi-sectoral coordination in both pro-active and reactive programmes.

6.1.3.2 *Aim of the plan*

The aim of the Msukaligwa Municipality Disaster Management Plan is to outline a plan of action for the efficient co-ordination of the Municipal service, role players and personnel to provide the earliest possible response to disaster cases.

The plan seeks amongst others to address the following issues which are explained in details in the main Disaster Management Plan document:

- Development of the Disaster Management Policy Framework and the establishment of the Municipal Disaster Management Co-ordinating committee in line with the National and Provincial framework.
- Determining and establishing risks profiles and enhancing capacity to reduce risks.
- Enhancing the management structure to be able to plan, maintain existing services and to adapt to deal with the changed circumstances during major incidents or disasters.
- Ensure proper running of the Joint Operational Centre/Emergency Control Centre.
- Adherence to Occupational Health and Safety in all practises of the centre
- The disaster management protocol.
- Identifying possible emergencies and disasters/role players.

More details about the Disaster Management Plan are contained in the main plan.

6.1.4 **Financial Plan and Capital Investment Programme**

6.1.4.1 **Financial Management Arrangements**

6.1.4.1.1 Financial Supervisory Authority

- The Municipal environment is governed in accordance with legislation, such as the Constitution, Structures Act, Municipal Systems Act, Municipal Finance Management Act, Municipal Property Rates Act and Supply Chain Management Act.
- The South African National Treasury exercises control over the budgets and implementation thereof.
- Compliance to the above is controlled by the office of the Auditor-General in terms of Act 12 of 1995.

6.1.4.1.2 Base Financial Guidelines and Procedures

- Financial transactions are regulated by the Accounts Standing Board through Standard Financial Regulations and Principals as reviewed from time to time.
- All services of the municipality are being regulated by policy's and by-laws adopted by the Msukaligwa Municipality.

6.1.4.2 **Financial Strategy Framework**

6.1.4.2.1 Basic financial guidelines and procedures

- Financial procedures are regulated in accordance with the following policies:
 - Tariff policy
 - Property rates policy
 - Credit control and debt collection policy
 - Investment and banking policy
 - Asset management policy
 - Indigent policy
 - Supply chain policy
 - Financial by-laws

6.1.4.2.2 Capital and Operational Financial Strategies

Financial reform strategy

In order to meet with Local Government: Municipal Planning and Performance Management Regulations as promulgated under Government Notice R796 on 24 August 2001, the overhead financial strategy of the municipality will have to define sound financial management and expenditure control as well as ways and means of increasing revenue and external funding and its development priorities and objectives of stimulation economic development and poverty alleviation through exercising of the following strategies

- Revenue raising strategy
 - By extending consumer services to areas where it can be delivered on an economic basis.
- Financial Management strategy
 - By safeguarding assets, participation in budget processes, setting affordable but economical tariffs and curtail expenditure according actual income received.
- Capital financing strategy
 - By including realistic affordable capital projects contained in the IDP strategy.
- Operational financing strategy.
 - By limited expenditure to realizable income.
- Cost effective strategy.
 - By value for money objectives with emphasis on income related projects.
- Communication strategy.
 - By advanced information technology communication.
- Performance management strategy.
 - By implementing acceptable and operational performance management systems.

6.1.4.3 **Summary of Main Concerns and Strategies**

- Improve credit control and debt collection processes.
- Annual review of indigent policy.
- Implement and extend third party vending for pre-paid electricity sales.
- Finalize asset register on all infrastructure in accordance with GRAP 17
- Support revenue raising strategies.
- Support cost effectiveness strategies.
- Curtail expenditure, in accordance with actual income received.
- Limit capital expenditure to available cash reserves and external grants or allocations.

6.1.5 **HIV and AIDS Plan**

The community of Msukaligwa Local Municipality have limited or no access to proper health care and social welfare services. Where services exist, the quality is poor and slowly improving. The rural farming communities are still isolated and health services are provided through mobile services which are mostly unreliable and follow up remains a challenge.

6.1.5.1 **Background**

Our Province according to the antenatal statistics has one of the highest HIV and AIDS infection rate in the Country, Gert Sibande District Municipality now is at 46% and Msukaligwa Municipality is at 37%. The statistics show a great need to address all the social, economic as well as cultural factors that drives this epidemic on an on-going basis. To do so require bold leadership, change of habits and inspiring vision.

It is clear therefore that the fight we have is not going to be easy and therefore it would require doubling efforts and pooling energies together. This requires that we seriously start considering a movement, starting with families as they are basic units and the foundation of our society and when this movement is well coordinated then the other areas will be easy to mobilize. This movement would then seek to unite all people to act in union in this fight against the scourge and also save people from new infections and give the best possible treatment and care to those who are already infected.

Why should Msukaligwa address the issue of HIV and AIDS?

- HIV and AIDS reverses all developmental and political gains
- It reduces the quality of life and life expectancy
- HIV and AIDS puts strains on the health services and resources, and
- Increases child headed families and poverty

The level of burden in the Municipality

Local Municipality	HIV positivity rate (15-49 years)	TB Smear positive rate	STI (MUS)	Deliveries in facilities under 18 years
Msukaligwa	13.0%	9.54%	16.86%	8.16%

What has been done in responding to the epidemic?

- Msukaligwa local aids council was established and it adopted the multi sectoral approach which includes civil organisations, private and public sectors i.e relevant stakeholders, people living with HIV, NGOs, Faith Based Organisation, businesses and various government departments.
- Ward aids committees were also established in all 19 wards and are chaired by the ward councillors.
- A clear reporting template that has key indicators for all stakeholders to report on.
- Multi-Sectorial Local Implementation Plan (MLIP)
- We have received more funding for NGOs from PEPFAR and Global fund.
- More support groups have been established which deals with wellness and healthy lifestyle programs and
- We encourage couple testing.

Initiated programmes and activities

- Medical Male Circumcision, men are mobilized for HIV testing and circumcision daily as part of HIV and AIDS prevention programme.
- Wellness programmes in our local mines.
- Started initiating Prep in all facilities
- TB HIV CARE helps with sex workers receives HIV Counselling and Testing education on daily basis, peer education, human rights and the correct usage of condom.
- Department of Correctional Services has added more HIV programs in their facility
- Home based HIV counselling and testing services initiated.
- Childline is implementing a No means No and I am safer programs
- Seed of Hope has started with the Transgender programs
- Department of Social Services is actively involved in helping to bring the scourge down with its ongoing programs and drop in centres
- Mothers to mothers and Broad reach are closing the gap on hard to reach places by conducting HIV Counselling and Testing.
- Department of Health also has started visiting farm areas to provide the comprehensive health care i.e health screening, eye test, pap smear, HIV Counselling and Testing etc.
- Department of Health also has partnered with the Traditional Healers Organisation to join hands in the fight against HIV/AIDS, TB and STI
- Anovahealth initiating the Men's Health under men having sex with men (MSM) program and condom distribution together with the Department of Health.

- The higher education and training sector partnered with he-aids and Msukaligwa in coordinating the TVET College campaigns
- Aids Foundation South Africa started with mentoring and coaching young woman into starting business, link them to business networks and be employable.
- WITS RHI is upscaling the initiating of Prep and also provide the GBV programs
- Home testing to archive the 90/90/90 strategy

Msukaligwa Local Aids Council

Achievements

- Msukaligwa local aids council has an HIV and AIDS coordinator.
- Established the Secretariat and the Technical Working Group.
- There is a functional AIDS Council with HIV and AIDS programmes running.
- The AIDS Council has a deputy chairperson, successfully elected by Civil Society.
- Ward aids committees were established and trained.
- HIV and AIDS programmes cut across to all developmental programmes as part of mainstreaming.

Strengths

- The Municipality has a committed political leadership who fully support HIV and AIDS programmes, always visible and championing the programmes.
- AIDS Council has 95% committed members.

Challenges

- Insufficient HIV budget to respond to the needs of the community of Msukaligwa.
- No Administrative/ Top Management support.
- HIV and AIDS is not a unit yet, only one personnel employed therefore a shortage of personnel remains a challenge.
- Defaulter's rate of clients on ARV is increasing because the majority of patients are living below the poverty line and access to good nutritious food is a challenge.
- Lack of funding for Home Based Care Organisations also still a challenge.
- Child headed families who need housing, food, school uniform increase daily.

Future Plans

- Local Aids Councils Vision and Mission to be approved by Council.
- Multi-Sectorial Local Implementation Plan (MLIP) to be approved by Council and signed by the Executive Mayor.

What do we need?

- Promotional Material, branding of banners and Gazebos.
- Financial support to assist in developing a comprehensive response to the needs of the community of Msukaligwa.
- Office space to run the day-to-day activities and administration work.

Exchange learning programme

1. All Municipalities under Gert Sibande District Municipality are benchmarking with Msukaligwa on how to establish Ward Aids Committees.

Msukaligwa has a model that works on how to work with the NGOs and sustain a healthy relationship with the Civil Society sector, again all the Gert Sibande Municipalities benchmark with us.

6.1.6 Performance Management Plan

Msukaligwa Municipality has developed its Performance Management Development System which is being cascaded to lower levels and Managers have signed performance agreements as required in terms of the Municipal Staff Regulations. It should however be noted that the municipality has contracted an electronic automated system which is running since 2019/2020 financial year. The PMS policy is in place and approved by Council to allow the roll out of Performance Management.

In accordance with the provisions of Chapter 6 of the Local Government: Municipal Systems Act, 2000, municipalities must establish a performance management system that:

- i). commensurate with its resources;
- ii). best suited to its circumstances; and
- iii). In line with the priorities, objectives, indicators and targets contained in its integrated development plan.

It therefore for these reasons that the municipality has engaged in establishing and developing its performance management system.

The performance management system of the municipality is based on the municipal score card methodology whereby the municipal score card represent the strategic scorecard and the departmental scorecards are represented by the performance plans (SDBIPs).

The performance management framework stipulates that the performance of the municipality must be evaluated based on the municipal scorecard. The municipal manager is accountable to the Executive Mayor in terms of the deliverables of the municipal scorecard. The Municipal Manager must evaluate the performance of the Directors (Section 57 employees) on quarterly basis to ensure that the deliverables of the departments have an impact on the strategic scorecard which consists of the strategic objectives of the IDP. The departmental SDBIPs monitor the implementation of the IDP taking into account the budget.

The annual process of managing performance of the municipality consists of five processes namely:

- i) Performance planning
- ii) Co-ordination
- iii) Performance measurement and analysis
- iv) Performance reviews and reporting
- v) Performance auditing

The IDP and the Service Delivery and Budget Implementation Plans constitute the planning components of performance management.

The performance management team is responsible for quality control of the data and to perform oversight role of the departmental score cards on monthly basis.

A custodian for each municipal score card indicator should be designated by the Municipal Manager to conduct measurements of the applicable indicator analysing and reporting these for reviews.

Departmental performance reviews take place on monthly basis and must be approved by the relevant portfolio committee on monthly basis. Performance reviews of the municipality takes place on quarterly basis and must be approved by the Mayoral Committee. The results of performance measurements must be audited by the internal auditors.

Council is required to review municipal performance annually in the form of an annual report which consists of a performance report, financial statements and an audit report. Council must give the community an opportunity to comment on the annual report in the form of community's report. Once every year the IDP must be reviewed to

incorporate the needs of the community. Key performance indicators must be developed in line with the identified needs.

Cascading of PMDS to lower levels

The Municipality guided by the Municipal Staff Regulation of 2021 has since cascaded IPMS to all occupational levels.

6.1.7 Employment Equity Plan

Msukaligwa Municipality has an Employment Equity Plan in place and approved by Council to guide issues of employment within the municipality.

The Municipal Employment Equity Plan has been approved by the Council to reflect the employment equity targets from the none-designated and designated groups in compliance with the principles of good governance. Below are the numerical targets according to ethnic group.

Numerical Targets

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	3	0	0	0	0	0	6
Senior management	17	0	1	2	14	0	0	0	0	0	34
Professionally qualified and experienced specialists and mid-management	45	0	0	4	37	0	0	3	0	0	89
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	133	0	0	12	109	0	0	9	0	0	263
Semi-skilled and discretionary decision making	15	0	0	01	12	0	0	01	0	0	29
Unskilled and defined decision making	103	0	01	09	84	01	0	06	0	0	204
TOTAL PERMANENT	316	0	1	28	259	01	0	20	0	0	625
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	316	0	01	28	259	01	0	20	0	0	625

6.1.8 Employment Equity Strategies and Plans

- Implement targeted recruitment and selection processes to improve representation of designated groups, particularly women, youth and persons with disabilities.
- Conduct annual Employment Equity analysis and develop corrective action plans to address identified gaps.
- Prioritise skills development, training, mentorship and succession planning for employees from underrepresented groups.
- Ensure fair promotion and career advancement opportunities in line with the Employment Equity Plan.
- Strengthen workplace accommodation and accessibility for employees with disabilities.
- Partner with educational institutions and internship programmes to attract suitably qualified candidates from designated groups.
- Monitor and report quarterly on Employment Equity targets and compliance to management and Council.

- Promote awareness programmes on diversity, inclusion and non-discrimination within the workplace.
- Review organisational policies and practices to eliminate unfair discrimination and barriers to employment equity.
- Allocate budget and resources to support the implementation of Employment Equity initiatives and programmes

6.1.9 Water Services Development Plan

The WSDP was developed and approved by Council. The plan however needs to be revised but owing to financial constraints the municipality was unable to revise it.

6.1.10 Integrated Transport Plan

The plan is in place but being shared with the District municipality. The plan is amongst others seeking to address transport issues within the Municipality and the District. The following are therefore issues addressed in the Integrated Transport Plan which are explained in details in the Plan:

6.1.10.1 Transport Register

This section deals with the demographics and socio-economic analysis of the municipality and the district as whole. This is where population distribution and their transport needs have been analysed to identify what types of transport are needed in particular area or situation. Transport system demand and supply has also been addressed in this section with regard to modal split between private, public and non-motorised transport for the District as well as the municipality.

6.1.10.2 Spatial Development Framework

According to the development principles of the NSDP, the following principles should guide the development decisions of the country:

- ✚ **Economic growth.** As a prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development, economic growth is a key area in this regard.
- ✚ **Government spending on fixed investment.** It is a constitutional obligation for the government to provide basic services to all its citizens and such services should focus on localities of economic growth and be able to attract investment, sustainable economic activities and create long term employment opportunities.
- ✚ **Eradication of historic inequalities.** Efforts to address inequalities should focus on people and not places.
- ✚ **Future settlements and economic development.** The Government should ensure that future settlements and economic development are linked to main growth centres and economic nodes of the country.

It is therefore from these principles that this plan was developed to address all transport issues in line with provisions of the NSDP. The N2, N11 and N17 development corridors, has been identified as great potential of economic growth with regard to roads transportation.

6.1.10.3 Transport Needs Assessment

There are number of key issue identified that should be addressed by both the District and the Municipality that includes the following:

- ✚ Lack of institutional structure in place to effect various functions developed.
- ✚ Lack of formal communication and co-ordination between Taxi Associations and Police.
- ✚ Permits issuing are cumbersome and not supported by bus operators due to lack of consistence between bus and taxi operators.
- ✚ Lack of financial assistance due to non-existence of formal structures to assist SMME in bus and taxi industries.

- ✚ Dissatisfaction within existing bus subsidy system with regard to transparency and accessibility.
- ✚ Poor condition of bus and taxi facilities.
- ✚ No facilities for people living with disabilities.
- ✚ General lack of land to erect public transport facilities.
- ✚ Infrastructure not tourism friendly in terms of convenience and safety.
- ✚ Public transport not conveniently located in build up areas.

6.1.10.4 Public Transport Operational Strategy

The National Land Transport Transition Act, Act 22 of 2000 provides the necessary mandate to all planning authorities to prepare operating license strategies. The transport policy is therefore provided from the provisions of this Act that amongst others seeks to address the following:

- ✚ Prioritising public transport over private transport.
- ✚ Effective and efficient planning of land transport operations.
- ✚ Effective integration of deferent public transport modes.
- ✚ Public transport should be affordable to the majority of the population.
- ✚ Effective law enforcement.
- ✚ Government officials to be impartial in the application of the policy.

It should be noted that routes for registered public transport within the District and the Municipality are also contained in this section.

6.1.10.5 Transport Infrastructure Strategy

This section contains the District roads infrastructure and Government departments/sectors responsible for development and maintenance of the transport infrastructure. The transport infrastructure includes roads, public transport facilities and rail transportation. All formal infrastructures like bus and taxi ranks are contained in this section and one can be able identify a number of facilities per municipality within the district.

6.1.10.6 Travel (Transport) Demand Management

There has been a shift in focus from infrastructure development for private transport to public transport as well as a move from supply driven to demand driven transport system. Based on these changes a need for revised planning approach became important. This section therefore provide detailed information on the National and Provincial policy framework on transport demand management as well as strategic approach and action plan in this regard.

6.1.10.7 Freight Logistic Strategies

Mpumalanga province is one the provinces serving wide range of road freight transportation ranging from coal, Petro-chemicals, forest products, agricultural products, iron and chrome ores, wholesale and retail goods etc. Major roads and rail network within the province and the district are being used for transportation purposes. The major routes and rail network are detailed in this section. Msukaligwa municipality as one of the coal mining area have high coal haulage industries and therefore a strategic approach to the coal haulage problem has been addressed in this section together with all other haulage issues.

6.1.11 Integrated Environmental Management Plan

The municipality's EMP is outdated and needs to be revised. The Environmental Management Framework had since being finalized and in place which will guide the revision of the EMP.

6.1.12 Fraud Prevention Plan

Msukaligwa Local Municipality has developed and approve an Anti-Fraud and Corruption Policy and Strategy, and further the Anti-Fraud Implementation plan, the Whistle Blowing Policy and Gifts Policy that have to be implemented in the 2020/21 financial year. An Anti-Fraud toll free hotline has been launched to help combat fraud and corruption.

6.1.13 Integrated Waste Management Plan

Waste is a predictable consequence of development, and it must be managed in order to conserve natural resources and protect people and the environment. Waste is driven by three primary factors: the increasing production of goods; an ever-expanding population and a growing economy (DEAT, 2002). Due to increase population growth and urban and industrial development, there is an increased demand for waste service provision in terms of storage and collection facilities and services, handling and transportation, treatment and ultimately disposal services and facilities.

The White Paper on Integrated Pollution and Waste Management in South Africa emphasizes a shift in waste management from control to prevention. In South Africa, each Municipality is now required to prepare an Integrated Waste Management Plan (IWMP) as part of their Integrated Development Planning (IDP) process. This requirement brings integrated waste management down to the local level, where it has the greatest potential to make an impact on our society and the environment.

The primary objective of compiling an IWMP is to integrate and optimize waste management so that the efficiency of the waste management system is maximized, and the impacts and financial costs associated with waste management are minimized, thereby improving the quality of life of all South Africans. An IWMP provides a comprehensive overview of waste management planning, and the process incorporates all the major stages of the environmental planning process, namely:

- ✚ a review of the existing baseline situation and legal environment;
- ✚ Projections of future requirements;
- ✚ Setting objectives;
- ✚ Identifying system components;
- ✚ identifying and evaluating alternative methods/approaches for meeting requirements; and
- ✚ Developing and implementing an integrated waste management plan.

The waste management services offered by the Msukaligwa Local Municipality has been evaluated in terms of waste management service delivery, i.e. waste collection and refuse removal, disposal and recycling. A comprehensive study has been undertaken to obtain and evaluate the status quo of waste management within the municipality. Arising out of this study, gaps in service delivery and the needs and priorities of the municipality have been identified. The report has revealed that the ideal waste management situation is not yet achieved. This includes:

- ✚ Non-compliance with the environmental legislation and non-adherence to the operation of landfill sites as accordance with the prescribed standards.
- ✚ Financial constraints due to limited budget allocated for waste management.
- ✚ Aging and unreliable machinery to enable the departments operation.
- ✚ Low morale amongst the departmental staff.
- ✚ Lack of formalization of recycling, illegal dumping where service is not rendered as well as lack of inadequate Waste Information System.

These needs and gaps identified will be used in subsequent phases of the project to develop plans and strategies in order to improve the efficiency and effectiveness of the Waste Management services undertaken by the municipality.

6.1.14 Communication Strategy

Communication is the strategic element of service delivery which operates under political and constitutional imperatives therefore Communication Strategy is derived from the Communication Policy which was approved by Council in 2000 as it comprises a myriad of communication projects such as the development of the quarterly municipal newsletter, establishment of rapid response unit in a form of the Internal Communication Forum and

External Communication Forum, marketing, publicity, media monitoring, event management initiatives and media analysis are a key of the strategic functions serving as the lifeblood of the Communication Unit.

The Communication strategy is planned to be developed in this financial year to respond to the challenges facing the municipality in which sequence of tasks comprising the list of projects such as the packaging of accurate information to keep the community abreast with municipal policies, programs and Council Resolution using all relevant communication tools are a few of the priority areas in the Communication Division.

6.1.15 Workplace Skills Plan

The Skills Development Act 97 of 1998 intends to provide for and regulate employment services the municipality must, develop a workplace skills plan arising from the outcomes of institutional skills needs analysis and the individual skills audits; which must include the following

- The priority skills needs for the municipality and each department or function;
- The workplace skills plan must be included in the municipality's integrated development plan.
- The associated interventions that the municipality intends conducting; and an aggregation of the learning and development initiatives from staff personal development plans.
- The municipality needs to consider development of staff members according to the municipality's requirements within the available budgeted funds by including targets for the training of staff members per occupational category and of specific staff members, to meet the training needs of historically disadvantaged persons.
- A municipality must focus on developing priority skills through structured learning programmes, which may include learnerships, apprenticeships, technicians-in-training programmes and graduates-in-training programmes
- Departmental Heads are responsible for the training and development of employees by identifying development gaps and formulating appropriate strategies to close the gaps, within the overall strategic objectives of the Municipality;
- A municipality must submit a completed workplace skills plan to the LGSETA on 30 April of each year.
The planned training intervention for 2023/ 24 please refer to the Municipal WSP.

6.1.16 Environmental Management Framework

The municipal EMF has been developed and in place. The main purpose of the EMF is to support decision making that will ensure the sustainable management and conservation of the natural resources of the area of Msukaligwa. The EMF is mostly focusing on identifying areas of environmental sensitivity and activities putting pressure on these areas. The framework will be able to inform relevant spatial planning and land use management within the municipality.

6.1.17 Fire Service Master Plan

The municipal Fire Service Master Plan has been developed and approved by Council. The purpose of the master plan is to state the current incapacities of the Msukaligwa Fire and Rescue Service, the lack of manpower, the lack of adequate fleet and a proposed way forward to redress the service delivery inequities of providing sustainable fire protection for the Msukaligwa Jurisdictional Area.

The Fire and Rescue Service Master Plan builds on the Fire Service Situation Report and provides to the Municipal Council a more comprehensive and more focused strategy in order to make a meaningful contribution to the objects of local government and its service delivery strategy as envisaged in its Integrated Development Plan (IDP).

ANNEXURE “A”

Msukaligwa Municipality Organizational Structure

ANNEXURE “B”

Auditor General Report