

GOVAN MBEKI MUNICIPALITY



VISION:

A Model City of Excellence

MISSION:

To Serve Our Community by:

- Providing Sustainable, quality services
- Provide safe and secured environment
- Enabling diversified local economic development and job creation
- Ensuring the financial sustainability of the Municipality
- Working together with our stakeholders
- Empowering our workforce
- Ensuring sound corporate governance

CORE VALUES:

Team Work,
Integrity,
Accessibility
Responsiveness,
Accountability
Transparency and
Creativity

FY 2026/2027 INTEGRATED DEVELOPMENT PLAN (IDP) (FINAL)

Dated : 27 May 2026
Council resolution : A084/05/2026



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LIST OF ABBREVIATIONS

AG	Auditor-General
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CWP	Community Works Programme
DCoG	Department of Co-operative Governance
DBSA	Development Bank of Southern Africa.
DEA	Department of Environmental Affairs
DEADP	Department of Environmental Affairs and Development Planning
DIIP	Development Investment Incentives Policy
DM	District Municipality
DoRA	SECTION of Revenue Act
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Expanded Public Works Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GSDM	Gert Sibande District Municipality
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
HSP	Human Settlement Plan
IDC	Independent Development Cooperation.
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
KI	Kilolitre (1,000 litres)
KPA	Key Performance Area
KPI	Key Performance Indicator
kWh	Kilowatt-hour
LED	Local Economic Development
LEDF	Local Economic Development Forum
LM	Local Municipality
LLF	Local Labour Forum
MAYCO	Mayoral Committee
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MEC	Member of Exécutive Council
MGRO	Municipal Governance Review & Outlook
MI	Megaliter (1,000,000 litres)
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
Mscoa	Municipal Standard Chart of Accounts
MTREF	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organisation

LIST OF ABBREVIATIONS

NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public-Private Partnership
PT	Provincial Treasury
R	Rand (Currency)
RBIG	Regional Bulk Infrastructure Grant
ROD	Record of Decision-making
SALGA	South African Local Government Organisation
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SONA	State of the Nation Address
SOPA	State of the Province Address
STATSSA	Statistics South Africa
TREP	Township and Rural Entrepreneur Programme
NUSP	National Upgrade of Informal Settlements Programme
VIP	Ventilated Improved Pit (toilet)
WSP	Workplace Skills Plan
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

GOVAN MBEKI MUNICIPALITY: SYNOPSIS - STRATEGIC DIRECTION

Since 2001, the Govan Mbeki Municipality has progressively aligned its planning practices with the requirements of the Municipal Systems Act, moving from fragmented approaches to a fully integrated development planning framework. This evolution has positioned the Municipality to pursue its long-standing vision of becoming “A Model City of Excellence” a vision that remains firmly anchored in the National Development Plan (NDP) 2030 and consistently reaffirmed through council resolutions, strategic sessions, and community consultations.

This Integrated Development Plan (IDP) continues to serve as the Municipality's principal strategic instrument, ensuring that service delivery, financial management, and governance are coordinated, measurable, and responsive to community priorities. The current five-year IDP (2022/2023–2026/2027), adopted by Council on 31 May 2022 in terms of Section 34 of the MSA, is **now in its fourth and final review cycle**.

The period between 2021 and 2026 was one of significant transformation. The municipality successfully shifted from a "Dysfunctional" to a "Low-Risk" profile (as per CoGTA), culminating in the achievement of an Unqualified Audit Opinion for the 2024/25 financial year. This milestone signals strengthened internal controls, improved financial management, and enhanced institutional accountability.

Significant progress was made in infrastructure renewal, including bulk water lines, wastewater treatment works upgrades, and the rollout of smart electricity meters, which drastically reduced electricity distribution losses from 63% in 2021/22 to 40% in 2025/26.

Revenue collection remains the single greatest threat to sustainability, with collection rates declining to between 60-69% in early 2026 despite increased billing.

Outstanding consumer debt stands at R4.4 billion. While progress on infrastructure is tangible, aging networks, vandalism, and backlogs in roads, stormwater, and waste management remain key community frustrations.

The IDP remains our principal strategic instrument, coordinating service delivery, financial management, and governance to be responsive to community needs.

Key Strategic Objectives and Performance Areas

The municipality's Vision, Mission, and Values remain unchanged from the previous IDP and continue to be guided by the six (6) Key Strategic Objectives and the Municipal Key Performance Areas. These serve as the foundation for performance measurement and accountability.



Our six strategic objectives are directly linked to the Municipal KPAs and remain the cornerstone of this IDP.

KPA	Strategic Objective	Impact Statement
1. Financial Viability	To enhance revenue & secure financial sustainability	A financially viable municipality that meets its service delivery obligations and is sustainable into the future.
2. Sustainable Physical Infrastructure	To provide sustainable services, optimise operations and improve customer care	Improved quality of life through reliable and accessible services to communities and responsive municipal support.
3. Economic Growth and Development	To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation	A diversified and inclusive local economy with reduced unemployment and expanded opportunities for all.
4. Institutional Transformation	To enhance the capacity of human capital and deliver institutional transformation	An effective, efficient, and transformed administration capable of delivering on its mandate.
5. Spatial Integration & Safe Environment	To develop spatially integrated, safe communities and a protected environment	An integrated, safe, and sustainable living environment for all residents.
6. Governance and Stakeholder Participation	To promote good corporate governance and effective stakeholder engagement	Strengthened governance accountability, ensuring improved service delivery and public trust.

Progress has been recorded in governance reform, financial management, and service delivery, with notable achievements including:

- ☐ Reduction in water losses
- ☐ Expansion of electrification programmes
- ☐ Improved waste collection coverage
- ☐ Attainment of unqualified audit outcomes

Despite these gains, persistent challenges remain in revenue collection, infrastructure backlogs, fleet availability, and institutional capacity. These issues continue to constrain service delivery and financial sustainability.

Community Consultation and Public Priorities

Extensive public consultations for the FY 2026/2027 Draft IDP reaffirmed community priorities, particularly in relation to roads, electricity, sanitation, water, and housing.

Communities expressed frustration at recurring issues raised in previous consultations without adequate resolution, highlighted the need for accelerated implementation and strengthened accountability mechanisms. Statistical data further highlights demographic transitions, economic pressures, and service delivery gaps, reinforcing the urgency of targeted interventions.

Strategic Trajectory

The Municipality's strategic trajectory for the FY 2026/2027 period emphasizes:

- ❑ Financial recovery through intensified credit control and improved revenue collection
- ❑ Infrastructure renewal to address backlogs and modernize essential services
- ❑ Human capital development through filling critical vacancies and empowering the workforce
- ❑ Governance reform to consolidate accountability, transparency, and responsiveness

These priorities are designed to ensure that the Municipality remains on course to achieve its vision of becoming a Model City of Excellence by 2030.



The municipality has demonstrated resilience and a capacity for reform. However, the challenges of financial sustainability and infrastructure renewal are deep-seated and require a continued, intensified focus. This strategic plan pivots from a focus on turnaround to a focus on acceleration and consolidation. By rigorously implementing the revenue enhancement strategy and accelerating priority infrastructure projects, the Municipality is determined to translate its strategic objectives into tangible improvements in the quality of life for all its residents, moving steadily towards its vision of becoming a Model City of Excellence by 2030.

Alignment with National and Provincial Priorities

This IDP is developed within the context of the National Development Plan (NDP) 2030, the 2024-2029 Medium Term Development Plan (MTDP), and the Provincial priorities of Mpumalanga.

National/Provincial Priority	Govan Mbeki Municipal Response
MTDP Priority: Driving inclusive economic growth and job creation	Facilitate local business and SMME support, implement EPWP and Social Labour Plan (SLP) projects, develop the Govan Mbeki Industrial Park, and leverage the petrochemical and agro-processing clusters.
MTDP Priority: Reducing poverty and tackling the high cost of living	Expand the indigent register and provide Free Basic Services (FBS). Improve revenue collection to cross-subsidise services for the poor.
MTDP Priority: Building a capable, ethical, and developmental state	Fill critical funded vacancies, implement a robust recruitment and retention strategy, cascade PMS to all staff, and intensify consequence management. Strengthen oversight by MPAC and Section 79/80 committees.
MTDP Priority: Strengthening infrastructure and service delivery	Upgrade aging water and sanitation infrastructure (e.g., Charl Cilliers WWTW, Embalenhle Bulk Line), reduce Non-Revenue Water (NRW), complete the smart meter rollout, improve road networks and stormwater control, and expand waste management services.
MTDP Priority: Strengthening financial governance and accountability	Implement the Budget Funding Plan and Revenue Enhancement Strategy. Maintain revenue collection above 80% and reduce municipal debt. Sustain an unqualified audit opinion and work towards a clean audit.
MTDP Priority: Advancing spatial transformation and integrated human settlements	Facilitate township establishment for 30,000 new erven over the MTREF period. Submit applications to the Department of Human Settlements for subsidised housing and integrated residential development programmes (IRDP). Finalise and adopt the reviewed SDF and Land Use Scheme.
MTDP Priority: Protecting our environment and ensuring energy security	Implement the Integrated Waste Management Plan (IWMP), rehabilitate landfill sites, reduce electricity distribution losses, and promote energy efficiency and renewable energy projects.

MUNICIPAL ENVIRONMENTAL SWOT ANALYSIS

The Municipal Environmental SWOT Analysis provides a concise overview of the prevailing conditions within the municipal geographical area. It identifies the key strengths, weaknesses, opportunities, and threats that shape the municipality's developmental environment.

This analysis was originally undertaken during the drafting of the Five-Year Integrated Development Plan (IDP) 2022/2023–2026/2027, which was formally adopted by Council on 31 May 2022. The findings remain consistent with previous reporting and continue to inform strategic planning and implementation.

The table below reflects the consolidated SWOT outcomes as captured in the adopted IDP:

GOVAN MBEKI'S MUNICIPAL ENVIRONMENTAL SWOT ANALYSIS		
INTERNAL FACTORS	STRENGTHS	WEAKNESSES
	❑ Close Proximity to airport and National Road ❑ Petro-Chemical and synthetic fuels plant ❑ Moderate climate ❑ High Rainfalls ❑ Good tourism potential ❑ Good infrastructure ❑ Good sports facilities ❑ Good medical facilities ❑ Good schools ❑ Rail Network ❑ Mining Area ❑ University /satellite campus ❑ Housing' of all planning related units under one directorate (Planning and Development); such as IDP, Spatial Planning, LUMs and LED ❑ Functional LED Forum with sector-based committees for engaging stakeholders on LED issues ❑ Sound government-private sector relations; based on willingness of business to participate in LED and other municipal related activities ❑ Sound revenue base, implementation of capital and basic infrastructure projects and provision of basic services	❑ Rural areas and some poor communities still have gravel roads (external Provincial factor) ❑ Most roads not in good condition; potholes ❑ Gravel Roads in urban areas. ❑ Inadequate storm water drainage in some areas; ❑ Frequent sewerage blockages ❑ Ageing electricity infrastructure ❑ Pressure on energy sources ❑ Lack of available land for Integrated Human Settlements ❑ Backyard dwellers / Housing shortage ❑ Relatively far from major ports (Durban/Richards Bay/Maputo) ❑ Growing Informal Settlements ❑ Sporadic Land Invasion ❑ Too concentrated (not diversified) an economy dependent on two complimentary sector industries reliant on finite coal resources ❑ Weak exploitation of the agricultural and agro-processing potential within the local space for SMME and cooperatives development ❑ Low and declining skills base caused by declining matric pass rates and degree/university admission rates ❑ Limited bulk infrastructure (water and Electricity) ❑ Low and declining skills base caused by declining matric pass rates and degree/university admission rates

GOVAN MBEKI'S MUNICIPAL ENVIRONMENTAL SWOT ANALYSIS

EXTERNAL FACTORS

OPPORTUNITIES

- ☐ Many developments opportunities
- ☐ Marathon Activities
- ☐ Institutionalisation of Annual Cultural and Sport Events
- ☐ Capitalising on the Extended Public Works Programme
- ☐ SMME Development
- ☐ SEZ Petrochemical Industrial Technology Park
- ☐ West of Secunda Mega City (Integrated Human Settlement)
- ☐ Secunda Government Precinct.
- ☐ Identify City Improvement Districts
- ☐ Potential for industrialisation of the local economy leveraging on current comparative and competitive advantages
- ☐ Huge potential for economic diversification based on manufacturing, agriculture and agro-processing activities linked to current and other dominant sectors
- ☐ Potential for improved agriculture and SMME contribution to the local economy based on SMME and cooperatives incubation
- ☐ Strategic location of municipality in terms of road (N17) and rail network (Gauteng-Richards Bay and planned Maputo) relative to local and international markets offers great potential for product and market development
- ☐ Waste Recycling
- ☐ Potential for industrialisation of the local economy leveraging on current comparative and competitive advantages
- ☐ Huge potential for economic diversification based on manufacturing, agriculture and agro-processing activities linked to current and other dominant sectors
- ☐ Potential for improved agriculture and SMME contribution to the local economy based on SMME and cooperatives incubation

THREATS

- ☐ Eskom Price increases
- ☐ Increase in crime
- ☐ HIV/AIDS
- ☐ Unemployment and Poverty
- ☐ Government Grant Dependency Increasing
- ☐ Climate change, Air pollution, Droughts
- ☐ Water shortage
- ☐ Limited lifespan of mines
- ☐ Increasing population (informal settlements, pressure on housing, unemployment, infrastructure and municipal services)
- ☐ Decline of central business district
- ☐ Immigration from other provinces
- ☐ Illegal occupying of Municipal Land (Squatting)
- ☐ Non affordability of Houses influences the attracting of suitable candidates
- ☐ Closure of Mining and Petro Chemical industry
- ☐ Uncontrolled mushrooming of informal and unplanned settlements is putting a lot of financial strain on the local municipality in terms of basic service delivery.
- ☐ Decaying and sometimes unused buildings in towns and CBDs are unattractive sites for investment.
- ☐ Poor road conditions
- ☐ Illegal water and electricity connections
- ☐ Lack of account payments
- ☐ Poor Government service delivery (Vehicle testing facilities, driver's License renewal services, home affairs service delivery, etc)

Based on the most recent statistical records and internal reporting, the following key focus points have been identified as part of the updated SWOT Analysis.

This reflecting provides more insight of the municipality's current developmental environment, as outlined below:

Strengths:

- ❑ Diversified economy driven by petrochemicals, mining, agriculture, and trade.
- ❑ Literacy rate at 94%, with improved matric attainment (40%).
- ❑ Expanded access to water (90%), sanitation (92%), and electricity (92%).
- ❑ Improved audit opinion (unqualified for 2024/25).

Weaknesses:

- ❑ Eskom debt of R5.93 billion.
- ❑ Unemployment at 34.9%, youth unemployment >50%.
- ❑ Infrastructure backlogs in rural areas.
- ❑ High vacancy rates in technical and enforcement roles.

Opportunities:

- ❑ Renewable energy, tourism, Agro-processing.
- ❑ DBSA and Infrastructure South Africa partnerships.
- ❑ Expanded EPWP and SLP projects for job creation.

Threats:

- ❑ Economic contraction (-0.2% growth).
- ❑ Rising crime and drug abuse.
- ❑ Migration of skilled youth to Gauteng.
- ❑ Asset theft and vandalism undermining infrastructure.



FOREWORD OF THE EXECUTIVE MAYOR

Embracing a Trajectory of Acceleration and Consolidation

It is with a profound sense of purpose and pride that I present the Final Integrated Development Plan (IDP) for Govan Mbeki Municipality for the financial year, FY 2026/2027.

This document is more than a statutory requirement, it is our collective strategic compass, charting a decisive course towards our cherished vision of becoming a "A Model City of Excellence" by 2030.

This IDP represents the fourth and final review of our five-year strategic cycle (2022/2023–2026/2027). It is a product of rigorous introspection, extensive community consultation, and a clear-eyed assessment of both our achievements and our enduring challenges.

The period between 2021 and 2026 has been one of significant transformation. We have successfully shifted from a **"Dysfunctional"** to a **"Low-Risk"** profile, a testament of resilience and collaboration amongst the three components of the municipality namely: Community, Council and Administration.

One of the crowning achievements of the period since 2021 and 2026 was to move the municipality from a **Disclaimer to Qualified and eventually Unqualified audit opinions**. A milestone that signals strengthened internal controls and a new era of accountability on the spent of public money.

We have made tangible progress, from reducing water losses and expanding electrification to improving waste collection coverage. However, we cannot ignore the persistent storms on our horizon. Revenue collection remains our single greatest threat, with outstanding consumer debt standing at a staggering 4.4 billion rands despite having written off over 4 billion of bad debt and indigent registered debt as a means to intervene on economically challenged members of our community. While we have drastically cut electricity losses from 65% to less than 40%, our aging roads, stormwater systems, and the relentless pressure of vandalism continue to frustrate our communities. These are not just statistics; they are the daily realities of our people.

This IDP is our direct response. Our strategic trajectory pivots from a focus on turnaround to focus on acceleration and consolidation. We will be relentless in our pursuit of financial recovery through intensified credit control and revenue enhancement. We will prioritise infrastructure renewal to address backlogs and modernise essential services, invest in our human capital by filling critical vacancies and empowering our workforce and we will consolidate our governance reforms to ensure every action is accounted for, transparent, and responsive.

To the residents of Govan Mbeki Municipality, I say: your voice of frustration has been captured in the ward needs and public participation processes and is the heart of this plan. The frustration of the recurring issues is heard and understood. This IDP drafted to prioritise issues in-line with our capacity and your needs. We are determined to translate our strategic objectives into tangible improvements in your quality of life.

Let us move forward together, with unity and purpose, to build "A Model City of Excellence" we all envision.


NG ZUMA
EXECUTIVE MAYOR



FOREWORD OF THE MUNICIPAL MANAGER

From Planning to Impact: Consolidating Our Gains for Sustainable Delivery.

As the Accounting Officer of the Govan Mbeki Municipality, it is my honour to present the **Final IDP for FY 2026/2027**. This document is the principal strategic instrument that guides our administration. It is the legally mandated contract between this municipality and its people, ensuring that every resource, every decision and every action is coordinated, measurable and responsive to our collective priorities.

The journey over the past five years has been arduous but rewarding. We have moved from fragmented planning to a fully integrated development framework. The most significant indicator of our institutional progress is the improvement in our audit outcomes, culminating in the **Unqualified Audit Opinion for 2024/25**. This was not an accident it was the result of deliberate, consistent and disciplined implementation of our Financial Recovery Plan, improved internal controls and a commitment to consequence management.

However, an unqualified audit does not mean our work is done. The financial sustainability of this municipality is precarious. The R4.4 billion in consumer debt chokes our ability to invest in much needed infrastructure. While we have reduced water losses to below 40% and electricity losses to below 38%, we are still losing millions of rands worth of a precious resource. Our fleet is aging, our technical capacity has gaps, and the infrastructure backlogs in our rural and township areas remain a blight on our developmental mandate.

This **FY 2026/2027 IDP Review** is therefore our blueprint for consolidation and acceleration. Our focus is now on the rigorous implementation of the plans we have thoroughly developed.

We will:

- 1) Intensify Revenue Collection by implementing our Revenue Enhancement Strategy, rooting out illegal connections and cleaning our customer data.
- 2) Accelerate Priority Infrastructure Projects for water, sanitation, roads and electricity, ensuring that budgeted projects are completed on time and within scope.
- 3) Build a Capable Administration by aggressively filling funded critical vacancies, fully cascading our Individual Performance Management System (IPMS) to all staff and empowering our workforce with the necessary skills.
- 4) Strengthen Governance by ensuring full compliance with the MFMA and SPLUMA, implementing the Post Audit Action Plan and fostering a culture of zero tolerance on fraud and corruption.

This IDP is a living document, but its success depends on execution. I call upon every official in this administration to own this plan. Every municipal project implemented, every pothole filled, every sewer blockage cleared, every public light lit and every rand collected is a step towards honouring our mandate.

We are committed to working with all spheres of government, our social partners and our communities to ensure that Govan Mbeki Municipality delivers on its promise of a sustainable, prosperous and well-governed institution.


MR EN MASEKO
MUNICIPAL MANAGER

CHAPTER 1:

INTRODUCTION AND BACKGROUND UNDERSTANDING THE INTEGRATED DEVELOPMENT PLAN (IDP)

1.1 FOUNDATION FOR UNDERSTANDING THE INTEGRATED DEVELOPMENT PLAN (IDP)

In accordance with Section 25 of the Municipal Systems Act, 2000 (Act No. 32 of 2000), the Integrated Development Plan is required to:

- ❑ Link, coordinate, and integrate various municipal plans to ensure a unified approach to development.
- ❑ Align municipal resources and capacity with development priorities to strengthen service delivery.
- ❑ Serve as the overarching policy and budgeting framework guiding municipal planning and financial decision-making.
- ❑ Ensure compliance with national and provincial development plans, thereby fostering intergovernmental coordination and strategic alignment.

Chapter 1 establishes the basis for understanding the Integrated Development Plan (IDP) as a pivotal instrument of municipal governance. It emphasizes that the IDP is not merely a statutory compliance document, but a strategic framework that guides effective governance, sustainable development, and responsive service delivery.

The chapter outlines the principles, policies, and legislative frameworks underpinning the IDP, ensuring that municipal planning is aligned with national and provincial priorities. It highlights the importance of optimizing municipal resources to address the social, economic, and environmental needs of communities.

By adhering to the principles embedded in the IDP, municipalities are able to:

- ❑ Foster inclusive growth and equitable development.
- ❑ Promote participatory governance through active community involvement.
- ❑ Enhance the quality of life for residents through coordinated and sustainable development initiatives.

This chapter therefore sets the foundation for the comprehensive planning and decision-making processes detailed in subsequent sections of the document.

1.1.1 EVOLUTION OF THE LOCAL DEVELOPMENT PLANNING PRACTICE (TRENDS SINCE 2001)

Integrated Development Planning (IDP) was introduced in South Africa during the 1990s and formally institutionalized through the White Paper on Local Government (1998) and the Municipal Systems Act, 2000 (Act No. 32 of 2000).

Since its inception, the IDP has evolved through successive generations, each reflecting shifts in national priorities, governance approaches, and developmental imperatives.

The progression of IDP generations demonstrates the continuous refinement of municipal planning practices, moving from a focus on basic service delivery towards integrated, strategic, and spatially transformative development.

This table reflects on the Evolution of IDP Generations

Generation of IDPs	Key Focus Areas
1st Generation (2001–2006)	❑ Eradication of service delivery backlogs. ❑ Establishing the IDP as a plan applicable across all spheres of government.
2nd Generation (2006–2011)	❑ Continued emphasis on addressing service delivery backlogs. Strengthened participation of provincial and national government. Alignment of planning and budgeting processes. Integration of municipal sector plans into the IDP.
3rd Generation (2011–2016)	❑ Consolidation of intergovernmental programmes. Alignment with national policy frameworks such as the National Development Plan (NDP), Integrated Urban Development Framework (IUDF), and Spatial Planning and Land Use Management Act (SPLUMA). ❑ Greater emphasis on spatial planning for coordinated development.
4th Generation (2016–2021)	❑ Implementation of NDP Vision 2030 with a strong focus on spatial transformation. Promoting spatial integration, inclusive growth, and equitable access to opportunities.
5th Generation (2021–2026)	❑ Alignment with the District Development Model (DDM) and the “One Plan” approach. Implementation of the “One Plan” as a guiding framework for integrated municipal planning and execution.

1.2 REVISED IDP GUIDELINES

In line with the Revised Integrated Development Plan (IDP) Guidelines issued by the Department of Cooperative Governance, the evolution of municipal IDPs between 2001 and 2021 reflects both progress and persistent challenges in local development planning.

First and Second Generations (2001–2006 and 2006–2011)

The initial generations of IDPs concentrated on establishing a framework for systematically addressing service delivery backlogs. However, annual assessments revealed limited participation from national and provincial departments in the IDP development process. As a result, many IDPs did not adequately achieve the statutory requirement to “link, integrate, and coordinate plans” as prescribed in Section 25 of the Municipal Systems Act (MSA).

Third Generation (2011–2016)

The third generation of IDPs encountered significant challenges, as highlighted in the State of Local Government Report (2009). Key weaknesses included:

- ❑ Misalignment of municipal priorities, programmes, and plans with national and provincial agendas.
- ❑ Insufficient integration of municipal sector plans into IDPs.

- ❑ Weak alignment between IDPs, municipal budgets, and Service Delivery and Budget Implementation Plans (SDBIPs).
- ❑ Limited capacity to plan for services beyond municipal mandates, such as safety and security, health, and education.
- ❑ Inadequate public participation in the development of service delivery master plans.
- ❑ Absence of long-term planning in most municipalities, particularly outside metropolitan areas and secondary cities.

Fourth Generation (2016–2021)

The fourth generation of IDPs sought to respond to these challenges by focusing on new and emerging policy imperatives, including alignment with national frameworks such as the National Development Plan (NDP) and the District Development Model (DDM).

Revised Guidelines

In response to the shortcomings identified across the earlier generations, the IDP Guidelines have been revised to provide municipalities with clearer, more practical direction.

These revisions aim to strengthen:

- ❑ Intergovernmental coordination and alignment of priorities.
- ❑ Integration of sector plans into municipal IDPs.
- ❑ Linkages between planning, budgeting, and implementation.
- ❑ Meaningful community participation in shaping development priorities.
- ❑ Long-term, sustainable planning that extends beyond immediate service delivery needs.

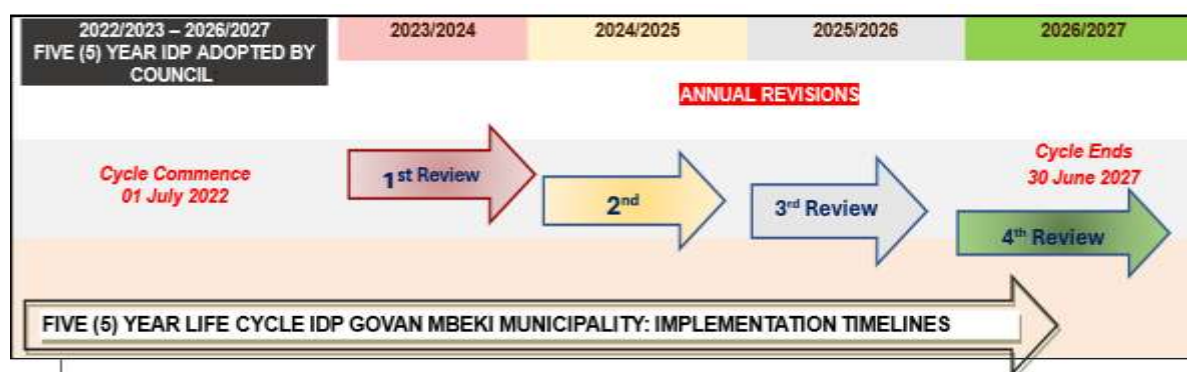
1.1.2 IDP LIFE CYCLE 2022/2023-2026/2027

Integrated Development Planning is a comprehensive and collaborative process that produces a strategic framework to guide municipalities and their entities in systematically addressing service delivery backlogs.

The IDP process promotes socio-economic development, supports the preservation and conservation of the natural environment, addresses spatial disparities in development, and ensures the delivery of prioritized objectives. These objectives are translated into projects with clearly defined outputs and measurable targets, implemented within a five-year planning cycle.

1.3 ANNUAL REVISION OF THE IDP

Integrated Development Planning is, by design, a collaborative and participatory approach. It ensures that the municipality, working hand-in-hand with its communities and partners, collectively identifies and implements the most effective long-term solutions for sustainable



development. This process strengthens accountability, fosters inclusivity, and aligns local priorities with broader national and provincial objectives

In terms of Section 34 of the Municipal Systems Act, 2000 (Act No. 32 of 2000), municipalities are required to review their Integrated Development Plan (IDP) annually.

This review is informed by:

- ❑ An evaluation of municipal performance, as outlined in Section 41.
- ❑ Consideration of any changes in circumstances that may affect the relevance of the IDP.
- ❑ Amendments, where necessary, through a prescribed process.

The municipality plays a central role in leading the IDP process, while actively engaging stakeholders who influence or benefit from development activities.

The annual review of the IDP is intended to:

- ❑ Ensure the IDP remains a relevant and effective strategic guide for the municipality.
- ❑ Inform and support other municipal processes, including institutional, financial planning, and budgeting.
- ❑ Align with the cyclical intergovernmental planning and budgeting process.

Key objectives of the IDP review include:

- ❑ Assessing and reporting on progress made in implementing the current five-year IDP strategy.
- ❑ Adjusting the strategy, where necessary, to respond to changing internal and external factors.
- ❑ Setting clear annual targets and activities for the upcoming financial year, aligned with the long-term strategy.
- ❑ Supporting the municipality's financial and institutional planning, particularly in preparing the annual budget.

1.4 WHAT THE IDP ANNUAL REVISIONS ARE NOT?

It is important to note that the annual revisions of the IDP:

- ❑ Do not replace or amend the five-year IDP (2022/2023–2026/2027).
- ❑ Must not interfere with or alter the long-term strategic direction established in the five-year IDP.
- ❑ Should always be read in conjunction with the approved five-year IDP document.
- ❑ Serve as updates within a broader comprehensive strategic planning framework, coordinating the efforts of local government and stakeholders to improve the quality of life for all residents.

The municipality plays a central role in leading and coordinating the Integrated Development Plan (IDP) process. This leadership is exercised through active engagement with a wide range of stakeholders who both influence and benefit from development initiatives.

For access to previous versions of the Govan Mbeki Municipality's IDP, please visit the official municipal website: www.govanmbeki.gov.za

1.5 IDP GUIDING PRINCIPLES, POLICY AND LEGAL REQUIREMENTS

This section of the review FY 2026/2027 Integrated Development Plan (IDP) on Guiding Principles, Policy, and Legal Requirements remains unchanged, as its content is already fully aligned with the prescribed legislative and policy frameworks.

The formulation of the IDP continues to be directed by applicable legislation, policies, and regulatory requirements, which are carefully considered during its compilation. These guiding principles and legal provisions ensure that the IDP remains consistent with national, provincial, and local government priorities.

The key principle requirements and considerations are, though not limited to, the following:

- ❑ Compliance with legislative mandates as outlined in the Municipal Systems Act, 2000 (Act No. 32 of 2000) and other relevant statutes.
- ❑ Alignment with national and provincial development frameworks, such as the National Development Plan (NDP) and Provincial Growth and Development Strategies (PGDS).
- ❑ Public participation and stakeholder engagement, ensuring that community needs and priorities are incorporated.
- ❑ Sustainability and developmental focus, promoting economic growth, social development, and environmental responsibility.
- ❑ Intergovernmental coordination, ensuring integrated planning across different spheres of government.

These principles collectively ensure that the IDP serves as a strategic, inclusive, and legally compliant development framework for municipalities and amongst others include the following:

1.5.1 CONSTITUTION OF REPUBLIC OF SOUTH AFRICA (RSA), Act 108 of 1996

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) serves as the foundation of democracy and defines the role and responsibilities of local government within a developmental state. It establishes the relationship between government and communities, ensuring that municipalities function in a democratic, accountable, and service-oriented manner.

Key Provisions for Local Government

Sections 152 and 153 of the Constitution mandate that local government must drive the development process and municipal planning, striving to achieve the following five objectives within its financial and administrative capacity:

- ❑ Provide democratic and accountable governance to local communities.
- ❑ Ensure the sustainable provision of services to all residents.
- ❑ Promote social and economic development to enhance the quality of life.
- ❑ Promote a safe and healthy environment for all citizens.
- ❑ Encourage community participation in local government matters.

These constitutional provisions reinforce the critical role of municipalities in advancing inclusive development, service delivery, and participatory governance, ensuring that local government remains responsive to community needs.

1.5.2 WHITE PAPER ON LOCAL GOVERNMENT (1998)

The White Paper on Local Government gives municipalities the responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.

1.5.3 MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The Municipal Systems Act (MSA), Act 32 of 2000, requires all South African municipalities to develop and implement Integrated Development Plans (IDPs). As the primary legislative framework for IDPs, the MSA ensures that each municipal council adopts a single, inclusive, and strategic plan to guide its development and governance. IDPs are integral to municipalities, forming the foundation of their developmental focus and ensuring effective and sustainable growth.

According to Section 25(1) of the MSA, municipalities must adopt a comprehensive and strategic IDP within a specified period after the start of a new council term. These plans are designed to:

- ☐ Integrate and coordinate municipal development proposals.
- ☐ Align resources and capacity with successful implementation.
- ☐ Serve as the framework for annual budgeting processes.
- ☐ Comply with national and provincial development priorities and legislative requirements.

1.5.4 MUNICIPAL FINANCE MANAGEMENT ACT NO 53 OF 2003

The Municipal Systems Act (MSA) and the Municipal Finance Management Act (MFMA) require a strong alignment between the Integrated Development Plan (IDP), the municipal budget, and the Service Delivery and Budget Implementation Plan (SDBIP).

This alignment is essential for the effective planning and delivery of municipal services.

The Municipal Finance Management Act (MFMA) aims to modernise the financial management and budgeting practices within municipalities to enhance their capacity to deliver services to all residents, customers, and users.

The MFMA also upholds the constitutional principles of transparency and accountability as outlined in Sections 215 and 216 of the Constitution of South Africa.

1.5.4.1 As per the provision of the MFMA, the Mayor of a municipality has the responsibility to:

- ☐ Coordinate the preparation of the annual budget and the review of the IDP and budget-related policies to ensure consistency and credibility between the budget and the IDP.
- ☐ Table a time schedule at least 10 months before the start of the budget year, outlining the key deadlines for the preparation, tabling, and approval of the annual budget, the annual review of the IDP (in terms of Section 34 of the MSA), and related budget policies.
- ☐ Section 21(2) of the MFMA further outlines that the Mayor must:
- ☐ Ensure the annual budget is aligned with the municipality's IDP.
- ☐ Take reasonable steps to revise the IDP as necessary, considering realistic revenue and expenditure projections for future years.

This legislative framework ensures that municipal planning and financial management are integrated, promoting efficient and effective service delivery. It ensures that the IDP and the annual budget work together to achieve the municipality's development goals while maintaining transparency and accountability in the use of public funds.

1.5.5 MUNICIPAL PROPERTY RATES ACT, 2004 (ACT NO. 6 OF 2004)

The Municipal Property Rates Act, 2004 regulates the authority of municipalities to levy property rates in line with Section 229(2) of the Constitution. Its key objectives are:

- ☐ Establishing a uniform system for property rating nationwide.
- ☐ Exempting certain properties from rates for national interest.
- ☐ Ensuring transparency and fairness in exemptions, reductions, and rebates through community-driven policies.
- ☐ Providing a fair process for objections and appeals on property valuations.
- ☐ Supporting the financial sustainability of municipalities to meet service delivery needs.

This Act enables municipalities to generate revenue while ensuring fairness, equity, and community involvement in property rating.

1.5.6 FIRE BRIGADE SERVICES ACT, 1987 (ACT NO. 99 OF 1987)

The Fire Brigade Services Act, 1987 (Act No. 99 of 1987) provides the legal framework for the establishment, maintenance, coordination, and standardization of fire brigade services.

It regulates the employment, training, and operations of fire services to ensure an effective and uniform response to fire emergencies, protecting lives and property.

1.5.7 REMUNERATION OF PUBLIC BEARERS ACT, 1998 (Act No. 20 OF 1998)

The Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998) establishes a framework for determining the salaries, allowances, pension, and medical aid benefits of various public office bearers.

This includes the President, Deputy President, Ministers, Deputy Ministers, Members of Parliament, permanent delegates to the National Council of Provinces, Premiers, Members of Executive Councils, Members of Provincial Legislatures, Members of Municipal Councils, Traditional Leaders, and Members of Traditional Leadership Structures at national, provincial, and local levels.

The Act also provides for the upper limits of salaries and allowances applicable to Premiers, Executive Council Members, Provincial Legislators, and Municipal Councillors to ensure consistency and fair remuneration across government structures.

Recent amendments include the Determination of Upper Limits of Salaries, Allowances, and Benefits for Municipal Councils, as per Notice No. 3807 of Government Gazette 49142, dated 16 August 2023, aligning remuneration structures with current governance and fiscal policies.

The Act further facilitates the repeal of certain laws and provides for related matters to enhance transparency, accountability, and efficiency in the remuneration of public office bearers.

1.5.8 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT NO 13 OF 2000

The Act highlights the critical role of local government in intergovernmental relations, as it is central to service delivery and development. Municipal IDPs must align with national policies on local infrastructure investment, supported by appropriate budgets and resources.

The IDP should reflect integrated planning across all government spheres relevant to the municipality.

To achieve effective Co-operative Governance, intergovernmental forums at national and provincial levels must address alignment, integration, and coherence. The successful implementation of the IDP requires commitment across all levels of government to deliver quality services.

Key strategic purposes of intergovernmental relations include:

- ☐ Promoting cooperative decision-making.
- ☐ Aligning priorities, budgets, and policies across functions.
- ☐ Ensuring smooth communication within government and with communities.
- ☐ Preventing and resolving conflicts and disputes.

1.5.9 LG: Municipal Planning and Performance Management Regulations (2001)

The Municipal Planning and Performance Management Regulations (2001) outline the essential components to be included in the Integrated Development Plan (IDP). These include:

- ☐ An institutional framework for implementing the IDP.
- ☐ Investment and development initiatives within the municipality.

- ☐ Key performance indicators and other relevant statistical data.
- ☐ A financial plan to support the IDP.
- ☐ A spatial development framework to guide planning and development.

These regulations ensure that municipalities develop comprehensive and actionable IDPs that align with performance and development objectives.

1.5.10 MFMA Circular 88

MFMA Circular No. 88 of 2017 was jointly issued by National Treasury, the Department of Cooperative Governance, and the Department of Planning, Monitoring, and Evaluation as part of a broader effort to reform planning, budgeting, and reporting processes. It provided metropolitan municipalities with guidance on a common set of performance indicators starting from the 2018/19 planning and reporting cycle.

First Addendum (2019): This addendum provided additional clarity to metropolitan municipalities on preparing statutory planning and reporting documents for the 2020/21 Medium-Term Revenue and Expenditure Framework (MTREF). **Second Addendum (2020):** The second update expanded the reform process by:

- ☐ More closely integrating planning, budgeting, and reporting.
- ☐ Revising and significantly expanding the set of performance indicators for metropolitan municipalities.
- ☐ Extending the reforms to all municipalities on a differential basis, starting a piloting phase.
- ☐ Introducing evaluations to enhance the reforms.

The 2020 Addendum also confirmed the piloting of these reforms across all municipal categories for the 2021/22 financial year, making the circular applicable to all local governments.

The most recent updates have introduced a singular set of indicators applied across all municipalities, covering the following sectors:

- ☐ Water and sanitation
- ☐ Electricity and energy
- ☐ Housing and community facilities
- ☐ Roads and transport
- ☐ Environment and waste management
- ☐ Fire and disaster services
- ☐ Governance
- ☐ Local economic development

1.6 NATIONAL, PROVINCIAL AND DISTRICT EXTERNAL POLICY DIRECTIVES AND ALIGNMENT

Govan Mbeki Municipality aligns its Integrated Development Plan (IDP) annually through comprehensive deliberations, planning, and budgeting approaches, guided by various international, national, provincial, and district policy imperatives.

The alignment of policy directives with the IDP ensures that Govan Mbeki Municipality is in line with national and provincial priorities, resulting in improved service delivery, sound governance, and efficient use of resources. The municipality acknowledges the importance of these frameworks and actively works to align its strategies and operations with them, thereby enhancing the quality of life for its residents.

Furthermore, the municipality engages in intergovernmental relations to foster closer collaboration and integration between spheres of government, promoting coordinated and sustainable development.

This ensures that the municipality's objectives and strategies are synchronized with broader development goals, fostering efficient service delivery and accountability.

The below guiding policies and frameworks include, but are not limited to, the following:

POLICY DIRECTIVE/ DELIBERATION	PLANNING AND BUDGETING APPROACH
National Development Plan (NDP) Priorities (2030)	Aligns local government planning and budgeting with long-term national development goals.
Sustainable Development Goals (SDGs)	Guides local governments in planning and budgeting for sustainable development across multiple sectors.
National Key Performance Areas	Forms part of the national framework for monitoring and assessing municipal performance.
Back to Basics Programme for municipalities (2014)	Focuses on improving basic service delivery and governance at the municipal level.
2019-2024 Medium Term Strategic Framework Priorities	Provides a medium-term framework for municipalities to align their priorities with national strategic goals.
State-Owned Enterprises (SOE) Strategic Objectives (SOI)	Guides municipalities in terms of partnerships with SOEs for service delivery and infrastructure development.
Medium-Term Development Plan (MTDP)	Provides a mid-term strategic framework for municipalities' development priorities.
The New Growth Path	Aligns municipal planning with national growth initiatives, especially in job creation and infrastructure development.
National and Provincial Spatial Development Frameworks	Helps municipalities align their spatial development with national and provincial goals for infrastructure and land use.
National Government's Outcomes-Based Approach to Delivery	Guides municipalities to focus on measurable outcomes in service delivery and governance.
Provincial Strategic Objectives / Mpumalanga Provincial Strategic Plan (2014-2019)	Aligns municipal planning with provincial development strategies.
District Development Model One Plan	Promotes alignment across district municipalities in planning and service delivery.
District Strategic Objectives	Provides guidance for municipalities to focus on district-wide priorities and integration.
Integrated Urban Development Framework (2016)	Guides municipalities in urban development, focusing on sustainability, inclusivity, and resilience.
2021 Electoral Mandate	Reflects the priorities and expectations of the current government in the context of municipal planning.
Joint MFMA Circular 88 Addendum	Provides guidance on the alignment of municipal planning, budgeting, and performance monitoring.
National, Provincial, and District Economic Reconstruction and Recovery Plan	Guides municipalities in aligning recovery strategies with national economic plans.
Municipal Support and Intervention Plan	Provides support for municipalities in implementing effective governance and service delivery plans.
National Strategic Plan on Gender-Based Violence and Femicide (GBVF)	Influences local government policies and programs to address gender-based violence at the community level.
Revised IDP Guidelines	Provides municipalities with updated instructions on how to review and implement their Integrated Development Plans (IDPs).
Previous IDP Analysis Report (MEC) / Annual IDP Assessments	Provides feedback and recommendations for improving the IDP process.
Other Relevant National and Provincial Policies and Plans	Guides municipalities to consider other relevant directives when planning and budgeting.
State of the Nation Address (SONA), State of the Province Address (SOPA), and State of the Municipality Address (SOMA)	Provides a national and provincial political context for local government planning.
Sustainable Development Goals (SDGs)	International goals that influence municipal planning for sustainable development.
Paris Agreement	Influences local governments in climate change planning, with a focus on reducing carbon footprints.
Sendai Framework for Disaster Risk Reduction	Guides local governments in preparing for and reducing disaster risks.

POLICY DIRECTIVE/ DELIBERATION	PLANNING AND BUDGETING APPROACH
Agenda 2030 for Sustainable Development	Provides the global framework for sustainable development that municipalities are encouraged to align with.
New Urban Agenda (Habitat III)	Influences urban planning and development to ensure cities are inclusive, safe, and sustainable.
Convention on the Rights of Persons with Disabilities (CRPD)	Ensures municipalities address the rights of people with disabilities in their planning.
Global Compact on Migration	Guides municipalities on the management of migration and refugees in alignment with international commitments.
International Labour Organization (ILO) Conventions	Influences local labor policies and employment practices to ensure fair and safe working conditions.
Agenda 2063 – The Africa We Want	Aligns municipal planning with African development goals for sustainable growth.
Convention on Biological Diversity (CBD)	Guides local governments in ensuring biodiversity conservation and sustainable land use.
World Health Organization (WHO) Health Guidelines	Influences local health service delivery, sanitation, and disease prevention.
Universal Declaration of Human Rights (UDHR)	Provides human rights principles that guide local governance to ensure equality and dignity.
International Covenant on Civil and Political Rights (ICCPR)	Guides municipalities in upholding civil and political rights within their jurisdictions.
International Covenant on Economic, Social, and Cultural Rights (ICESCR)	Influences municipalities in creating policies that promote social equity and economic rights.

1.6.1 NATIONAL DEVELOPMENT PLAN (NDP) 2030

The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030.

Govan Mbeki Municipality endorses the thrust of the National Development Plan and has aligned its development strategies and resources to bring about optimal growth and development at all levels within the cycle. In 2012, the National Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required in order to achieve the desired results in terms of socio-economic development and the growth throughout South Africa by 2030.

The National Development Plan (NDP) is a “multidimensional strategic framework” to bring about development by guiding key choices and actions and the cornerstones of the NDP include strategic and visionary leadership at all levels, an active citizenry and effective government.

Progress over the next decade means doing things differently

Provinces were directed by the NPC to “integrate NDP proposals and priorities within provincial government programmes” by reflecting these in the planning framework resource allocation and performance monitoring processes.

NDP = “high level planning” for Provincially focused implementation”.

1.6.1.1 NDP 2030: TEN CRITICAL ACTIONS FOR IMPLEMENTATION

- ❑ Social compact to reduce poverty and inequality, and raise employment and investment.
- ❑ Address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- ❑ Professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- ❑ Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- ❑ Education accountability chain, with lines of responsibility from state to classroom.
- ❑ Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- ❑ Public infrastructure investment at 10 % of GDP, financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- ❑ Interventions to ensure environmental sustainability and resilience to future shocks.

- ❑ New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- ❑ Reduce crime by strengthening criminal justice and improving community environments.

1.6.2 NATIONAL KEY PERFORMANCE AREAS FOR MUNICIPALITIES

The table below outlines the National Key Performance Areas (KPA) and their respective descriptions:

KPA	Description
Basic Service Delivery (BSD)	Provision of essential services, including water, sanitation, refuse removal, roads, stormwater management, public transport, electricity, land, and housing.
Municipal Transformation and Institutional Development (MTID)	Organisational transformation to align with Integrated Development Plan (IDP) requirements, implementation of internal policies addressing national priorities, enhancement of general management practices, and staff training.
Municipal Financial Viability and Management (MFVM)	Development and enforcement of financial policies, effective budget management, control of assets and liabilities, and implementation of strategies to support funding priorities.
Local Economic Development (LED)	Promotion of economic growth, food security, social infrastructure, public health, environmental sustainability, education, and skills development.
Good Governance and Public Participation (GGPP)	Strengthening public relations, marketing, and communication; empowering ward structures; enhancing public participation mechanisms; and upholding service ethics in line with the Batho Pele principles.

1.6.3 THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

The National 2019-24 Medium Term Strategic Framework (MTSF) is currently the country plan which outlines the priorities of the electoral mandate of the sixth administration, towards the implementation of the National Development Plan (NDP).

The Medium-Term Strategic Framework (MTSF) for 2014 to 2019 was the first five-year building block of the NDP as well as themed taking the first step towards the 2030 vision for South Africa as described in the NDP. It sets out the comprehensive package of intervention and programme to advance priorities adopted by government and it is built on three pillars, a strong and inclusive economy, capable South Africans and a capable developmental state.

It integrates planning, implementation service delivery and accountability through collaboration by all spheres of government. The framework recognises and emphasizes women, youth & people with disabilities as cross cutting in development and thus they should be prioritised in the plans.

It sets the 7 Government Priorities and Target Milestones to impact on the lives of the people

- Priority 1: A Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A better Africa and World

Institutionalisation of the MTSF 2019 -2024

The achievement of the NDP goals demands a cooperative relationship across national, provincial and local governments, and across the social partners including the private sector; labour; and civil society. The three spheres of government need to work collaboratively to ensure alignment between their powers and functions, the planning processes, budget allocation processes and coordinated implementation. The amendment of the Inter-Governmental Relation Act, PFMA, MFMA to align with new requirements. Priorities must be clearly articulated in the short and medium-term plans across the spheres of government. Oversight must be provided to assess draft strategic and annual performance plans before tabling in legislatures to ensure alignment to the development priorities of government.

The overriding principle is that the whole of government should take collective ownership of the priorities and responsibility for achieving these within the contexts of their respective mandates.

1.6.4 FOURTEEN (14) NATIONAL OUTCOMES

The outcomes elaborate the governing party's electoral mandate of 2019-2024 into **Fourteen (14) outcomes** as below that guide the programmes of departments, parastatals, municipalities and civil society in general.

- ☐ Improve the quality of basic education
- ☐ Improve health and life expectancy
- ☐ All people in South Africa are protected and feel safe
- ☐ Decent employment through inclusive economic growth
- ☐ A skilled and capable workforce to support inclusive growth
- ☐ An efficient, competitive and responsive economic infrastructure network
- ☐ Vibrant, equitable and sustainable rural communities and food security
- ☐ Sustainable human settlements and improved quality of household life
- ☐ A response and accountable, effective and efficient local government system
- ☐ Protection and enhancement of environmental assets and natural resources
- ☐ A better South Africa, a better and safer Africa and the world
- ☐ A developmental-oriented public service and inclusive citizenry
- ☐ A comprehensive, responsive and sustainable social protection system.
- ☐ A diverse, socially cohesive society with a common national identity.

1.6.5 INTERGATED URBAN DEVELOPMENT FRAMEWORK

The IUDF is our National Urban Policy which marks a New Deal for South African cities and towns. The framework will steer urban growth towards a sustainable model of compact, connected and coordinated towns and cities.

It provides a roadmap to implement the NDP's vision for spatial transformation – creating liveable, inclusive and resilient towns and cities while reversing the apartheid spatial legacy.

The IUDF provides key principles and policy levers for creating better urban spaces. It seeks to strengthen urban-rural linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns.



To achieve this transformative vision, four overall strategic goals are introduced:

- ❑ Spatial integration: To forge new spatial forms in settlement, transport, social and economy
- ❑ Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- ❑ Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- ❑ Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The following entails the Integrated Urban Development Frameworks 8 policy levers aimed towards addressing the structural drivers that will promote that current scenario of cities and towns: -

- ❑ Policy Lever 1: Integrated Spatial Planning.
- ❑ Policy Lever 2: Integrated Transport and Mobility.
- ❑ Policy Lever 3: Integrated and Sustainable Human Settlements.
- ❑ Policy Lever 4: Integrated Urban Infrastructure.
- ❑ Policy Lever 5: Efficient Land Governance and Management.
- ❑ Policy Lever 6: Inclusive Economic Development.
- ❑ Policy Lever 7: Empowered Active Communities.
- ❑ Policy Lever 8: Effective Urban Governance.

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and in development programmes will support Governments growth and development objectives.

The guidelines put forward by the NSDP are: (1) prioritise investment and development spending in line with Government's objectives, and investment and expenditure should maximise and achieve sustainable outcomes. (2) Spatial forms and arrangements must be conducive to achieving social and economic inclusion and strengthening nation-building.

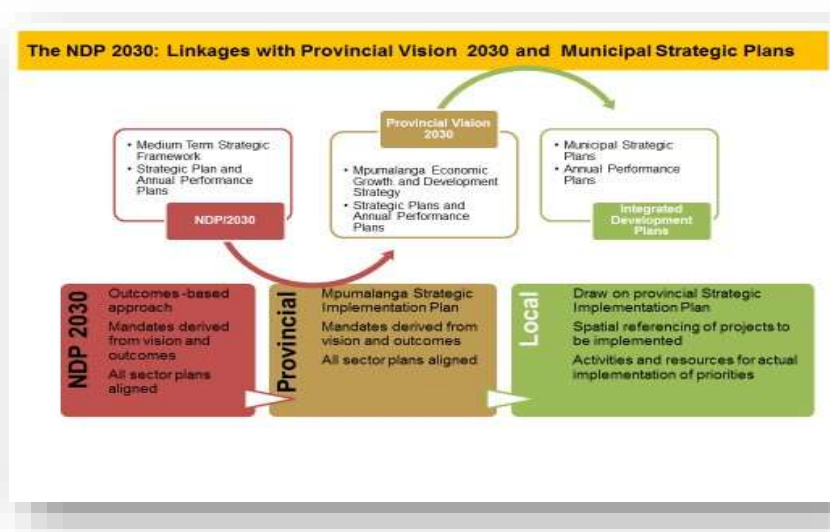
The National Spatial Development Perspective (NSDP) is a critical instrument for policy coordination, with regard to the spatial implications of infrastructure programmes in national, provincial and local spheres of government.

1.6.6 NATIONAL GOVERNMENT'S OUTCOMES-BASED APPROACH TO DELIVERY.

National Government has agreed on 12 outcomes as a key focus of work between now and 2014

These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9, A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government.

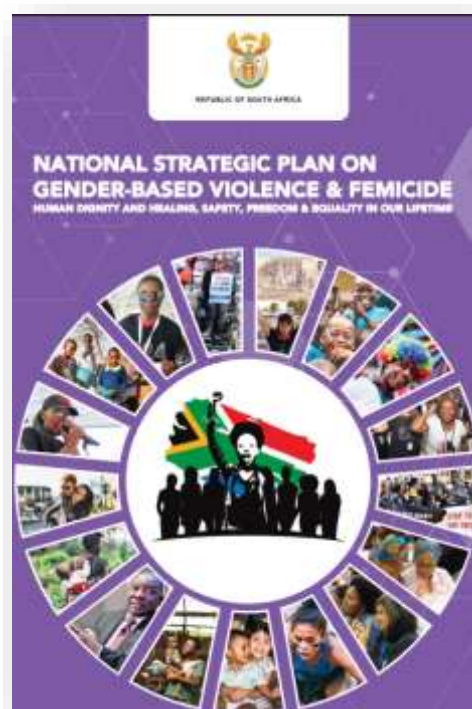


1.6.7 NATIONAL STRATEGIC PLAN ON GENDER-BASED VIOLENCE & FEMICIDE

The Gender-based Violence and Femicide National Strategic Plan (GBVF-NSP) was produced by the Interim Steering Committee established in April 2019 to respond to the gender-based violence and femicide crisis following the historic 2018 Presidential Summit on this subject.

The NSP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole.

The strategy seeks to address the needs and challenges faced by all, especially women across age, sexual orientation, sexual and gender identities; and specific groups such as elderly women, women who live with disability, migrant women and trans women, affected and impacted by the gender-based violence scourge in South Africa.



1.6.8 STATE-OWNED ENTERPRISES (SOE)

State-Owned Enterprises (SOEs) are entities established by the government to operate in commercial sectors while serving the public interest and operate in commercial sectors but are tasked with fulfilling certain public mandates.

These enterprises are often involved in sectors like energy, transport, telecommunications, and water.

1.6.8.1 Link to Local Municipalities Mandate:

- ❑ **Infrastructure Development and Service Delivery:** Local municipalities work closely with SOEs in providing essential services like electricity (e.g., Eskom), water (e.g., Rand Water), and waste management (e.g., local municipalities often collaborate with SOEs to manage waste disposal).
- ❑ The strategic objectives of SOEs directly impact municipalities by ensuring these services are delivered sustainably, efficiently, and equitably.
- ❑ **Local Economic Development:** SOEs' strategic objectives often include promoting local economic growth through infrastructure investment, job creation, and fostering small businesses.
- ❑ Municipalities align their own development plans to these objectives to enhance local economic development and create jobs, especially in areas such as industrialization and manufacturing.
- ❑ **Collaborative Governance:** Municipalities partner with SOEs for projects related to transportation (e.g., Transnet) and energy supply, ensuring that SOE goals align with local governance priorities, such as improving public transport systems and providing energy access to underserved communities.

1.6.9 NATIONAL MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

The Medium-Term Development Plan (MTDP) is a planning tool used by government to set out development priorities for a specific period, usually spanning three to five years. It includes national, regional, and sector-specific strategies aimed at addressing development challenges, achieving sustainable growth, and meeting national goals.

The MTDP forms a framework for resource allocation, project implementation, and monitoring of outcomes over a medium-term period.

Link to Local Municipalities Mandate:

Alignment with National and Provincial Objectives:

- The MTDP provides municipalities with a blueprint for aligning local development priorities with national and provincial development goals, ensuring that the municipality's Integrated Development Plan (IDP) complements national policies. It serves as a guide for municipalities to prioritize projects that reflect long-term growth, social improvement, and economic development.

Resource Allocation and Strategic Planning:

- Local municipalities use the MTDP to effectively allocate resources for service delivery, infrastructure development, and social programs. Municipalities tailor their IDPs to ensure that local needs are addressed while aligning with the broader goals set in the MTDP.

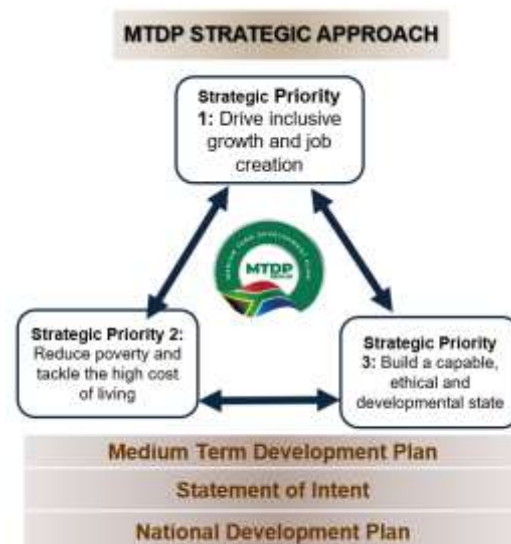
Sustainable Development and Economic Growth:

- The MTDP guides municipalities in fostering sustainable development through initiatives that address local challenges such as unemployment, housing, education, and healthcare. It allows municipalities to plan for long-term prosperity while ensuring that short- and medium-term actions contribute to meeting national development targets.

Municipalities' Role in the MTDP:

The MTDP serves as a strategic guide for local municipalities to plan, allocate resources, and monitor development initiatives over the medium term.

It ensures that municipal projects align with national objectives, such as poverty reduction, economic development, and social service improvements, helping municipalities fulfil their constitutional mandates to provide essential services and foster socio-economic development within their jurisdiction.



1.6.10 FY 2024-2029 MEDIUM TERM DEVELOPMENT PLAN (MTDP) FOR MPUMALANGA

The **2024-2029 Medium Term Development Plan (MTDP) for Mpumalanga** serves as a strategic framework designed to align provincial actions with national priorities, focusing on sustainable growth, poverty reduction, and ethical governance.

1.6.10.1 Strategic Priorities

The MTDP articulates three primary strategic priorities:

- ❑ **Inclusive Growth and Job Creation:** This priority aims to create opportunities for employment by enhancing infrastructure investment and fostering sector growth, particularly in manufacturing, agriculture, and tourism
- ❑ **Poverty Reduction and Addressing the Cost of Living:** The plan seeks to lift living standards through improved access to housing, basic services, and social protection programs, thereby reducing poverty levels significantly
- ❑ **Building a Capable, Ethical, and Developmental State:** This involves strengthening public sector trust and enhancing government capabilities to deliver services effectively and transparently

Key Objectives and Targets:

The MTDP includes ambitious targets, such as reducing the unemployment rate to 25% and creating 300,000 job opportunities through public and private sectors. It also aims for substantial increases in public infrastructure investment to reach 10% of provincial GDP, alongside enhancing energy security through renewable initiatives

Implementation Framework:

The implementation of the MTDP is guided by engaging various provincial clusters to establish specific indicators and targets, ensuring alignment with the National Development Plan (NDP) goals for 2030

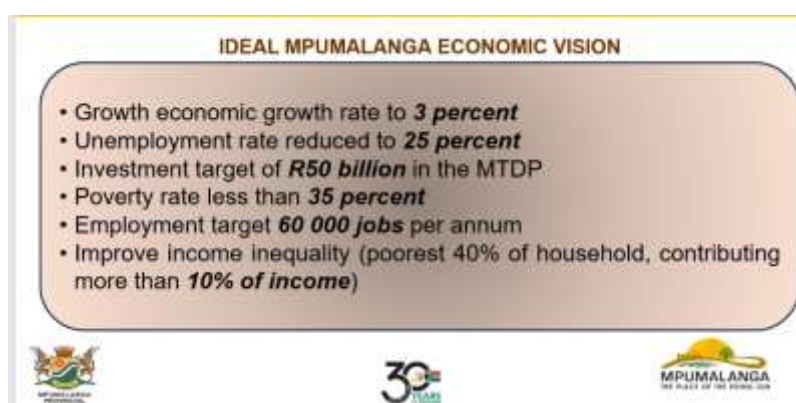
1.6.10.4 Proposed Interventions:

Specific interventions are outlined, including:

- ❑ Development of public employment programs to create job opportunities.
- ❑ Comprehensive strategies for infrastructure development and maintenance.
- ❑ Anti-corruption and ethics management strategies aimed at improving trust in public services

1.6.10.5 Focus on Communities

MTDP highlights the importance of community engagement, especially through initiatives aimed at enhancing safety and quality of life for all citizens, particularly marginalized groups.



1.7 PROVINCIAL EXPRESSION

1.7.1 MPUMALANGA VISION 2030

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan.

The framework describes the province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectoral and related planning interventions in Mpumalanga.

The Mpumalanga Vision 2030 (MP V2030) seeks to locate the NDP within the provincial space. It provides a clear roadmap that will guide the Provincial Government in its quest for the realisation of the outcomes outlined by the NDP. In short, it is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan.

It further prioritises those important aspects of the NDP that relates directly to the situation of the Province, including the mechanisms and conditions that will be pursued to achieve the key priorities, objectives and targets enumerated in the NDP.

In line with the principles of the NDP, the MP V2030 highlights the following socio-economic outcomes as priorities:

- ☐ Employment and economic growth
- ☐ Education and training
- ☐ Health care for all
- ☐ Social protection

These priorities do not imply that the “normal business of government” should be deferred, but rather aim to focus the activities and decisions of the Province on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga.

The achievement of these outcomes is further dependent on the critical success factors described as “mechanisms” and “conditions” below:

1.7.2 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, reduces poverty and inequality in the Province.

The MEGDP is centred on the following Pillars:

- ☐ Job creation
- ☐ Inclusive and shared growth of a diversified economy
- ☐ Spatial distribution
- ☐ Integration of regional economies
- ☐ Sustainable human development
- ☐ Environmental sustainability

1.8 INTERNATIONAL DIRECTIVES

The list of international directives that influence local government priorities for sustainable development are as follows:

1.8.1 SUSTAINABLE DEVELOPMENT GOALS (SDG)

Agenda 2030 for Sustainable Development: A global commitment adopted by all United Nations Member States to ensure prosperity, equality, and environmental protection, integrating the SDGs.

The United Nations adopted a new development agenda aimed at facilitating the reduction of worldwide poverty, improved prosperity and economic development and at the same time ensuring the conservation of the natural resources of the planet. The Seventeen (17) Sustainable Development Goals (SDGs) has been developed as part of a wider 2030 Agenda for Sustainable Development to build on the global impact of the former Eight (8) Millennium Development Goals (MDGs).

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 at an historic United Nations Summit officially came into force.

Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The Sustainable Development Goals build on the success of the Millenium Development Goals aim to go further to end all forms of poverty.

The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



1.8.2 PARTICIPATING IN THE SDG SUPPORT PROGRAMME

The adoption of the United Nations 2030 Agenda for Sustainable Development provides Govan Mbeki Municipality with a universal framework to align our local development ambitions with global aspirations for prosperity, equity, and sustainability.

Govan Mbeki Municipality is honoured to be among the select few municipalities nationally participating in the SDG Support Programme (Phase 2) and we are the only municipality in the Gert Sibande District undertaking this Voluntary Local Review process.

As we embark on this inaugural Voluntary Local Review (VLR), we do so with a profound sense of responsibility and a clear understanding of our unique position within the South African developmental landscape. Govan Mbeki Municipality occupies a distinctive space in the national economy.

In December 2025, the Govan Mbeki Municipal Council adopted **Resolution A162/12/2025**, approving the municipality's participation in the **SDG Support Programme (Phase 2)**.

This decision affirms our commitment to localising the United Nations 2030 Agenda for Sustainable Development and aligning it with continental and national frameworks, namely the African Union's Agenda 2063 and South Africa's National Development Plan (NDP) 2030.

Council acknowledged that Govan Mbeki Municipality is among the few municipalities selected nationally for this programme, signifying a commitment to the 2030 Agenda.

The key objectives include:

- ☐ Integration of SDGs into the IDP FY25/26–26/27, budgeting, and performance management.
- ☐ Improved local data collection and decision-making.
- ☐ Strengthened intergovernmental and multi-stakeholder coordination.
- ☐ Partnerships with academia, civil society, and private sector.
- ☐ Alignment with Agenda 2063, NDP 2030, and the UN 2030 Agenda.
- ☐ Peer learning, international exchange, and technical expertise access.
- ☐ Cooperation with SALGA, DPME, and project partners



1.8.3 Localisation of SDGs: Alignment with Municipal KPAs and SDF

The global goals have been systematically mainstreamed into the IDP and are explicitly referenced in the municipality's Spatial Development Framework (SDF).

The SDF provides the spatial logic for SDG implementation, directing investment and development to priority areas, managing urban sprawl, and promoting densification and compaction as envisaged under SDG 11.

The following alignment matrix demonstrates how each municipal Key Performance Area (KPA), informed by the SDF's spatial proposals, contributes to specific SDGs.

SDG Goal	Global Focus	Municipal KPA	Local Alignment & Interventions (Informed by SDF & SEP)
SDG 1: No Poverty	End poverty in all forms	KPA 2	Indigent support programmes, free basic services, housing subsidies targeting the 44.4% female-headed households and informal settlement dwellers identified in SEP.
SDG 2: Zero Hunger	End hunger, achieve food security	KPA 5	Food security programmes, community gardens, support for small-scale agriculture.
SDG 3: Good Health	Ensure healthy lives	KPA 5	Primary healthcare support, HIV/AIDS awareness campaigns, environmental health control, addressing pollution from wastewater treatment works as per Green Drop Report.
SDG 4: Quality Education	Inclusive & equitable education	KPA 4 & KPA 5	ECD centre support (59.2% attendance for 0-4 years), library services, skills development programmes to reverse the decline in tertiary qualifications from 11.8% to 8.1% (2011-2022).
SDG 5: Gender Equality	Empower women and girls	KPA 4	Gender mainstreaming, equal employment opportunities, support for 44.4% female-headed households.
SDG 6: Clean Water & Sanitation	Ensure water & sanitation for all	KPA 2	Bulk pipeline upgrades (Charl Cilliers, Embalenhle), wastewater treatment management, addressing the 4 high-risk wastewater treatment works identified in the Green Drop Report 2023.
SDG 7: Affordable Energy	Access to sustainable energy	KPA 2	Electrification of households, smart meter installation project to reduce losses (from 75.76% to 36.82%) ,

SDG Goal	Global Focus	Municipal KPA	Local Alignment & Interventions (Informed by SDF & SEP)
			exploration of green economy opportunities as per MERRP.
SDG 8: Decent Work & Economic Growth	Promote sustained economic growth	KPA 3	Youth entrepreneurship incubator, SMME support, industrial zone development, leveraging the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).
SDG 9: Industry & Infrastructure	Build resilient infrastructure	KPA 2	Roads maintenance, public facilities upgrades, ICT infrastructure, alignment with Mpumalanga Infrastructure Masterplan.
SDG 10: Reduced Inequalities	Reduce inequality	KPA 5	Inclusive service delivery, vulnerable group support, addressing spatial fragmentation through SDF implementation.
SDG 11: Sustainable Cities	Inclusive, resilient communities	KPA 2 & KPA 5	Informal settlement upgrading, waste management (addressing decline in refuse removal to 85.2%), public transport planning, SDF directives on urban compaction and managing spatial fragmentation.
SDG 12: Responsible Consumption	Sustainable resource use	KPA 5	Recycling programmes, green procurement, waste minimisation initiatives.
SDG 13: Climate Action	Combat climate change	KPA 5	Solar-powered municipal building pilots, climate adaptation planning, disaster risk reduction, partnering with Mpumalanga Green Cluster Agency on green economy opportunities.
SDG 14: Life Below Water	Conserve marine ecosystems	KPA 5	Pollution control in rivers and wetlands, protection of water catchments.
SDG 15: Life on Land	Protect terrestrial ecosystems	KPA 5	Biodiversity conservation, land rehabilitation, protection of environmentally sensitive areas identified in SDF.
SDG 16: Peace & Institutions	Promote inclusive societies	KPA 1, 4, 6	Good governance, anti-corruption measures, community participation in IDP forums, addressing the municipality's ranking of 140th nationally in the Governance Performance Index (Good Governance Africa, 2024).
SDG 17: Partnerships	Strengthen global partnerships	KPA 1, 4, 6	Collaboration with SALGA, DPME, Gert Sibande District, MEGA, DEDT, DARDLEA, MTPA, and academic institutions.

International directives and their roles in relation to the mandate of local municipalities in South Africa as per below table:

INTERNATIONAL DIRECTIVES		
DIRECTIVE	DEFINITION	ROLE OF LOCAL MUNICIPALITIES MANDATE
Paris Agreement	A legally binding international treaty on climate change, aiming to limit global warming to below 2°C and ideally to 1.5°C, and focusing on adaptation and financial support for developing countries.	Local municipalities must implement climate action policies that align with the Paris Agreement by reducing carbon emissions, improving energy efficiency, and promoting renewable energy sources. Municipalities must develop and enforce regulations to reduce pollution, improve waste management, and encourage sustainable urban planning. They also play a role in climate adaptation strategies, such as disaster risk management, water conservation, and green infrastructure development, to protect communities from climate-related hazards.
Sendai Framework for Disaster Risk Reduction	A global framework aimed at reducing disaster risks and building resilience, focusing on improving disaster risk governance and enhancing community resilience.	Municipalities must integrate disaster risk reduction into local governance by developing emergency response plans, improving infrastructure resilience, and implementing early warning systems. They are responsible for educating communities about disaster preparedness and ensuring that municipal planning considers risks such as floods, fires, and droughts. Local governments play a crucial role in disaster recovery and rehabilitation, ensuring that communities are supported in the aftermath of natural disasters. They must also coordinate with national and international bodies on disaster risk management initiatives.
World Health Organization (WHO) Health Guidelines	Global guidelines and recommendations to improve public health, impacting local government health service delivery, sanitation, and disease prevention.	Municipalities are at the forefront of implementing WHO health guidelines in local health services. They ensure that public health policies meet global standards for sanitation, disease prevention, and healthcare access. Municipalities must promote health education, improve sanitation infrastructure, and provide access to healthcare services that align with WHO standards. In times of health crises, municipalities are tasked with the local response to protect public health.
New Urban Agenda (Habitat III)	A global framework aimed at fostering sustainable and inclusive urban development, addressing urban challenges, and promoting human settlements that are resilient, safe, and sustainable.	Local municipalities play a pivotal role in implementing sustainable urban development strategies. They must ensure that urban planning policies align with the New Urban Agenda, addressing issues like affordable housing, mobility, and climate resilience. Municipalities must integrate strategies to create inclusive, safe, and

INTERNATIONAL DIRECTIVES		
DIRECTIVE	DEFINITION	ROLE OF LOCAL MUNICIPALITIES MANDATE
		sustainable communities that promote economic and social well-being.
Convention on the Rights of Persons with Disabilities (CRPD)	A human rights treaty adopted by the UN to ensure the protection and promotion of the rights of people with disabilities, including in urban and local governance.	Local municipalities are responsible for ensuring that people with disabilities have access to essential services, infrastructure, and opportunities. They must enforce policies that remove barriers to participation in public life, ensuring inclusivity in service delivery, urban design, public transport, and social services. Municipalities must create an environment that empowers people with disabilities to enjoy the same rights as others, as mandated by the CRPD.
Compact on Migration	A UN initiative focused on creating a comprehensive, cooperative approach to managing international migration, including human rights protection, and addressing the needs of migrants at the local level.	Local municipalities must support migrants by ensuring their integration into local economies and communities, including access to housing, healthcare, education, and employment. They are tasked with developing inclusive policies that protect the rights of migrants and address their specific needs while also fostering social cohesion. Municipalities must align with the Compact to ensure humane treatment, legal protection, and provision of essential services for migrants within their jurisdiction.
International Labour Organization (ILO) Conventions	A set of global standards for labor rights, worker welfare, and fair employment practices, influencing local governments' employment policies and regulations.	Municipalities must ensure that local labor laws and employment practices comply with ILO conventions, protecting workers' rights, ensuring fair wages, and improving working conditions. They must regulate local industries, ensure the safety of workers, and create employment policies that support labor welfare, particularly in vulnerable sectors. By adhering to ILO standards, municipalities contribute to the improvement of local economic conditions and worker well-being.
Agenda 2063 – The Africa We Want	A strategic vision for Africa's development, aiming at achieving sustainable economic growth, social development, and environmental protection on the continent.	Municipalities play a key role in implementing Agenda 2063 by aligning local development plans with the goals of sustainable economic growth, social equity, and environmental preservation. This includes promoting job creation, education, healthcare, infrastructure development, and climate resilience within the local context. Municipalities contribute to national and regional goals of poverty eradication, sustainable urbanization, and inclusive development through integrated local actions.
Convention on Biological	An international treaty aimed at conserving biodiversity, promoting	Local municipalities are responsible for integrating biodiversity conservation into

INTERNATIONAL DIRECTIVES		
DIRECTIVE	DEFINITION	ROLE OF LOCAL MUNICIPALITIES MANDATE
Diversity (CBD)	its sustainable use, and ensuring the fair and equitable sharing of benefits arising from genetic resources, influencing local environmental policies.	urban and rural planning, ensuring the protection of ecosystems, and promoting sustainable land use. They are tasked with developing local policies for environmental protection, supporting conservation initiatives, and fostering public awareness about biodiversity. Municipalities must also regulate land development to prevent harm to biodiversity, and promote sustainable practices in resource management.
The Universal Declaration of Human Rights (UDHR)	A foundational human rights document, guiding local governance to uphold the dignity, equality, and rights of all individuals within their jurisdictions.	Municipalities are obligated to protect and promote human rights within their areas of jurisdiction, ensuring that all individuals have access to equal rights and opportunities. Local governments must ensure fair treatment in public services, housing, and law enforcement, respecting the dignity of all people, including marginalized groups. The UDHR serves as the basis for municipal policies that uphold civil liberties, legal equality, and human dignity.
International Covenant on Civil and Political Rights (ICCPR)	International treaty ensuring civil and political rights, influencing policies around freedom of expression, right to participate in public life, and governance.	Local municipalities are responsible for creating policies and providing services that support civil and political rights, including freedom of speech, assembly, and participation in local governance. Municipalities must ensure that public spaces, democratic processes, and civic participation are protected, fostering an inclusive political environment where all residents can exercise their rights. Municipalities must uphold these rights in local elections, public forums, and governance.
Covenant on Economic, Social, and Cultural Rights (ICESCR)	International treaty that guarantees rights to work, education, and cultural participation, guiding municipalities in social and economic development initiatives.	Municipalities are tasked with ensuring that residents have access to quality education, healthcare, and employment opportunities. They must promote social equity by ensuring that all community members, regardless of background, can participate in cultural, social, and economic life. Municipalities must develop policies and programs that address poverty, unemployment, and inequality, while fostering social cohesion and respect for cultural diversity. Local governments play a key role in the realization of these rights.

1.9 POLITICAL STATEMENTS

The following political statements were also considered as key directives:

1.10.1 STATE OF THE NATION ADDRESS (SONA) 2026 BY PRESIDENT CYRIL RAMAPHOSA



The SONA 2026 extract in a nutshell, dated 12 February 2026:

President Cyril Ramaphosa's 2026 State of the Nation Address (SONA), delivered on Thursday, 12 February 2026 at Cape Town City Hall, focused on economic recovery, energy security, job creation, and social justice.

He emphasized South Africa's resilience, the urgency of structural reforms, and the need to honor the legacy of past struggles for freedom.

Key Themes of the 2026 SONA

1. Historical Reflection

President Ramaphosa opened by recalling the 1956 Women's March, drawing parallels between past struggles for justice and today's challenges. He invoked the legacy of Lilian Ngoyi, Helen Joseph, Sophie de Bruyn, and Rahima Moosa, positioning their courage as inspiration for modern governance.

2. Economic Recovery & Growth

- ❑ **Industrialization & Infrastructure:** Commitment to revitalizing manufacturing and expanding infrastructure projects to stimulate growth.
- ❑ **Small Business Support:** Expanded funding and regulatory reforms to empower entrepreneurs.
- ❑ **Agriculture & Food Security:** Investment in rural economies and land reform initiatives to ensure equitable access to resources.

3. Energy & Climate

- ❑ **Load Shedding Solutions:** Acceleration of renewable energy projects and independent power producers to stabilize electricity supply.
- ❑ **Green Transition:** Emphasis on climate resilience, with South Africa positioning itself as a leader in sustainable energy.

4. Employment & Skills

- ❑ **Youth Employment:** Expansion of the Presidential Employment Stimulus, targeting millions of new opportunities.
- ❑ **Skills Development:** Strengthening vocational training and partnerships with private industry to align education with market needs.

5. Governance & Anti-Corruption

- ❑ **Public Sector Reform:** Measures to improve efficiency and accountability in government institutions.
- ❑ **Anti-Corruption Drive:** Continued strengthening of the National Prosecuting Authority and Special Investigating Unit.

6. Social Justice & Inclusion

- ❑ **Healthcare:** Expansion of the National Health Insurance rollout.
- ❑ **Housing & Services:** Commitment to affordable housing and improved municipal service delivery.
- ❑ **Equality:** Strong emphasis on gender equality and protecting vulnerable communities.

7. High-Level Summary Table

Theme	Key Focus Areas
Historical Reflection	1956 Women's March legacy, inspiration for justice and equality
Economy	Industrialization, infrastructure, small business support, agriculture reform
Energy	Renewable projects, independent producers, climate resilience
Employment	Youth stimulus, vocational training, private sector partnerships
Governance	Efficiency reforms, anti-corruption measures
Social Justice	NHI rollout, housing, municipal services, gender equality

8. **Source & Full Speech:** *The full version of the SONA 2026 can be read on the South African Government's website.*

1.10 NATIONAL BUDGET SPEECH 2026 HIGHLIGHTS:

South Africa's 2026 National Budget Speech, delivered by Finance Minister Enoch Godongwana on 25 February 2026, marked a fiscal turning point.

The Minister emphasized stabilizing debt, reducing poverty, and supporting inclusive growth, while projecting GDP growth of 1.6% in 2026 and 2% by 2028.

The speech balanced fiscal discipline with targeted investments in infrastructure, social services, and structural reforms. Finance Minister Enoch Godongwana opened his 2026 Budget Speech by acknowledging the Speaker, Deputy Speaker, President Cyril Ramaphosa, Deputy President Paul Mashatile, Cabinet colleagues, and key fiscal institutions including the South African Reserve Bank and the South African Revenue Service.

He described the budget as a "turning point in the management of public finances", noting that the country had reached a milestone in stabilizing debt and restoring fiscal credibility.

The Minister emphasized that economic growth is expected to reach 1.6% in 2026, up from 1.4% in 2025, with projections of 2% growth by 2028.

This outlook is supported by structural reforms, improved investor confidence, lower interest rates, and higher investment. Inflation declined to 3.2% in 2025, improving affordability for households and enabling a more supportive monetary environment. On fiscal policy, Minister Godongwana announced that the debt-to-GDP ratio will stabilize in 2026 and begin to decline thereafter, reducing debt-service costs and freeing resources for social and economic priorities. The budget aims to balance fiscal consolidation with targeted spending, ensuring sustainability while addressing pressing needs.

Key Allocations and Priorities:

- ❑ **Infrastructure investment:** Significant allocations to transport, energy, and water projects, with emphasis on climate-resilient infrastructure.
- ❑ **Social services:** Continued support for education, health, and social grants, ensuring protection for vulnerable households.
- ❑ **Structural reforms:** Measures to improve logistics, reduce regulatory barriers, and support small businesses.
- ❑ **Employment initiatives:** Expanded funding for youth employment programmes, skills development, and public works projects.
- ❑ **Green economy:** Investment commitments in renewable energy and just transition initiatives, aligning with South Africa's climate goals.

Fiscal Discipline and Governance:

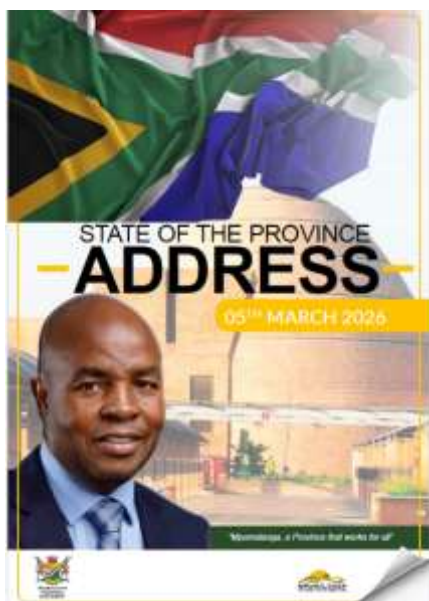
The Minister highlighted government's commitment to fiscal discipline and anti-corruption measures, highlighting improved revenue collection by SARS and stronger oversight of public spending.

He emphasized that fiscal credibility is essential to attract investment and maintain stability. Godongwana concluded by reaffirming government's priorities: inclusive growth, poverty reduction, and building a capable, ethical state. He called for unity across political, business, and civil society sectors to ensure that the budget delivers tangible improvements in people's lives.

Executive Narrative National Budget Speech 2026: Delivered by Finance Minister Enoch Godongwana, 25 February 2026 Source: South African Government (Budget Speech 2026), Parliament of South Africa, National Treasury.



1.11 STATE OF THE PROVINCE ADDRESS (SOPA)



Extracts from Premier Mandla Ndlovu, Mpumalanga State of the Province address (SOPA), dated 05 March 2026 are as follow:

Mpumalanga's 2026 State of the Province Address, delivered by Premier Mandla Ndlovu on 05 March 2026, marked a moment of reflection and renewal.

The Premier emphasized resilience, inclusive growth, and transformation, while acknowledging the province's ongoing challenges of unemployment, poverty, and disaster recovery.

The speech balanced celebration of progress with a call for unity, accountability, and stronger partnerships across government, business, and civil society.

Premier Mandla Ndlovu opened his 2026 State of the Province Address with gratitude and reflection. He acknowledged the Speaker, Deputy Speaker, members of the Provincial

Legislature, judiciary, traditional leaders, and social partners, emphasizing the importance of unity and constructive debate in strengthening democracy.

In a deeply personal moment, he shared his pride in the presence of his grandmother, who had recently regained her eyesight through a cataract operation. Her resilience, he noted, symbolized the strength and sacrifice of women who shape families and communities across Mpumalanga.

Quoting scripture from the Gospel of Mark, "Whoever has ears to hear, let them hear", the Premier urged citizens to listen with intent as he outlined the province's progress and challenges.

Premier Ndlovu highlighted education as a cornerstone of development, celebrating the matric class of 2025's 86.55% pass rate and 28,610 bachelor passes, with top achiever Luyanda Ndhlozi ranked among the top 40 nationally. He reaffirmed government's commitment to expanding post-school opportunities as the surest pathway to a better future.

On the economy, Mpumalanga recorded over 1% growth in 2025, with projections of 1.3% in 2026 and an average of 2% from 2027–2029. The Mpumalanga Investment and Mining Conference secured R238 billion in commitments, including R25 billion for the green economy.

Employment reached a record 1.28 million, with 37,420 net job gains, while unemployment fell to 32.3%, the fourth lowest nationally. Poverty declined from 51.1% to 38.4%, and inequality improved to a Gini coefficient of 0.541, the best nationally.

Infrastructure investment was emphasized as a catalyst for growth, with R2.5 billion spent on roads across rural and urban areas. Flagship projects such as the God's Window Skywalk and the Kruger National Park centenary celebrations were highlighted as drivers of tourism and local development.

The Premier also addressed the impact of recent floods, which damaged 2,507 properties and 130 SMMEs, and reaffirmed the province's commitment to "building back better" through climate-resilient infrastructure.

Agriculture and the green economy were presented as key pillars of transformation. Youth agripreneurs are thriving, supported by initiatives such as the Smart Agriculture Boxes programme (20,000 households) and partnerships with the University of Mpumalanga.

The hybrid rice project is expected to create 388,000 jobs, while Seriti Green's Umbila Emoyeni Wind Farm represents a R15 billion investment, creating 1,700 jobs and featuring a cultural landmark painted by Dr Esther Mahlangu.

Governance and accountability were emphasized, with recent arrests for corruption demonstrating government's firm stance against maladministration. Premier Ndlovu reaffirmed support for law enforcement agencies and emphasized the importance of building a capable, ethical, and developmental state.

The address concluded by reaffirming Mpumalanga's strategic priorities:

- ☐ Driving inclusive growth and job creation.
- ☐ Reducing poverty and tackling the high cost of living.
- ☐ Building a capable, ethical, developmental state.

Premier Mandla Ndlovu's SOPA 2026 emphasized resilience, inclusive growth, and transformation. With progress in education, employment, infrastructure, tourism, and agriculture, alongside strong anti-corruption measures.

His narrative balanced celebration of progress with acknowledgment of challenges, positioning the province on a path of resilience, inclusivity, and transformation.

Premier Mandla Ndlovu's SOPA 2026 opened with a personal reflection on resilience and gratitude, before outlining progress in education, economic growth, infrastructure recovery, tourism, agriculture, and partnerships. While challenges such as unemployment, disasters, and corruption remain, the province is committed to inclusive growth, resilience, and transformation

Premier Mandla Ndlovu called for unity, partnerships, and honest reflection to strengthen democracy and ensure Mpumalanga remains "a province that works for all." the province is positioned to build "a Mpumalanga that works for all."

Premier Mandla Ndlovu, Mpumalanga Province – 05 March 2026

Source: SOPA SPEECH - 05 MARCH 2026 (3).pdf, can be obtained from the website of the Mpumalanga Provincial Government

1.10 DISTRICT DEVELOPMENT MODEL

The District Development Model (DDM) is a government approach designed to improve cooperative governance by ensuring better coordination and impact of service delivery across all three spheres of government.

1.10.1 Key Aspects of the DDM:

Origins & Framework: Rooted in the 1998 White Paper on Local Government and the Intergovernmental Relations (IGR) Framework Act (2005), which emphasize collaboration between national, provincial, and local government.

Joint Planning & Implementation: Promotes integrated planning, budgeting, and service delivery at a district and metro level to enhance accountability and efficiency.

Development Focus: Targets 44 districts and 8 metros, aligning efforts with municipal Integrated Development Plans (IDPs) to drive economic growth, infrastructure development, and service delivery.

Strategic Priorities:

- ❑ Managing urbanization and growth
- ❑ Strengthening local economies
- ❑ Accelerating land release and development
- ❑ Investing in infrastructure and basic services
- ❑ Addressing municipal service delivery challenges

The DDM is a government-approved model aimed at transforming rural and urban areas through coordinated, measurable, and impactful service delivery, ensuring that municipalities are well-resourced and supported in fulfilling their mandates.

1.12.2 Visualizing the Model: A New Integrated Planning Approach

The District Development Model (DDM) is designed to promote integrated planning across districts and metropolitan areas, enhancing cooperation, coordination, and development impact. It fosters collaboration at all levels of government and society to ensure holistic governance and effective service delivery.

Key Elements:

- ❑ Aligned IDPs: District development hubs that are interconnected through detailed, comprehensive planning to ensure coherence and alignment of local development strategies.
- ❑ Multi-Stakeholder Social Compact: A commitment to collaboration among national, provincial, and local governments, as well as societal stakeholders, to achieve unified governance outcomes.
- ❑ Strategic and Long-Term Planning: The One Plan serves as a comprehensive framework, integrating short-, medium-, and long-term strategies that align with diagnostic assessments and development priorities.



1.10.3 Defining the One Plan

The One Plan is a long-term intergovernmental framework that guides investment and service delivery within a district or metropolitan area, ensuring alignment with broader development goals.

Core Attributes:

- ❑ Collaborative Development: The plan is co-created by national, provincial, and local governments, ensuring input and commitment from all stakeholders.
- ❑ Strategic Refinement: The One Plan builds on existing plans, addressing gaps, and aligning priorities to ensure coherent development strategies.
- ❑ Framework for Coordination: The One Plan sets the stage for alignment across government structures, with a focus on intergovernmental commitments rather than detailing execution steps.
- ❑ Binding Social Compact: The One Plan fosters:
 - ❑ A shared understanding of spatial development needs.
 - ❑ Consensus on priority development areas.
 - ❑ A unified vision with measurable outcomes.
 - ❑ Clearly defined targets and implementation commitments.

1.10.4 Govan Mbeki Municipality's Contribution to the District

The Govan Mbeki Municipality (GMM) plays a vital role in aligning its Integrated Development Plan (IDP) with the DDM framework.

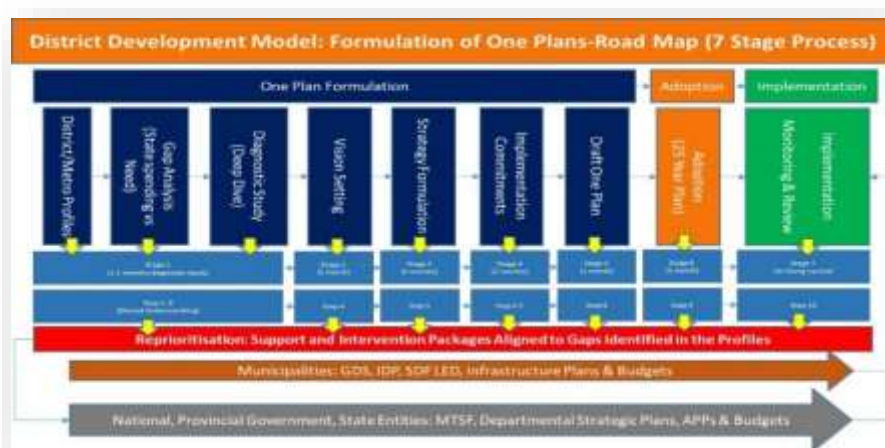
1.10.5 Govan Mbeki Municipal contributions include:

- ❑ Coordinated Spatial Planning and Infrastructure Investment: Ensuring infrastructure development aligns with district-wide goals.
- ❑ Enhanced Service Delivery: Improving service delivery through collaboration between different government tiers.
- ❑ Strategic Alignment: Aligning local planning with provincial and national development goals to foster sustainable growth.
- ❑ This integrated approach promotes coherent, strategic, and results

The Govan Mbeki Municipality's long-term initiatives as listed per below table which contribute to the District Development Model (DDM), focusing on improving infrastructure, human settlements, economic development, and sustainability.

These interventions aim to address critical gaps in service delivery, economic growth, and resilience in the face of challenges like COVID-19. While the estimated budgets for these projects are not yet determined, the collaboration between GMM, various departments, and external stakeholders will be key to the successful implementation of these initiatives.

These strategic efforts will foster a more inclusive, sustainable, and resilient municipality that enhances the quality of life for all its residents while promoting local and regional economic growth.



1.10.6 Govan Mbeki Municipality's long-term initiatives to the District Development Model (DDM),

Initiative	Description	Key Social Partners
Basic Infrastructure: Water, Sanitation, Energy, and Waste Removal	Provision of water, sanitation, energy, and waste removal services in areas like Extension 13 & 14, Embalenhle, etc. Aligns with DDM.	GMM, COGTA, MIG, GMM
Roads: Upgrade and Maintenance	Upgrade and maintenance of key provincial roads (e.g., Secunda/Embalenhle, P185 Trichardt Road). Transfer of provincial roads to local governance.	GMM, Public Works
Human Settlements: Formalisation and Relocation	Formalise informal settlements and relocate residents to improve living conditions. Focus on FLISP for affordable housing and public-private partnerships (PPP).	GMM, PDOHS, Local Mining Houses (SLPs)
LED, Tourism, and Skills Development	Implementation of urban design, tourism routes, and portable skills programs for local economic growth and sustainable tourism.	GMM, MTPA, GSDM, PDOT, GMM LED Forum
Industrial Park: Govan Mbeki Industrialization Programme	Establish industrial parks to drive local economic development, job creation, and skills development. Build a thriving industrial hub.	GMM, DEDET, SASOL
Reversing the Impact of COVID-19 on Economic Sectors	Township Economy Revitalization Programme (TREP) to recover SMEs and businesses impacted by COVID-19.	GMM, DEDET, GSDM
Urban Designs: Implementation in Key Areas	Implementation of approved urban designs for Bethal, Emzinoni, Embalenhle, and Lebohang to enhance the urban environment.	GMM
Rural Development and Agriculture	Promote agricultural activities and rural business growth to uplift rural communities, addressing food security and creating sustainable livelihoods.	GMM, DARDLA, Local businesses
Alternative/Energy/Green Energy	Greening of municipal buildings and implementation of a Green Energy Strategy with wind and solar energy projects.	GMM, IPPs

1.11 STATUS ON MEC REVIEW AND OBSERVATIONS

Section 34 of the Municipal Systems Act, 32 of 2000 mandates that a municipality conduct an annual review of its Integrated Development Plan (IDP) based on an assessment of its performance and any changes in the municipal environment, following a prescribed process. The findings, proposed recommendations, observations, and feedback received from the Honourable MEC for COGTA regarding Govan Mbeki Municipality's FY 2026/2027 IDP are acknowledged and accepted. These insights serve as guidelines to assist the municipality in enhancing the IDP by addressing the identified gaps.

The status of the implementation of the FY 2026/2027 MEC's comments, as outlined in the action plan, is provided in the following table:

1. Spatial Development Analysis and Rationale

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Section on proposed priority projects still refers to draft SDF Partial progress Pg. 303 still references "draft" SDF	Addressed. The reference has been corrected.	Page 303 Heading "7.1.9 PROPOSED PRIORITY PROJECTS." The document no longer refers to a "draft" SDF. It states: "The proposed priority projects outlined below constitute a set of programmes and initiatives essential for achieving the Development Strategies and Action Plans as outlined in the Govan Mbeki Spatial Development Framework (SDF) Review 2025."	No further remedial action required.
LUS review overdue Not attended (N) LUS adopted 2021, due for review; not updated	Addressed. The IDP now reports on the status of the review. Status on LUS review is incorporated in the final IDP. Reporting in the final IDP indicated that the Municipality is in a process of reviewing the LUS in, house in the coming financial years.	Page 284 Heading "6.13 Land Use Management and Spatial Development." The text indicates the Municipality is in a process of reviewing the LUS in, house in the coming financial years.	No further remedial action required.
SPLUMA policies/tools unclear Not attended (N) IDP vague on Bulk Service Contribution Policy, Naming of Streets Policy	Partially Addressed. Status is reported, but the Bulk Policy is still pending finalization. The status remain as reported on that the Bulk services contribution policy is in progress as indicated that the Bulk	Page 50, 289 Page 50 (MEC Action Plan) states: "The Bulk contribution Policy is in process of been developed and assistance... has been escalated to Gert Sibande District	Remedial Action (Bulk Policy): Finalize the Bulk Service Contribution Policy using DBSA technical assistance. Draft, consult, and adopt.

	contribution Policy is in process of been developed and assistance to have this finalized has been escalated to Gert Sibande District Municipality, who has then assisted the municipality by applying to DBSA for assistance in development of this policy.	Municipality... who has... applied to DBSA for assistance." Page 289 (6.13.3) describes the Street Naming and Numbering Policy.	Timeframe: December 2026 Responsibility: Director: Planning & Economic Development
Illegal land use strategy lacks timeframes Not attended (N) Mentioned in IDP but no clear timelines	Addressed. The IDP clarifies that enforcement is ongoing and governed by the SPLUM By , law (2016), not a standalone time , bound strategy. Pending as reported on Status on the Municipal Illegal Land Use Strategy The Municipal Illegal Land Use Strategy is contained in this extension numbering follows the sequence on the Township Register and are never duplicated. The Spatial Planning and Land Use Management Act (SPLUMA) and the Municipal SPLUM BYLAW. GMM did Promulgated in terms of section 26 of SPLUMA a wall , to , wall Land Use Scheme 2020.	Page 51 , 52, 289 Ongoing enforcement is implied. The control of illegal Land Use is done in terms of the Scheme and SPLUM Bylaw. In terms of Chapter 9 of the Govan Mbeki SPLUM Bylaw, Compliance and Enforcement are set out in detail and is implemented by the Municipality Since 2016.	No further remedial action required, .
General comment by municipality: Spatial Development: Most findings have been addressed through finalization of the SDF and reporting on LUS and SPLUMA tools. The Bulk Service Contribution Policy remains the last major outstanding item.			

2. Basic Service Delivery and Infrastructure Development

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Road projects not reflected Not attended (N) No road projects or problem statement in draft IDP	Addressed. The IDP includes road projects in the budget, maintenance schedules, and proposed project lists.	Pages 262, 451, 453, 455 Page 262 lists proposed road projects (e.g., "Rehabilitation of Tarred roads, R56m"). Page 451 (Contracted Services) includes "Pavements: Roads Patching and Resealing." Page 453 includes "Earthworks: Roads Maintenance." Page 455 (Repairs & Maintenance) details road maintenance budgets. As reported on in the draft IDP, the municipality is busy developing a maintenance plan on re-gravelling and patch work. The municipality is using internal resources to address the maintenance of the internal roads.	No further remedial action required. (The finding is disputed; evidence is present in the draft). Not in agreement with the finding since the budget roads are captured as part of the draft budget under contracted services, page 451, 453, 455 repairs and maintenance also page 262, heading 6.9.2 proposed projects
Electricity projects missing in draft IDP Not attended (N) Projects noted during engagements but absent in draft	Addressed. The IDP explicitly lists completed and ongoing electricity projects.	Page 266 Heading "6.10.12 Energy Completed Projects" (e.g., SCADA implementation). Heading "6.10.14 Ongoing Projects" (e.g., New 88kV Emzinoni substation, Evander substation refurbishment). Page 268 lists proposed projects with costs (e.g., Embalenhle 30MVA substation, R105m).	No further remedial action required. (The finding is disputed; evidence is present in the draft). Not in agreement with the finding since the reporting was captured on page 266 of the draft IDP, heading 6.10.12 Energy Completed Projects as well as heading 6.10.14 Ongoing Projects:
General comment by municipality: Basic Services: The municipality disputes the findings regarding roads and electricity, and the provided page numbers confirm that projects are indeed captured in the draft IDP (Budget, Maintenance, and Project sections).			

3. Local Economic Development

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
LED Strategy outdated (2015) Not attended (N) Finalise the review of the LED Strategy with implementable and realistic projects aimed at job creation and poverty alleviation	Not Attended (N). The strategy remains under review with no finalization date.	Page 357 Section 7.7 states: The review process is currently underway but remains pending. It is critical that the LED Strategy undergoes this review. No completion timeframe is provided.	Remedial Action: Appoint a service provider or assign an internal task team to finalize the draft LED Strategy. Bring the final strategy to Council for adoption. Timeframe: Q3 FY 2026/27 Responsibility: Director: Planning & Economic Development
The municipality needs to show in the chapter how investment attraction and business retention will be achieved, particularly following the successful hosting of the municipal investment summit. Resolutions of the Summit must be implemented Not attended (N)	Not Attended (N). The IDP mentions the summit but lacks a concrete implementation plan for its resolutions.	Page 359 The Economic Summit is listed as a key initiative with the description increase in economic growth/Stakeholder Relations. There is no specific action plan, timeline, or responsible person for implementing summit resolutions or tracking investment leads.	Remedial Action: Develop a one, page Investment Summit Implementation Dashboard as an annexure to the IDP. List each summit resolution, responsible partner (e.g., MEGA, DEDT), target date and status. Timeframe: Q2 FY 2026/27 Responsibility: LED Unit / Municipal Manager
General comment by municipality: Local Economic Development: The LED Strategy remains critically outdated. The IDP lacks a concrete action plan to implement the resolutions of the Investment Summit.			

4. Financial Viability and Management

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Readiness for valuation roll not reflected Not attended (N) GVR noted but readiness missing	Not Attended (N). The IDP mentions the new General Valuation Roll (GVR) 2025, 2030 but lacks a detailed readiness assessment or project plan.	Page 423, 424 The IDP notes the need for a Certified General Valuation Roll 2025/30 and mentions a tender for a Municipal Valuer. However, it does not provide a status update on data collection, system readiness, or community objections process.	Remedial Action: Include a specific sub, section in Chapter 9 titled GVR 2025, 2030 Implementation Status. Detail the percentage of properties inspected, the status of the service provider appointment, and the public consultation schedule. Timeframe: Final IDP 2026/27 (May 2026) Responsibility: CFO / Property Rates Section
O&M budget not clearly shown Partial progress Reflected in figures, not percentages	Partially Addressed. The IDP shows O&M figures but does not express them as a percentage of the total budget (a common municipal benchmark).	Pages 451, 455 Page 451 shows the total operating budget (R4.168bn). Page 455 shows a detailed "Repairs and Maintenance" table totalling R169.68 million. However, the IDP does not calculate that this represents roughly 4% of the operating budget.	Remedial Action: Add a single line in the budget overview stating: "Repairs & Maintenance constitutes X% of the total operating budget (benchmark target: 8 , 10%). Timeframe: Final IDP 2026/27 (May 2026) Responsibility: CFO / Budget Office
General comment by municipality: Financial Viability: The IDP needs to explicitly state the O&M percentage and provide a readiness assessment for the new General Valuation Roll.			

5. Municipal Transformation and Institutional Development

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Vacant funded posts not listed Not attended (N) No, the list of vacant funded posts to be filled in the new financial year is not listed in the IDP. The municipality needs to indicate vacant posts to be filled in the IDP for the 2026/27 financial year.	Addressed. The IDP provides a detailed breakdown of vacancies per department, including the vacancy rate percentage.	Page 142 Table "4.12 WORKFORCE PROFILE AND VACANCY RATE" lists each department (e.g., Civil Engineering, Electrical & Mechanical) with total posts, filled posts, vacant posts, and vacancy %. Total vacant posts = 870 (42% vacancy rate).	No further remedial action required. (The finding is disputed; evidence is present under 4.12 of the draft IDP). Not in agreement with the finding since the vacant positions per each department was included in the draft IDP and still remain.
OPMS not reflected Partial progress IPMS noted, OPMS missing	Addressed. The IDP contains a full chapter on Organisational Performance Management System (OPMS), including the Top Layer SDBIP.	Pages 466, 488 Chapter 10 (Pages 466, 475) details the OPMS framework, performance cycle, and linkage to IDP. Pages 476, 488 contain the Draft Municipal High, Level Scorecard (Top Layer SDBIP) for 2026/27, with quarterly targets.	No further remedial action required. (The finding is disputed; evidence is present). Not in agreement with the finding since the draft IDP is inclusive of the entire Chapter 10 on OPMS, from pages 466, 488
General comment by municipality: Institutional Transformation: The municipality has correctly captured vacancy lists and the OPMS framework in the IDP, contradicting the initial findings.			

6. Good Governance and Public Participation

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
There are no Traditional leaders reflected in the IDP Municipality to include Traditional leaders in their IDP and council meetings Not attended (N)	Not Attended (N). The IDP document fails to mention or reflect the role of Traditional Leaders in any governance structure, IDP process, or stakeholder forum.	Page 82, 83, 87 , 88 (General Stakeholder lists) Page 82 mentions "traditional authorities" in the legislative framework (Section 29 of MSA). Page 83 lists "Traditional & Church Leadership" as stakeholders for GBVF summits (Page 371). However, there is no dedicated section, no listing of Traditional Leaders by name/house, and no defined role for them in the IDP Representative Forum or Council structures.	Remedial Action: Formally engage the Local House of Traditional Leaders. Amend the IDP Process Plan and the Terms of Reference for the IDP Representative Forum to include reserved seats for Traditional Leaders. Document their quarterly participation Timeframe: IDP Process Plan for FY 2027/28 (August 2026) Responsibility: Speaker of Council / IDP Manager
No petitions committee in the municipality. Municipality to establish Petitions committee	Not Attended (N). No Petitions Committee has been established. Existing mechanism is administrative (Office of the MM/Mayor), not a formal oversight committee as required by the Municipal Systems Act.	Page 152 Section 4.23 states petitions are "managed in terms of the Section 4 meetings as per the Gatherings Act, with responses prepared and submitted within 7 days. Offices of the Executive Mayor and Municipal Manager facilitate the responses. There is no council committee dedicated to petitions.	Remedial Action: Draft a Terms of Reference for a Section 79 Petitions Committee. Submit to Council for establishment. Appoint councillors and support staff. Timeframe: Q2 FY 2026/27 Responsibility: Speaker of Council / Legal Services

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
The municipality has evidence of the establishment of Section 79 and Section 80 committees reflected on page 118. No provision for any support personnel for the oversight committees. Municipality to include the support staff in their IDP	Partially Addressed. Committees are listed and the macro, structure exists, but dedicated "Committee Support Officers" are not explicitly identified in the IDP text.	Pages 120 , 125, 128 , 136 Pages 120 , 125 list Section 79 & 80 committees and their functions. The Organisational Structure (Pages 128 , 136) shows "Secretariat Services" and "Council Support" under the Office of the Speaker. However, the IDP does not explicitly state "Person X supports Committee Y."	Remedial Action: Update the IDP (Chapter 4) to include a one , sentence note: "The Office of the Speaker provides secretariat and administrative support to all Section 79 and Section 80 committees, as per the approved organogram." Timeframe: Final IDP 2026/27 (May 2026) Responsibility: Director: Corporate Services / Speaker
No roles and responsibilities of council committees Not clarified in draft IDP	Addressed. General roles and responsibilities for the key oversight committees (MPAC, Public Participation) are described.	Pages 122 , 125 Page 122 describes the MPAC function ("review municipal quarterly and annual reports," "monitor implementation of IDP and SDBIP"). Page 122 , 123 describes the Public Participation Committee function ("oversight role over the ward committee system," "ensure effective ward committee system"). Portfolio Committee functions are implied but not detailed.	No further remedial action required

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Municipality to develop/review the Public Participation Strategy and ensure it is reflected in the IDP	Not Attended (N). The IDP acknowledges a draft exists, but no approved, final strategy is included or referenced as adopted.	Page 84 Section 2.4 explicitly states: "the Draft Review Communication Strategy is still in progress to be finalised." There is no approved Public Participation Strategy or By , law listed in the approved policies (Pages 143 , 146). The "Public participation By , law" is listed as "Yes" on Page 146, but the Strategy itself is missing.	Remedial Action: Fast , track the finalization of the Draft Communication Strategy. Bring it to Council for adoption. Once adopted, include a summary in the IDP and upload the full strategy to the website. Timeframe: August 2026 Responsibility: Director: Corporate Services (Communications) / Speaker
Institutional Capacity and Coordination . Public Participation Unit with adequate human, financial, and technological resources, Not reflected on the IDP. To be reflected during the Final IDP technological resources?	Not Attended (N) While regional offices are listed, a dedicated "Public Participation Unit" with specific budget and technological tools (e.g., CRM software) is not explicitly profiled.	Page 86, 89, 128 <i>Page 86 mentions the "Livi Lemphakatsi App" (digital tool). Page 89 lists "Regional Public Participation Offices" with dedicated officers. However, the Organogram (Page 128) shows "Public Participation" under the Speaker's office but does not detail the staffing numbers or dedicated budget for the unit.</i>	Remedial Action: Include a specific sub , section in Chapter 4 titled "Public Participation Unit Capacity." List the number of funded posts (e.g., 1 x Manager, 3 x Regional Coordinators, 32 x Ward Committee Support Clerks) and the allocated operational budget for izimbizo and ward meetings. Timeframe: Final IDP 2026/27 (May 2026) Responsibility: Speaker of Council / CFO
GBVF response programmes , No reflection of GBVF relation programmes. Municipality to ensure the inclusion of GBVF programmes on the IDP, SDBIPS	Addressed Programmes are listed as events, but lack integration into a strategic framework with outcome indicators in the SDBIP.	Pages 371 , 374, 486 Page 371 , 374 lists detailed GBVF programmes (Summit, 16 Days of Activism, 100 , Day Challenge) with budgets. Page 486 (SDBIP KPI 61) includes "Number of Quarterly GBVF Awareness and Programmes conducted." However, the SDBIP target	Remedial Action: Develop a multi , year GBVF Strategic Framework annexed to the IDP. Align SDBIP indicators with outcomes . Timeframe: FY27/28

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
		is activity , based (# of events) rather than outcome , based (e.g., % reduction in GBV cases or referrals	Responsibility: Transversal Unit / SAPS / Dept of Social Development
General comment by municipality: While the Draft IDP shows structural compliance (existence of Section 79/80 committees and event , based GBVF programmes), it fails to address two critical legislative gaps: the exclusion of Traditional Leaders and the absence of a Petitions Committee. Furthermore, operational enablers such as an approved Public Participation Strategy and a dedicated, resourced Public Participation Unit remain unresolved from the previous year's findings. The GBVF response, though present, remains activity , driven rather than outcome , focused.			

7. Statistics and Research

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Demographics & Households Slight improvement – trends presented mostly as infographics, limited interpretation. Incorrect gender composition and population density. No distribution analysis. Provide analytical interpretation of population trends; include ward , level distribution; recalculate density; ensure correct referencing.	Addressed. Significant improvement. A dedicated section (3.4) provides comprehensive interpretation. Correct data and ward , level distribution are included.	Pages 100, 104, 166 , 167 Page 100 corrects gender to 49.9% Female / 50.1% Male. Page 104 shows density (40 people/km²). Page 166 , 167 provides a detailed ward , level breakdown of settlement areas. Page 115 (3.4.1 & 3.4.2) provides analytical interpretation of population and household trends	No further remedial action required.
Fertility & Mortality Not reflected; migration data presented but limited. Incorporate fertility/mortality data; interpret migration streams; consult Stats SA District Estimates (Jan 2026); avoid linear projections.	Partially Addressed. Migration data is improved, but fertility/mortality are still absent. Linear projections are avoided.	Pages 111 , 112, 116 Section 3.4.8 (Page 116) interprets migration statistics (in , migrants vs. immigrants). Page 111 , 112 shows detailed migration tables (internal/int'l). No fertility (birth rates) or mortality (death rates) data is presented.	Remedial Action: Source fertility (e.g., birth registry) and mortality data from Stats SA or Dept of Health. Include implications for maternal health services and social welfare. Timeframe: IDP Review FY 2027/28 (Analysis Phase) Responsibility: IDP/LED & Heritage Unit
Population Projections Data presented but no interpretation of age structure. Youth misinterpreted; elderly proportions incorrect. Correctly interpret youth vs youthful population; provide implications for services; update elderly proportions.	Addressed. Age structure is correctly interpreted. Future projections are linked to service delivery planning.	Pages 100 , 101, 106, 297 , 298 Page 101 correctly notes youth (0 , 34) as 62.1% and elderly (60+) as 8.3%. Page 297 , 298 provides detailed population and household projections to 2050. Page 115 notes implications for "job creation and expanded healthcare."	No further remedial action required.

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Disability Index Partial improvement – graphs included, but no sex disaggregation or analysis of challenges. Disaggregate by sex; interpret service delivery implications; outline challenges faced by persons with disabilities as o indication of challenges faced by persons with disabilities	Partially Addressed. Graphs are included and interpreted, but sex disaggregation is still missing.	Pages 110 , 111, 115 Page 111 shows a graph on "Use of Assistive Devices." Page 115 notes "Disability cases reached 162... moderate compared to larger municipalities." No table or graph breaks disability down by male/female.	Remedial Action: Contact Stats SA for gender, disaggregated disability data. Include this in the demographic profile and analyse differential access to services. Timeframe: August 2026 Responsibility: IDP/LED & Heritage Unit / Social Development Unit
Disability Programmes Slight improvement – commitments and forums noted, but objectives unclear. Provide objectives of disability forums; specify programme timeframes.	Addressed. Clear programmes, budgets, and objectives are now listed.	Pages 370, 372, 374 <i>Page 370 outlines "Municipal Commitment" for Persons with Disabilities. Page 372 details the "National Disability Rights Awareness Month Summit" with a budget (R200,000). Page 374 specifies objectives for the Disability Forum.</i>	No further remedial action required.
Education Partial – graphs included but contradictory interpretations. Incorrect Grade 12 analysis. Provide correct analysis; update Grade 12 results with 2025 data; clarify local vs provincial/national scope.	Addressed. Corrected interpretation and updated data	Pages 109, 115 Page 109 shows Grade 12 performance by LM (2020 , 2024), noting Govan Mbeki's improvement from 71.9% to 84.2%. Page 115 (3.4.4) correctly interprets trends and notes critical issues like low ECD enrolment.	No further remedial action required.
Labour Statistics No detailed progress. Partially attend to only female unemployment rates. A detailed report on unemployment should be presented. There is no update on employment status.	Addressed. Detailed labour analysis is provided, including youth, gender, and job creation challenges.	Pages 112 , 113, 116 <i>Page 112 shows strict (30.5%) and expanded (38.5%) unemployment. Page 113 shows employment by industry. Page 116 (3.4.9) provides a detailed interpretation of labour trends,</i>	No further remedial action required.

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
The municipality presented labour/employment statistics without reference The municipality did not present the challenges it faced when it comes to job creation. Update employment data using SEP (Nov 2025); present challenges in job creation.		noting "Municipality requires 11,000 new jobs annually."	
Basic Services and Households No progress – figures presented without interpretation. Provide analysis of service access; address child , headed households with programmes.	Addressed. Comprehensive analysis of service access trends is now provided.	Pages 101, 113, 115 <i>Page 101 provides a baseline table. Page 115 (3.4.3) provides a detailed interpretation: "Piped water rose to 66.4%... weekly refuse collection dropped sharply from 91.7% to 85.2% ."</i>	No further remedial action required.
Health aspects of the area No progress – teenage pregnancy and HIV/TB data presented without interpretation. Analyse health trends; interpret implications for services; outline municipal interventions.	Addressed. Key health indicators are interpreted, and municipal interventions are specified.	Pages 115 , 116 <i>Page 115 notes "Teenage deliveries remain a concern, with Govan Mbeki recording 644 annually." Page 116 notes "HIV prevalence among youth is consistently high... requiring targeted health interventions."</i>	Remedial Action: Formalize a structured reporting link between the Dept of Health and the IDP to capture annual clinic , level data. Timeframe: Ongoing / IDP Review FY 2027/28 Responsibility: IDP Unit / Dept of Health (Stakeholder)
Crime No progress – figures unnumbered, no interpretation. Use SAPS crime stats; analyse trends; present municipal crime prevention plans.	Addressed. Crime statistics are numbered, interpreted, and linked to municipal safety plans.	Pages 116, 249 <i>Page 116 notes crime rate improvement (320 to 281 per 10,000 residents) and notes "Govan Mbeki remains among the worst in Mpumalanga." Page 249 provides a detailed crime stats table (e.g., 9,512 serious crimes).</i>	No further remedial action required.

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Development Indicators No progress – poverty/inequality data presented without interpretation. Provide Gini , coefficient; update with SEP (Nov 2025); include time periods and sources.	Addressed. Gini coefficient, poverty rates, and HDI are included with clear interpretation.	Pages 113, 116 <i>Page 113 shows a graphic. Page 116 (3.4.10) states "Poverty remains severe, with 37.1% below the poverty line... HDI stagnated at 0.67."</i>	No further remedial action required.
Economic Profile Limited – provincial tables included, but no local interpretation. Provide local economic analysis; update with SEP (Nov 2025).	Addressed. Detailed local economic analysis is provided, including sectoral shifts and investment opportunities.	Pages 102 , 103, 116 , 117 <i>Page 102 provides a detailed economic statistical analysis. Page 116 (3.4.13) notes "Manufacturing declined from 35.1% to 25.1%... Trade expanded from 10.1% to 16.4%." Page 117 lists key investment opportunities.</i>	No further remedial action required.
Long , term Plans Data presented in infographics, but limited interpretation. Use infographic data to highlight municipal concerns and implications	Addressed. The extensive infographics (Chapter 3) are now followed by a dedicated "Comprehensive Interpretation" section (3.4) that highlights municipal concerns and implications.	Pages 104 , 117 Pages 104 , 114 contain infographics. Pages 115 , 117 (3.4.1 to 3.4.19) provide a strategic narrative interpreting the data (e.g., "signals economic challenges and out , migration," "requires 11,000 new jobs annually	No further remedial action required.
General comment by municipality: The IDP has made substantial progress in statistical analysis and interpretation and have been addressed as per Chapter 3 with a comprehensive interpretation. Remaining gaps (fertility/mortality, disability sex , disaggregation, and health data integration) require inter , departmental coordination with Stats SA and the Dept of Health.			

8. Strategy Development, Monitoring, and Evaluation

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
The Draft 2026/27 IDP of Govan Mbeki Local Municipality is comprehensive, legislatively compliant, and strategically aligned with national, provincial, and district priorities. The municipality demonstrates improving maturity in strategic planning, monitoring, and evaluation, evidenced by improved audit outcomes. Continued focus on outcome-based reporting, revenue enhancement, and infrastructure sustainability will strengthen implementation impact.	No further remedial action required.	No further remedial action required.	No further remedial action required.
General comment by municipality: The Draft 2026/27 IDP is comprehensive, legislatively compliant, and strategically aligned with national, provincial, and district priorities. The municipality demonstrates improving maturity in strategic planning, monitoring, and evaluation, evidenced by improved audit outcomes. Continued focus on outcome, based reporting, revenue enhancement, and infrastructure sustainability will strengthen implementation impact.			

9. Disaster Management

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Risk Assessment: Hazard assessment (Hazard identification frequency; potential magnitude; predictability, impact). Not yet, but included in the FY 2026/27 IDP.	Addressed. Included in the 2026/27 IDP.	Pages 344, 353 Identified risks include Severe Weather Events, Veld and Structural Fires, Hazmat Spillage. Page 353 details Natural Hazards (Flooding, Droughts, Fires) and Technological hazards.	No further remedial action required.
Vulnerability Assessment physical (critical infrastructure, community centres), social (networks, family, urbanisation and human settlements, historic and cultural resources), economic (businesses, wealth, resources), environmental (natural resources and nature conservation, biodiversity) and political	Partially Addressed. Vulnerability map included, but assessment not fully updated due to budget constraints.	Pages 344, 355 , 356 Page 344 uses risk formula (Risk = Probability x Impact). Pages 355 , 356 include "Risk Resilience: Vulnerability Zones" map identifying flooding, wetlands, and geological hazards	Remedial Action: Secure funding for a comprehensive multi , sectoral vulnerability assessment update (including social/political dimensions). Timeframe: FY 2027/28 Responsibility: Assistant Manager: Disaster Management
Capacity assessment Assessment of the capacity and existing coping mechanisms within the municipality to deal with identified hazards. Capacity was conducted, but not adequate due to budget constraints, which affect personnel and other resources	Addressed. Capacity constraints clearly documented.	Pages 341 , 342 States Disaster Management Centre not fully established, limited staffing (Assistant Manager + 3 staff), no dedicated vehicles.	Remedial Action: Fully establish and equip Disaster Management Centre. Procure dedicated vehicles. Timeframe: FY 2026/27 – FY 2028/29 Responsibility: Director: Community Services

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Does the municipality have an integrated Disaster Management Plan? DMP is in place, but needs to be reviewed before the adoption of the 2026/27 IDP	Addressed. DMP exists and aligns with NDMF, incorporated into IDP per MSA Section 26(g).	Page 340 States DMP is developed, aligns with NDMF, and is incorporated into IDP as required.	Remedial Action: Finalize DMP review for formal adoption Timeframe: Before final IDP adoption (May 2026) Responsibility: Assistant Manager: Disaster Management
Are any disaster risk reduction considerations integrated in sectoral programmes and projects as contained in the IDP of the municipality, and budgeted for? No, capacity, building workshop programmes and but DRR projects are integrated into the IDP and funding resources. Municipality to include the MDRG projects in the IDP.	Addressed. MDRG projects included in capital budget.	Page 456 MDRG allocated: R2.4 million for 2026/27 for "Reconstruction of Road and Stormwater System" and "Reconstruction of stormwater concrete pipeline.	Remedial Action: Ensure MDRG projects are explicitly linked to DRR outcomes in the project register. Timeframe: FY 2026/27 Budget finalization Responsibility: Director: Civil Engineering, CFO
Yes, fire services are available and functional. Needs more resources in the form of personnel, equipment, and fire stations are limited.	Addressed. Current status and challenges documented.	Pages 250, 292 Page 250 notes 6 operational fire stations (only municipality in province with 6). Page 292 lists challenges: Budgetary constraints, personnel shortages, resource deficiency, escalating risks.	Remedial Action: Implement recruitment plan for firefighters; procure equipment per budget (See Capital Budget: Firearms & accessories, R1m). Timeframe: FY 2026/27 – FY 2028/29 Responsibility: Director: Community Services

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
DRR projects not yet adopted Not attended (N) Included in 2026/27 draft IDP but not adopted	Partially Addressed. Included in draft; requires formal adoption.	Pages 345 , 346, 456 Page 345 , 346 (Table 7.6.16) lists actions and indicators for KPA 3 (Disaster Risk Reduction). Page 456 shows MDRG funded projects.	Remedial Action: Formally adopt the specific DRR project list as part of IDP and Budget approval. Timeframe: May 2026 Council Sitting Responsibility: Municipal Manager
General comment by municipality: The Municipality acknowledges that disaster management is a constitutional and legislative imperative aimed at protecting lives, property, and livelihoods. The 2026/27 Draft IDP reflects measurable progress in documenting disaster risks, hazard profiles, and vulnerability zones. The Municipality has laid a solid foundation for disaster management through hazard identification, risk mapping, and an operational action plan aligned with national frameworks. However, the lack of a fully resourced Disaster Management Centre, outdated vulnerability assessments, and insufficient integration of climate change remain critical vulnerabilities. The municipality is committed to addressing these gaps through targeted budget allocations (including MDRG funding), capacity building, and the finalization of key policies and plans in the coming financial year.			

10. Environmental Management

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Availability of Air Quality Management Plan Partly, The municipality plans to develop its own AQMP in the near future. Govan Mbeki Municipality is chairing the GMM/SASOL offset project alignment committee, whereby houses are insulated and converted to gas in an attempt to reduce carbon emissions and improve the general ambient air quality.	Not Attended (N). Still in planning phase. Offset project noted, but no AQMP.	Pages 76, 326 Action Plan states "No AQMP in place municipality plans to develop one." Page 326 describes GMM/SASOL Offset Project (insulation, gas conversions).	Remedial Action: Fast, track AQMP development and approval. Timeframe: December 2026 (as per action plan) Responsibility: Director: Community Services
Availability Air Quality By , Laws No AQ bylaw but intends to develop such bylaws in the future The LM to develop AQ bylaws to enforce AQ non , compliance.	Not Attended (N). No bylaw; intends to develop.	Page 76 Action Plan states "No AQ bylaw exists, municipality plans to introduce legislation... develop AQ bylaws."	Remedial Action: Draft, consult, and promulgate Air Quality By , laws. Timeframe: December 2026 Responsibility: Director: Community Services / Legal Services
Air quality monitoring station and monitoring of ambient air quality pollutants, incl. GHG emissions No,DFFE has ambient air quality monitoring stations within the LM. The Municipality does have a plan, but needs further feasibility studies, professional and financial assistance to implement such in the areas where there may be a need for such AQ monitoring stations	Not Attended (N). DFFE has stations; municipality lacks own.	Pages 76, 77 Action Plan states "DFFE has monitoring stations—municipality lacks its own... requires feasibility studies, professional support, and funding."	Remedial Action: Conduct feasibility study; apply for grants (e.g., DEFF) for monitoring stations. Timeframe: February 2027 (Feasibility) / 2027 , 28 (Procurement) Responsibility: Director: Community Services
Conducting of industry inspection Not conducted by the LM	Not Attended (N). Not conducted by LM.	Page 77	Remedial Action:

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
In the future, the LM to partner with the District, Province, and the National office during the strategic and routine compliance inspections		Action Plan states "No inspections conducted by LM... position for Environmental Management Officer is vacant."	Fill Environmental Management Officer position; establish routine inspection schedule with District/Province. Timeframe: Fill post FY 2026/27; Inspections commence Q3 2026 Responsibility: Director: Corporate Services / Director: Community Services
Allocation and availability of Air Quality Management , related work budget . No, There is a need for a proper AQ structure within the LM, which will inform all the planning and implementation thereof.	Not Attended (N). No specific budget line.	Page 77, 325 No specific line item for AQ. Page 77 notes "no budget provision in 2025/26 for Air Quality monitoring stations."	Remedial Action: Create specific budget line for Air Quality Management in MTREF. Timeframe: FY 2027/28 Budget Process Responsibility: CFO / Director: Community Services
Availability of Alien Invasive Species Eradication Plan No, The municipality has the draft AIS control plan Submitted to DFFE for approval.	Partially Addressed. Draft exists; not finalized.	Pages 77, 325 Action Plan states "Draft AIS control plan exists but not finalized... submit to DFFE for approval." Page 325 lists Hyacinth as challenge.	Remedial Action: Finalize AIS plan and submit to DFFE for approval; implement Hyacinth removal project. Timeframe: June 2026 (Plan) / Ongoing (Hyacinth) Responsibility: Director: Community Services
Availability of Biodiversity By , Laws	Not Attended (N). No bylaws.	Pages 77 , 78	Remedial Action:

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
No, The municipality to develop biodiversity bylaws		Action Plan states "No biodiversity bylaws exist. Municipality must develop biodiversity , related regulations."	Draft Biodiversity By , laws. Timeframe: July 2026 (Draft) / Dec 2026 (Promulgation target) Responsibility: Director: Community Services
Allocation and availability of biodiversity , related work budget No, It is not stated in the municipality IDP The municipality to develop a biodiversity , related work budget	Not Attended (N). No specific budget.	Page 78 Action Plan states "No biodiversity , specific budget in IDP... establish biodiversity budget allocations."	Remedial Action: Ring , fence budget for biodiversity conservation projects (e.g., open space management). Timeframe: FY 2027/28 Budget Process Responsibility: CFO / Director: Community Services
Amendment of Disaster Management Plans to include Climate Change Response No, Disaster management and climate change are addressed as two independent focus areas in the IDP The municipality should integrate climate change into disaster management planning by aligning strategies, conducting joint risk assessments, and strengthening coordination mechanisms. This will support a more holistic approach to resilience building and improve preparedness and response to climate , induced disasters. GMM/ GSD/ DARDLEA/ DFFE	Not Attended (N). Addressed as independent focus areas.	Page 78 Action Plan states "IDP treats disaster management and climate change separately... integrate climate adaptation and disaster response strategies."	Remedial Action: Revise DMP to include climate risk scenarios; train disaster staff on climate impacts. Timeframe: September 2026 Responsibility: Assistant Manager: Disaster Management / Environmental unit
Allocation and availability of Climate Change related budgets	Not Attended (N). No clear budget allocation.	Page 79	Remedial Action:

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
No, There is no allocated budget in relation to climate change. The municipality should establish a dedicated budget line for climate change within its annual budgeting process to ensure consistent funding for both mitigation and adaptation initiatives. This should be aligned with the IDP and climate change strategy and supported by resource mobilisation efforts such as accessing external funding, partnerships, and climate finance mechanisms to strengthen implementation capacity. GMM/ GSD/ DARDLEA/ DFFE		Action Plan states "No clear budget allocation exists... ensure climate change , related budget allocations."	Create budget line for climate adaptation projects (e.g., solar pilots, green infrastructure). Timeframe: FY 2027/28 Budget Process Responsibility: CFO / Director: Community Services
EIA,Partly There is a slight reflection on the EIA for proposed projects. Municipal workers still need to be capacitated on EIA. The IDP to have a list of projects in terms of listed activities – whether triggering or not triggering the EIA regulations	Partially Addressed. Slight reflection; lacks structured project listings.	Pages 79, 327 Action Plan states "EIA reflection lacks structured project listings... improve tracking." Page 327 notes "EIAs not conducted for any cemeteries."	Remedial Action: Create register of projects requiring EIA; train IDP planners on NEMA EIA regulations. Timeframe: August 2026 Responsibility: Director: Planning & Economic Development
Availability of an organizational structure supporting environmental functions such as Air Quality Management, Biodiversity and Conservation, Climate Change, Coastal Management, Waste Management, Integrated Environmental Management, Environmental Advocacy and designation of officers in line with NEMA/SEMA requirements. Partly, The focus is mainly on waste management There needs to be an expansion of the organisational structure to include the various environmental management focus areas in terms of NEMA and SEMAs	Not Attended (N). Focus remains on waste management.	Pages 79, 321 Action Plan states "focus remains primarily on waste management... expand to cover biodiversity, air quality." Page 321 notes "Biodiversity and Open Spaces section" is misleading.	Remedial Action: Review organogram to create dedicated posts (e.g., Environmental Officer: Biodiversity, Air Quality) Timeframe: March 2027 Responsibility: Director: Corporate Services

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
Allocation and availability of budgets for the above Environmental Governance and Cross , Cutting Issues No To allocated and ensure the availability of budgets for the Environmental Governance and Cross , Cutting Issues	Not Attended (N). No dedicated budgets.	Page 79 <i>Action Plan states "No dedicated budgets for environmental management priorities... ensure dedicated funding streams."</i>	Remedial Action: Establish central Environmental Management budget vote to coordinate across functions (Air, Biodiversity, Waste). Timeframe: FY 2027/28 Budget Process Responsibility: CFO / Director: Community Services
Status of waste collection in informal settlement areas (Metro and LMs only) No household service delivery in terms of waste collection – reflected in the LM IWMP There is a need to extend waste collection services in the rural areas, and this information is to be captured in the LM's IDP	Partially Addressed. Aim to extend services noted, but not yet implemented.	Pages 269, 306 <i>Page 269 states "aim to extend refuse collection services to unserved areas." Page 306 action plan lists "Extend waste collection services to unproclaimed areas."</i>	Remedial Action: Include new informal settlements in waste collection routing plan; budget for additional fleet/temporary services Timeframe: Q2 FY 2026/27 (Planning) Responsibility: Director: Community Services
Status of waste collection in rural areas (Metros and LMs) No household service delivery in terms of waste collection – reflected in the LM IWMP There is a need to extend waste collection services in the rural areas, and this information is to be captured in the LM's IDP	Partially Addressed. Mapping of serviced/unserved areas planned.	Pages 269, 312 <i>Page 312 (IWMP Goal 2) lists "Identify and compile map of serviced and un, serviced areas... Extend services to un, serviced areas."</i>	Remedial Action: Pilot rural waste collection model (e.g., community transfer points) in high, density rural nodes. Timeframe: FY 2026/27 (Feasibility) Responsibility: Director: Community Services

2025/26 IDP ANALYSIS FINDING	PROGRESS IN ADDRESSING FINDING	EVIDENCE IN 2026/27 DRAFT IDP	REMEDIAL ACTION IF UNSOLVED (what is to be done, time frame, and responsibility)
SAWIS reporting No, The LM has plans in place to register on SAWIS as required, as per Section 61 of the NEM: Waste Act The LM to register on SAWIS as required as per Section 61 of the NEM: Waste Act	Not Attended (N). Plans to register, but not yet done.	Page 314 <i>IWMP Goal 6 states "Update reporting on Waste Information System (SAWIC)... Keep proper records."</i>	Remedial Action: Register on SAWIS system; appoint dedicated official for monthly data capturing. Timeframe: December 2026 Responsibility: Solid Waste Section / Information Management.
General comment by municipality: Environmental management remains a largely unfunded and under, resourced function. While the IDP acknowledges the need for Air Quality, Biodiversity, and Climate Change interventions, most are still in the planning phase without dedicated budgets or finalized policies. Waste management remains the primary focus, with slow progress on extending services to unserved areas.			

CHAPTER 2: IDP PLANNING PROCESS

The Integrated Development Plan (IDP) is the principal strategic document guiding all planning, budgeting, management, and development decisions within Govan Mbeki Municipality (GMM).

This chapter outlines the structured process undertaken for the annual review of the FY 2026/27 IDP. It serves as a roadmap for stakeholders, detailing the key activities, legislative compliance, and participatory mechanisms designed to ensure the IDP remains a living document, that is responsive to the community's evolving needs and national priorities. The IDP planning process is organised into five distinct but interlinked phases. These phases guarantee that municipal planning, resource allocation, and developmental goals are aligned with community needs, legislative requirements and long-term sustainability objectives.

2.1 IDP FIVE (5) PHASES

The annual review of the IDP & Budget follows the below five phases (5), guiding stakeholders from initial analysis to final adoption. The activities and deliverables for the FY 2026/27 cycle are as follows:

PHASE 1: ANALYSIS (July - September 2025)

This phase involves collecting and updating data on existing conditions within the municipality. It focuses on identifying the core problems faced by communities, their root causes, and the resources available to address them. This includes an analysis of service delivery backlogs, economic trends, and financial capacity. The key deliverable is an updated Community Needs Profile, which prioritises issues based on urgency and available resources.

Deliverable: Updated situation analysis and priority issues list.

PHASE 2: STRATEGIES (October - December 2025)

During this phase, the municipality formulates responses to the prioritised problems. The Mayoral Committee and Management review the strategic direction, including the Vision, Mission, and strategic objectives. This phase aligns municipal goals with provincial and national priorities, defining clear outcomes, outputs, and performance targets for each strategic area.

Deliverable: Reviewed municipal vision, mission, and strategic objectives with defined targets.

PHASE 3: PROJECTS, PROGRAMMES, AND BUDGET (January - March 2026)

This phase translates strategies into tangible actions. The municipality designs and cost projects and programmes identified in Phase 2. Detailed project proposals are developed, including scope, location, timelines, and budget requirements. This is also the phase where the draft Capital and Operational Budgets for the 2026/27 MTREF (Medium-Term Revenue and Expenditure Framework) are prepared.

Deliverable: Draft project proposals and the three-year draft capital and operational budget.

PHASE 4: INTEGRATION (April 2026)

Once projects are identified, the municipality verifies that they collectively contribute to the strategic objectives. All sector plans (e.g., for Water Services, Disaster Management, Spatial Development) are reviewed for alignment and integrated into the broader IDP framework. This ensures a cohesive and holistic approach to development.

Deliverable: An integrated and cohesive draft IDP document.

PHASE 5: APPROVAL (March - May 2026)

This is the final and critical phase of public scrutiny and legislative adoption. The Draft IDP and Annual Budget are tabled before Council by the end of March 2026. Following tabling, a formal public participation process is undertaken to invite comments and submissions from the community and stakeholders. The SUGGE is considered, and the documents are finalised for final adoption by Council by the end of May 2026.

Deliverable: Council-approved Final IDP and Budget for the 2026/27 financial year.

2.2 LEGISLATIVE AND POLICY FRAMEWORK: IDP AND BUDGET PROCESS

The drafting and review of the IDP is mandated and regulated by several key pieces of legislation. The process ensures quality standards and facilitates coordination across government spheres.

Municipal Systems Act, No. 32 of 2000 (MSA): Section 28 mandates that each municipal council adopt a process plan to guide IDP drafting and review, including consultation with the local community. Section 29(1) stipulates that the process must allow for community consultation and participation, and must be aligned with a predetermined programme.

Municipal Finance Management Act, No. 56 of 2003 (MFMA): Section 21(1)(a) and (b) requires the Mayor to coordinate the processes for preparing the annual budget and reviewing the IDP to ensure consistency. It also mandates tabling a time schedule (Budget and IDP Process Plan) at least 10 months before the start of the budget year.

Constitution of the Republic of South Africa, Act 108 of 1996: Places an obligation on municipalities to encourage community involvement in local government matters.

The 2026/2027 IDP Review and Budget Process Plan is therefore developed in strict adherence to these provisions.

Section 28 of the Municipal Systems Act, No 32 of 2000 stipulates that:

- ☐ Each Municipal Council must adopt a process set out in writing to guide the planning, drafting, adoption and review of the IDP.
- ☐ The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- ☐ A municipality must give notice to the local community of particulars of the process it intends to follow.

Section 21 (1) (a) and (b) of the Municipal Finance Management Act. No 56 of 2003 states the following **The Mayor of a municipality must:**

(a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- i. The preparation, tabling and approval of the annual budget;
- ii. The annual review of-
 - (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and
 - (bb) the budget related policies.
- iii. the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- iv. any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

Section 29(1) of the Municipal Systems Act stipulates the following:

The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

- ☐ be in accordance with a predetermined programme specifying timeframes for the different steps;
- ☐ through appropriate mechanisms, processes and procedures established in terms of Chapter 4 allow for (i) the local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the IDP; and (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;
- ☐ provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- ☐ be consistent with any other matters that may be prescribed by regulation

2.3 PUBLIC PARTICIPATION AND STAKEHOLDER INVOLVEMENT

Meaningful community participation is the cornerstone of a credible IDP. The Municipality is committed to moving beyond mere consultation to foster active collaboration, ensuring that the voices of all residents, particularly the poor and previously disadvantaged, shape the municipality's future.

The table below contained the key stakeholders in this process.

STAKEHOLDERS	
☐ The municipal stakeholders ☐ The IDP is about determining the stakeholder and community needs and priorities. ☐ Community and stakeholder participation in determining those needs is therefore at the heart of the IDP process. ☐ The Constitution and the Municipal Systems Act clearly stipulates that the municipality must mobilise the involvement and commitment of its stakeholders by establishing an effective participatory process. ☐ The municipality particular ensure participation of previously disadvantaged groups. so that their voices could be heard. ☐ The nature of the IDP process is therefore such that it allows all stakeholders who reside or conduct business within a municipal area to contribute to the preparation and implementation of the development plan ☐ By abstaining from participating, stakeholders empower other people to make decisions on their behalf, which decisions might not be in their interest.	☐ Provincial and National sector departments ☐ The IDP should guide where sector departments allocate their resources at local government level. ☐ At the same time, the municipality should take into consideration the sector departments' policies and programmes when developing its own policies and strategies. ☐ It is in the interest of the sector departments, therefore to participate in the integrated development planning

STAKEHOLDER CHARACTERISTIC	DETAILS ON RESPONSIBILITY
Leadership in Public Participation	Spearheaded by the Executive Mayor, Mayoral Committee Members, and Senior Management.
Council Involvement	Achieved through the Ward Committee System and community participation. Communication is maintained via public meetings, community newsletters, radio, print media, electronic media, and the Municipal Website.
IDP Approval	Both Draft and Final IDPs are presented to the Mayoral Committee and Council for approval in accordance with legislative prescripts.
Role of Councillors	Councillors play a leading role in ensuring that community issues are well reflected and addressed in the IDP process.
Role of Officials	Ensure that programmes and projects are aligned with the IDP. All departments must be directly involved in the integrated development planning process.
Stakeholders in IDP Implementation	The process involves municipal officials and Council (internal), as well as municipal stakeholders and the community (external).

2. 4 PUBLIC MEETINGS

Public engagement sessions are a constitutional and legislative imperative, providing a platform for all citizens and stakeholders in the Govan Mbeki municipal area to actively shape the development trajectory of their wards.

The Council of Govan Mbeki Municipality adopted the Government Communication Policy (A012/02/2020) on 27 February 2020, establishing the foundation for structured and transparent engagement. To ensure this policy remains responsive to the current context, the Draft Review Communication Strategy is still in progress to be finalise. Once finalised, this strategy will further strengthen the communication function as a strategic enabler of municipal governance, guiding the work of the Communication Unit, which is responsible for Internal & External Communication, Media and Stakeholder Liaison, Marketing, and Branding.

The Municipality reaffirms its commitment to creating an enabling environment for meaningful community participation. By enhancing communication tools, adhering to legislative timelines, and actively seeking to involve the community in all phases of the IDP.

The Municipality aims to foster greater accountability, community ownership, and a shared vision for sustainable development. All members of the public, including interest groups, business sectors, experts, and government departments, are encouraged to continue participating in these vital processes

THE BENEFITS OF MEANINGFUL PUBLIC PARTICIPATION

Public participation is not merely a legislative requirement but a strategic asset that strengthens both the municipality and the communities it serves.

When conducted effectively, it transforms the relationship between government and citizens, leading to better outcomes for all.

Govan Mbeki Municipality recognises the following key benefits of robust public engagement:

Benefit	Description
Informed and Empowered Communities	Participation ensures residents are kept informed about municipal developments, initiatives, and the roles of various sector departments . When citizens understand the "what" and "why" behind municipal projects, it promotes more informed public discourse and reduces the likelihood of misunderstandings. This knowledge empowers communities to take ownership of development initiatives and engage as responsible citizens in the democratic process .
Citizen-Centred Governance	When government is responsive to the needs of citizens and makes services accessible, it builds a stronger bond of trust . Citizen-centric governance leads to more sustainable and equitable development by ensuring that government services and policies prioritise the needs and aspirations of the people they serve. Residents feel their input is valued and effectively implemented, strengthening their involvement in governance .
Strengthened Accountability and Trust	Regular feedback and transparent engagement reassure communities that their concerns are being addressed. By providing updates on the status of IDP projects, the municipality enhances democratic participation and demonstrates its commitment to accountability . This two-way communication builds a positive relationship between government and the public, counteracting the sense of neglect that can arise when updates are not provided .

Benefit	Description
Improved Service Delivery Outcomes	Public participation allows communities to contribute local knowledge and insights that are invaluable for addressing complex social and environmental issues. When citizens help identify priorities and provide feedback on proposed solutions, municipal projects are more likely to align with actual community needs, leading to more effective and sustainable service delivery.
Conflict Reduction and Social Cohesion	In South Africa, community protests and unrest have often been fuelled by a lack of timely feedback and meaningful participation in decision-making. By ensuring communities have a genuine voice in planning processes and receive regular updates on progress, the municipality can reduce tensions and build greater community solidarity.
Enhanced Quality of Life	Ultimately, meaningful participation ensures that development plans, strategies, and actions taken by the municipality genuinely work to improve the quality of life for all residents. When communities help shape their own development, the outcomes are more relevant, sustainable, and widely supported.

Govan Mbeki Municipality is committed to realising these benefits by creating an enabling environment for participation that addresses institutional obstacles and empowers communities to engage meaningfully in all phases of the IDP process.

2.5 COMMUNICATION, PARTICIPATION AND FORUMS

The Municipality utilises a multi-channel communication strategy to ensure residents are informed and can participate effectively.

The primary channels include:

- ❑ **Digital & Social Media:** The official municipal website, Facebook page, and other platforms are used for daily updates, announcements, and responding to queries.
- ❑ **Radio:** Partnerships with stations like Radio Langa, Ikwekwezi FM, and Rise FM are utilized for talk shows, mayoral briefings, and community advertisements.
- ❑ **Print Media:** Local newspapers such as Ridge Times, Seskhona News, and The Bulletin are key for publishing public notices, advertising consultations, and sharing council stories.



Community Engagement Structures:

- ❑ **Ward Committees:** All 32 wards have established committees that serve as the formal consultative body, channelling communication between the community and the council.
- ❑ **Mayoral Izimbizo:** Public meetings led by the Executive Mayor to engage directly with residents on municipal plans and performance.



2.6 DIGITAL TRANSFORMATION: THE LIVI LEMPHAKATSI APP

In a significant step to modernize governance and improve real-time engagement, the Mpumalanga Provincial Government launched the **Livi Lemphakatsi App** on April 30, 2025. Govan Mbeki Municipality is an active participant in this platform, which serves as a digital bridge between residents and the municipality.

Key Features and Integration into the IDP Process:

- ❑ **Citizen Reporting:** Residents can report service delivery issues (e.g., potholes, water leaks, electricity outages) directly to the relevant departments, providing real-time data that will inform the Analysis Phase of the next IDP cycle.
- ❑ **Public Notifications:** The app will be used to push notifications about IDP/Budget consultation meetings, service interruptions, and public notices, enhancing reach and transparency.
- ❑ **Feedback Mechanism:** Beyond reporting, the app facilitates surveys and direct feedback, allowing citizens to comment on municipal performance and proposed plans, thus contributing to the Approval Phase.
- ❑ **Implementation:** The municipality is committed to promoting the app across all wards and ensuring that queries logged are integrated into the municipal service delivery system, fostering a culture of accountability and responsiveness.

The success of the FY 2026/27 IDP review depends on the active participation of all stakeholders. By combining statutory processes with innovative digital tools like the Livi Lemphakatsi App and a renewed commitment to deepening engagement, Govan Mbeki Municipality aims to produce an IDP that is not only legally compliant but also a true reflection of our collective vision for a developed, sustainable, and inclusive municipality.

2.7 GOVAN MBEKI MUNICIPALITY'S WARD COMMITTEES' STRUCTURES

In accordance with Section 73 of the Local Government: Municipal Structures Act 117 of 1998, Govan Mbeki Municipality has established ward committees for all 32 wards as a primary mechanism to enhance participatory democracy. These committees serve as the institutionalised channel of communication and interaction between communities and the municipality, ensuring that the IDP is developed with maximum participation from all sectors of society.

The ward councillor serves as the chairperson of the ward committee and must ensure that meetings are regularly held, minutes are properly kept, and decisions are conveyed to the Municipal Council. It is important to note that once elected, a ward committee and its ward councillor represent all stakeholders within that ward and not a particular political party.

2.7.1 FUNCTIONS OF WARD COMMITTEES

Ward committees are statutory structures recognised by the municipal council as its consultative body and communication channel on matters affecting the ward.

Their functions include, but are not limited to:

Function	Description
IDP Representation	Representing the community on the compilation, review, and implementation of the Integrated Development Plan
Performance Monitoring	Monitoring the performance of the municipality and raising issues of concern within the ward
Community Engagement	Ensuring constructive and harmonious interaction between the municipality and the community, and attending to all matters that affect and benefit the community
Budget Participation	Ensuring active participation of the community in the municipality's budgetary process
Community Awareness	Assisting with community awareness campaigns regarding waste management, water and sanitation, payment of fees and charges, as members know their local communities and their needs
Quarterly Reporting	Engaging the community through regular meetings, with ward councillors required to report back to their wards on a quarterly basis

According to the Department of Cooperative Governance and Traditional Affairs, a ward committee may make recommendations on any matter affecting its ward to the ward councillor, or through the ward councillor to the municipal council, the executive committee or support committee.

The ward committee will be regarded as the statutory structure recognised by the municipal council as its consultative body and communication channel on matters affecting the ward, including, but not limited to:

- ☐ Representing the community on the compilation and implementation of the Integrated Development Plan;
- ☐ Ensuring constructive and harmonious interaction between the municipality and the community;
- ☐ Attending to all matters that affect and benefit the community;
- ☐ Acting in the best interest of the community, and ensuring active participation of the community in the municipality's budgetary process.
- ☐ Ward committees are made up of representatives of a particular ward.
- ☐ They are made up of members who represent various interests within the ward.
- ☐ Ward committees are chaired by the ward councillor.
- ☐ They are meant to be an institutionalised channel of communication and interaction between communities and municipalities.
- ☐ Wards give community members the opportunity to express their needs, their opinions on issues that affect their lives and to have them heard at the municipal level via the ward councillor.
- ☐ Wards are advisory bodies created within the sphere of civil society to assist the ward councillor in carrying out his or her mandate in the most democratic manner possible.

2.7 ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN THE IDP PROCESS

The public participation process undertaken during the review of each IDP is spearheaded by the Executive Mayor, Mayoral Committee Members, and Senior Management, with the IDP Manager providing strategic support and ensuring alignment with legislative requirements. The involvement of Council is addressed through the participation of the Ward Committee System, community participation, and regular communication through public meetings, community newsletters, radio, print media, electronic media, and the Municipal Website.

Both the Draft and Final IDP are presented to the Mayoral Committee and Council for approval in accordance with prescribed legislative prescripts.

The responsibilities of role-players are summarised in the following tables:

ROLE PLAYERS WITHIN THE MUNICIPALITY	ROLES AND RESPONSIBILITIES
Municipal Council	☐ Consider and approve the IDP. ☐ Consider and approve the Budget.
Executive Mayor and Mayoral Committee	☐ Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP. ☐ Assign and delegate responsibilities in this regard to the municipal manager. ☐ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting. ☐ Submit the draft IDP to the Council for adoption.
Ward Councillors	☐ Form a link between the municipal government and the residents. ☐ Link the IDP process to their constituencies and/or wards. ☐ Assist in organising public consultation and participation (with particular reference to the functioning of ward committees). ☐ Monitor the implementation of the IDP with respect to their particular wards.

Municipal Manager and/Directors and Managers	☐ Prepare the IDP Process Plan. ☐ Undertake the day-to-day management and co-ordination of the IDP process. ☐ Ensure that all relevant stakeholders are appropriately involved and timeously informed. ☐ Nominate persons in charge of different roles. ☐ Ensure that the IDP process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements. ☐ Respond to comments on the draft IDP. ☐ Ensure proper IDP documentation. ☐ Adjust the IDP in accordance with the proposals of the Provincial Minister of Local Government. ☐ Provide relevant technical, sector and financial information for analysis for determining priority issues. ☐ Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. ☐ Provide departmental operational and capital budgetary information. ☐ Responsible for the preparation of project proposals, the integration of projects and sector programmes.
ROLE PLAYERS BETWEEN MUNICIPALITY AND EXTERNAL ROLE-PLAYERS	ROLES AND RESPONSIBILITIES
Govan Mbeki Municipality	☐ Prepare and adopt the IDP Process Plan. ☐ Undertake the overall management and co-ordination of the IDP process which includes ensuring that: ☐ all relevant role-players are appropriately involved; ☐ appropriate mechanisms and procedures for community participation are applied; ☐ events are undertaken in accordance with the approved time schedule; ☐ the IDP relates to the real burning issues in the municipality; and ☐ The sector planning requirements are satisfied. ☐ Prepare and adopt the IDP. ☐ Adjust the IDP in accordance with the MEC of Local Government's Proposal. ☐ Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.
Local residents, communities and stakeholders	☐ Represent interests and contribute knowledge and ideas in the IDP ☐ process by participating in and through the Ward Committees or OMAF to ☐ analyse issues, determine priorities, and provide input; ☐ keep their constituencies informed on IDP activities and their outcomes; and ☐ Discuss and comment on the draft IDP.
District Municipality	☐ Same roles and responsibilities as local municipalities but related to the preparation of a District IDP. The District Municipality must also prepare a District Framework (Sec 27 of the MSA).
National and provincial sector departments	☐ Many government services are delivered by provincial and account the programmes and policies of these departments. ☐ The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs. ☐ Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.

2.8 METHODS OF PUBLIC CONSULTATION MECHANISMS

The Municipality focussed on a range of consultation mechanisms to ensure meaningful relationships between communities and the municipality with regards to the review of the IDP.

These mechanisms are designed to comply with Section 29(1)(b)(i) and (ii) of the Local Government: Municipal Systems Act, Act 32 of 2000, which requires that the local community be consulted on its developmental needs and priorities and participate in the drafting of the IDP.

Consultation Method	Description and Application
Ward-Based Public Meetings	The Municipality conducts ward-based IDP public consultation meetings across all 32 wards, typically scheduled over several weeks to ensure comprehensive coverage. Meetings are held at accessible venues including schools, community halls, clinics, and open spaces.
Mayoral Imbizo	Direct engagements led by the Executive Mayor and political leadership to solicit inputs for incorporation into the IDP and ensure planning is aligned to community needs.
IDP Representative Forum Meetings	Gatherings that bring together sector departments, stakeholders, and the public to reflect on progress, report on projects, and engage on municipal strategy.
Digital Platforms	Municipal Website: Repository for IDP documents, public notices, and consultation schedules social media: Facebook and other platforms for announcements and engagement Email Submissions: Dedicated email addresses for IDP and budget-related inputs (IDP/PM: sharon.p@govanmbeki.gov.za, thami.z@govanmbeki.gov.za; Budget: office.cfo@govanmbeki.gov.za)
Traditional Media	Radio: Talk shows and announcements on community radio stations Print Media: Newspaper articles, public notices, and newsletters in publications such as Ridge Times and Seskhona News
Physical Submission Points	Hand-delivered submissions to Rooms 303 and 304, Third Floor, Secunda Municipal building Suggestion drop boxes at municipal offices across the three regions Written submissions at municipal buildings
Regional Public Participation Offices	Dedicated public participation officers in all three regions: - Region 1: Bethal Municipal Office - Region 2: Leandra Thusong Centre and Secunda Municipal Office - Region 3: eMbalenhle Municipal Office
Ward Committee Structures	Ongoing engagement through ward committees via the Office of the Speaker, ensuring continuous community input beyond formal consultation periods.

All members of the public, inclusive of all interest groups, sectors, experts, government departments and the local community are invited to attend public consultation meetings to ensure that the process is inclusive of developmental inputs from all residents.

Should any changes occur with regard to scheduled dates, the public is notified of such alternative dates through the same communication channels. For more information, the public may contact the IDP/BUDGET/PMS Offices during normal working hours (Monday to Friday from 07:30 to 14:00) for assistance.

2.9 IDP AND BUDGET DELIVERABLES AND ACTIVITIES IN THE COMPILATION OF IDP AND BUDGET PLANNING PROCESS OF FY 2026/2027 IDP/BUDGET REVIEW

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
1.	PREPARATION OF IDP /BUDGET / PMS PROCESS PLAN				
a)	Table 2026/2027-2029 /Budget/ SDBIP time schedule to Council for approval with schedule for Public Participation meetings.	Executive Mayor	Approved 2026/2027-2029 Budget time Schedule / process plan	(MFMA) Section 21 (b)	July/ August 2025
b)	Engage with Gert Sibande District Municipality on the alignment process towards the 3rd Review of the 5- Year IDP and MTREF Budget	Deputy Director IDP	Align 2026/2027-2029 Process Plan with Gert Sibande DM and discuss joint planning interventions.	MSA Section 29	July/ August 2025
C)	Advertise the Draft proposed 2026/2027-2029 DP/Budget / SDBIP Process plan and dates of Public Participation meetings on website, local newspapers, municipal newsletter, and noticeboards.	Municipal Manager	Notification to public and Ward Committees	MSA Section 21, 28 (3)	August 2025
d)	Advertise the final Adopted 2026/2027-2029 IDP/Budget/ SDBIP Process plan and dates of Public Participation meetings on website, local newspapers, municipal newsletter, and noticeboards.	Deputy Director IDP	Notification to public and Ward Committees	MSA Section 21, 28 (3)	August 2025
2.	PLANNING FOR 4TH REVIEW 2026/2027 OF THE 5-YEAR IDP 2022/2023-2026/2027				
a)	Consider MEC comments and Recommendations on the 4th Review 2026/2027 IDP assessment.	Deputy Director IDP Mun. Manager Directors	Implement MEC recommendations and inclusion in 2024/2025-IDP Revision	MSA Section 32 (3)	May 2026
b)	Conduct public participation process in terms of the 4th Review of the 5- Year IDP / MTREF Budget / SDBIP	Deputy Director IDP	Ward Needs and get inputs for 2026/2027-2029 IDP IDP / MTREF Budget / SDBIP	MSA Section 17	September 2025- November 2025

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
		Mun. Manager Directors			
c)	Identification of mandatory projects prioritised for implementation for 2026/2027 and four outer years MTREF by Internal Sector Departments. IDP	Deputy Director IDP Mun. Manager Directors	To inform public of planned mandatory projects for sustainable delivery of basic services and to include in 2026/2027 IDP/ IDP / MTREF Budget / SDBIP	Internal Planning and Management Procedure	September 2025– April 2026
d)	Development of ward plans for incorporation into 2026/2027 IDP	Speakers Office	Ward Plans included in 2026/2027 IDP	Internal Planning and Management Strategy	September 2025– April 2026
3.	INITIATE THE 2026/2027-2029 BUDGET PROCESS				
a)	Operating / Expenditure Budget: Initiate the process of 2026/2027-2029 Operating Income and Expenditure Budget to Directors for scrutiny and corrections.	Expenditure	Initiate the process of 2026/2027-2029 Operating Income and Expenditure Budget	Internal Management Procedure	August 2025
d)	Forward previous years' operating expenditure / income actuals and current year projections to Directors.	Budget Office Directors	Baseline for setting parameters for 2026/2027-2029 Operating budget	Internal Management Procedure	December 2025
e)	Engage with Provincial Government regarding adjustments to projected allocations for next 3 years into the MTREF.	CFO Directors	Intergovernmental Budget Alignment	MSA Section 24	February 2026
4.	PREPARING THE 2026/2027-2029 MTREF BUDGET				
b)	Directors submit department's 3-year capital budget project priorities with cost plus current year adjustment capital budget to Budget Office to consolidate inputs.	Directors Budget Office	Compilation of first draft Capital Budget 2026/2027-2029	Internal Management Procedure	February 2026
c)	Directors submit operating expenditure / income budgets and current year final projections to Budget office	CFO Directors	Compilation of first draft Operating Budget 2026/2027-2029	Internal Management Procedure	February 2026

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
e)	Provide Tariff list structure to Departments for 2026/2027 Tariff inputs	CFO	Finalise 2026/2027 Tariff list structure	Internal Management Procedure	March 2026
f)	Discuss Capital budget inputs with Directors	CFO Directors Budget office	Compilation of first draft Capital Budget	Internal Management Procedure	March 2026
g)	Budget Steering Committee Meeting to table and consider draft Capital Budget and Operational Budget for 2026/2027-2029	BS Committee	2026/2027-2029 and two outer year's Draft Operational and Capital Budget	Internal Management Procedure	March 2026
i)	Finalise Budget related policies	Deputy Treasurer CFO	Review all budget related policies	Internal Management Procedure	March 2026
b)	Finalise Capital and Operational budget projections for 2026/2027-2029	Budget office	Finalisation of 2026/2026-2029 MTREF	MFMA Section 28 MBRR Section 23(1)	May 2026
c)	Budget office prepare all necessary budget related documentation	Budget office	Preparation for budget related documentation	MFMA Section 28 MBRR Section 23(1)	May 2026
5.	FINANCIAL REPORTING REQUIREMENTS IN-YEAR / MONTHLY AND QUARTERLY				
a)	Monthly reporting on the budget to the Mayor, PT and NT.	Mun. Manager	Submit Monthly reports on the budget to the Mayor PT and NT within 10 working days of start of the month	MFMA Section 71 (1) MFMA Guidance	July 2025-June 2026
b)	Quarterly Financial Reports to Council	Executive Mayor	Submit Quarterly reporting to on the implementation of the budget and financial affairs of the municipality	MFMA Section 52 (d)	July 2025-June 2026
c)	Place Monthly / Quarterly Financial Reports website and submit to PT and NT.	Budget Office	Website publication and	MFMA Section 75 (1) (k)	July 2025-June 2026
6.	SECOND DRAFT 2026/2027 IDP, BUDGET 2026/2027-2029 & SDBIP 2026/2027				

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
a)	Municipal Manager presents final draft 2026/2027 IDP, 2026/2027-2029 Budget and Budget related policies to the Mayor for perusal and tabling to Council.	Municipal Manager	Draft 2026/2027 IDP / 2026/2027-2029 Draft Budget Draft Capital and Operating Budget for 2026/2027-2029 on Council Agenda	MSA Section 30 (c) MFMA Section 21	March 2026
d)	Table Draft 2026/2027 IDP and Draft 2026/2027-2029 Budget to Executive Management for final overview, inclusiveness and quality check.	Executive Mayor	Finalise Draft 2024/2025 IDP and 2026/2027-2029 Draft Capital and Operating Budget	MFMA No. 56 of 2003, BRR Section 14 (2)	March 2026
e)	Workshop draft 2026/2027 IDP and Draft, Budget and proposed tariffs for 2026/2027-2029 with Council.	Municipal Manager	Workshop draft budget 2026/2027-2029 with full council	Internal Management Procedure	April 2026
7.	PUBLICATION AND PUBLIC CONSULTATION PROCESS				
a)	Publication of Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF Budget and Tariff and Draft 2026/2027 SDBIP for public comment and consultation.	Municipal Manager	Tabled Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF Budget and Tariff and Draft 2026/2027 SDBIP available for public viewing, scrutiny and comment.	MFMA Section 22(a); MSA Section 21A	April 2026
b)	Submission of Draft 2026/2027 IDP, Draft 2026/2027-2029 MTREF and Tariff and Draft 2026/2027 SDBIP to National and Provincial Treasuries and Department of Local Government in both hard copy and electronic formats.	Municipal Manager	Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF and Tariff and Draft 2026/2027 SDBIP submitted	MFMA Section 22(b) MBRR 15 (3) (b) & 15(1)	Immediately after Tabling to Council
c)	Consult Ward Committees on Draft 2026/2027 IDP, Draft 2026/2027-2029 MTREF and Tariff and Draft 2026/2027 SDBIP	Municipal Manager	Obtain input / comment from Ward Committees on Draft IDP and Budget	MFMA Section 22 & 23	April 2026

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
d)	Consult Public on Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF Budget and Tariff and Draft 2026/2027 SDBIP	Municipal Manager	Inform and obtain public input/comment on draft IDP, Budget and tariffs.	MFMA Section 22 & 23	April 2026
g)	Executive Management analyse public comments on Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF Budget and Tariff and Draft 2026/2027 SDBIP and prepare report with recommendations for Council's perusal.	Deputy Director IDP CFO Mun. Manager	Report with recommendations on public comments on Agenda	MFMA Section 22(a); MSA Section 21A	May 2026
8.	APPROVAL OF 2025-2026 -2027 IDP REVIEW AND BUDGET				
a)	Table Final Draft 2026/2027 IDP and Draft 2026/2027-2029 MTREF Budget and Tariff and Draft 2026/2027 SDBIP to the Budget Steering Committee for final overview, inclusiveness and quality check.	Executive Mayor	Final 2026/2027 IDP, Capital and Operating Budget 2026/2027-2029 and Draft SDBIP for 2026/2027	MFMA No. 56 of 2003, MBRR Section 14 (2)	May 2026
c)	Council considers comments from all stakeholders on draft 2026/2027 IDP and Budget accordingly if necessary. Table 2026/2027 IDP and 2024-2025/2025-2026 - 2026/2027 Budget, Tariff List and budget related policies to Council for approval.	Executive Mayor CFO Municipal Manager	Approved 2026/2027 IDP and 2025-2026/2026-2027 - 2027/2028 MTREF	MFMA Section 24 and 25 MSA Reg. 2(1)	May 2026
d)	Submission of approved Final 2026/2027 IDP and 2026/2027-2029 MTREF Budget to National and Provincial Treasuries in both printed and electronic formats.	Municipal Manager	Submission of approved revised IDP and Budget and related documents and resolutions	MFMA Section 24(3) MBRR Regulation 20	June 2026
e)	Publish the approved Final approved 2026/2027 IDP and 2026/2027-2029 MTREF Budget on municipality's website.	Budget Office Deputy Director IDP	Publication of approved revised IDP and annual budget and related documents	MFMA Section 22 MBRR Section 18 MSA Sections 21A and 21B	June 2026
f)	Submission of Final 2026/2027 IDP and 2026/2027-2029 MTREF Budget to MEC of Local Government, National and Provincial Treasury	Municipal Manager	Revised IDP document and letter to MEC for Assessment	MSA Section 32 (1)	10 days after final approval

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
9.	PERFORMANCE MANAGEMENT: ORGANISATIONAL / APPROVAL OF 2026/2027 TOP LAYER SDBIP / INDIVIDUAL PERFORMANCE				
a)	Municipal Manager submits Draft FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) to the Executive Mayor for consideration.	Municipal Manager	Approved Draft FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) within 14 days after approval of the budget	MFMA Section 69(3)(a)	14 days after budget approval
b)	Executive Mayor approves FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) within 28 days after approval of budget	Executive Mayor	Approved FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP)	MFMA Section 53(1)(c)(ii)(2)	28 days after budget approval
c)	Publish FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) on municipal website.	Assistant Manager: PMS	Approved FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) publishes on website	MBRR - Chapter 2, Part 3, 15(3) / MFMA	June 2026
d)	Submit FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP) to National and Provincial Treasury and make public	Assistant Manager: PMS	Approved FY 2026/2027 High-level Scorecard SDBIP (Top Layer SDBIP), submitted to National and Provincial Treasury and make public	MFMA Section 53(3)(a) MBRR Chapter 2, Part 3, 15(3) and 20 (2)(b)	June 2026
e)	MM / Section 57 performance agreements 2025/2026	Executive Mayor Municipal Manager Directors / HOD'S Assistant Manager: PMS	Prepare agreements to R805 Approval and signed before 31 Jul KPI's aligned with SDBIP Include CCR's evaluation committee; evaluation periods; bonus Prepare and approval	To give effect to the Performance Management Framework And relevant legislation	July 2025

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
f)	Placed notice of Signed MM / Section 57 performance agreements 2025/2026 and High-level Scorecard SDBIP (Top Layer SDBIP) Approval on Municipal Website	Assistant Manager: PMS	Signed MM / Section 57 performance agreements 2026/2027 be made public	MFMA Section 75(1):	July 2025
g)	Conduct Quarterly reviews with MM / Section 57 Managers Both Formal and Informal	Executive Mayor Municipal Manager Directors / HOD'S Assistant Manager: PMS	To assess performance against targets Formal and Informal performance discussion How are we doing, progress and address possible shortcomings	MBPR Reg 14 Sec 52 MFMA	October 2025- June 2026
10.	PERFORMANCE MANAGEMENT REPORTING REQUIREMENTS				
a)	Quarter 1 Performance reporting (July - Sept) Quarter 2 Performance reporting (Oct - Dec) Quarter 3 Performance reporting (Jan- March) Quarter 4 Performance reporting (Apr- June)	Executive Mayor	Each department to finalise Departmental SDBIP Quarterly report to MFMA Section 52 (d)	MPPMR Section 13 MFMA Section 52 (d) MBPR Reg 14	July 2025-June 2026
b)	Table FY 2026/2027 Quarterly Performance Reports to Council.	Executive Mayor	Prepare and submit performance report to MFMA Section 52 (d)	MPPMR Section 13 MFMA Section 52 (d) MBPR Reg 14	July 2025-June 2026
c)	Place Quarterly Performance Reports on website and submit to PT and NT.	Assistant Manager: PMS	Quarterly Performance Reports published on website and submitted PT and NT.	MFMA Section 75 (2) MSA 21(b) / MBRR Sect. 31 MBPR Reg 14	July 2025-June 2026
d)	Submit mid-year performance assessment report for FY 2026/2027 to Council	Executive Mayor	Prepare and submit Mid-year performance report to s72 of MSA	MFMA Section 52 & 72 MBRR 31 & 35 MBPR Reg 14	25 January 2025

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
e)	Publication of FY 2026/2027 Mid-Year Performance Assessment Report.	Assistant Manager: PMS	Publication of Mid-year assessment	MFMA Section 72 MBRR 34 MBPR Reg 14	5 days / 10 days after Council Meeting July 2025-June 2026
11.	ANNUAL REPORT / AUDIT READINESS FY 2024/2025				
a)	Gather performance information (POE'S) that substantiate actual performance reported on FY 2024/2025 High-level Scorecard SDBIP (Top Layer SDBIP) and Departmental SDBIP's of HOD's/	Municipal Manager Directors / HOD'S Assistant Manager: PMS	Prepare Audit Files on Performance information for pre- audit by Risk Office/ Assistant Manager PMS	Internal Management Procedure	July 2025
b)	Auditing of Performance Information FY 2024/2025 pre-determined objectives by Assistant Manager PMS/ Internal Audit (Pre – Audit) .	Municipal Manager Directors / HOD'S Assistant Manager: PMS	Pre- Audit in preparation for external audit by the Auditor General	Internal Management Procedure	July 2025
c)	Submit unaudited on FY 2024/2025 Annual Report and on FY 2024/2025 Annual Performance Report to Auditor-General as required by legislation.	Municipal Manager Directors / HOD'S Assistant Manager: PMS	Unaudited report includes the narrative Annual Performance Report Annual Financial Statements	MFMA - Chapter 12 - Section 126 MFMA Circular No.63 MSA – Section 46	31 August '25
d)	Auditing of Draft on FY 2024/2025 Annual Report and on FY 2024/2025 Annual Performance Report (Audit on Pre- Determine Objectives) by Auditor-General.	Municipal Manager Directors / HOD'S Assistant Manager: PMS	Auditor-General's Audit report on Municipality's Annual Report	MFMA - Section 126 MFMA Circular No.63 MSA – Section 46	31 August '25- 29 Nov '25
e)	Table on FY 2024/2025 Audited Annual Report (AR) including the on FY 2024/2025 Annual Performance Report (APR) and AFS to Council	Executive Mayor	on FY 2024/2025 Audited Annual Report, including the on FY 2024/2025 Annual Performance Report (APR) and AFS Consider by Council.	MFMA - Section 127	January 2026

MEDIUM TERM EXPENDITURE FRAMEWORK DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON/S	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	PROPOSED TIME FRAMES
f)	Tabled on FY 2024/2025 Annual Report submitted to the Auditor General, Provincial Treasury & Dept. Local Government.	Assistant Manager: PMS	Tabled on FY 2024/2025 Annual Report submitted	MFMA - 127 (5) (b)	January 2026
g)	Make public the – on FY 2024/2025 Annual Report, invite the public to comment on the audited Annual Report	Municipal Manager	Summary of public comments on audited Annual Report	MFMA - Section 127 (5a) MFMA Circular 63	January 2026
12.	ADOPTION OF on FY 2024/2025 ANNUAL REPORT AND on FY 2024/2025 OVERSIGHT REPORT				
a)	Oversight Committee Meeting to discuss on FY 2024/2025 Annual report.	MPAC Chairperson	Oversight Committee Report on FY 2024/2025 Annual Report	MFMA - Section 129	February 2026
b)	Council considers the annual report and adopts the on FY 2024/2025 Oversight report on Annual Report within two months after the annual report was tabled.	Municipal Manager	Oversight Report and Annual Report Adopted	MFMA Section 129	March 2026
c)	The municipal manager makes the on FY 2024/2025 Oversight Report public after adoption of the annual report.	Municipal Manager	Advertisement, oversight report	MFMA Section 129 (3)	March 2026
d)	Municipal manager submits annual report and oversight report to provincial legislature after adoption of the annual report	Municipal Manager	FY 2024/2025 Annual Report and FY 2024/2025 Oversight report submission	MFMA Section 132 (1) & (2)	March 2026

CHAPTER 3: GOVAN MBEKI MUNICIPAL SITUATIONAL ANALYSIS / MUNICIPAL DEMOGRAPHIC PROFILE

3.1 GEOGRAPHIC LOCATION

The Govan Mbeki Local Municipality is located in the south-eastern region of Mpumalanga Province, adjoining Gauteng Province in the south-west. It is situated approximately 150 kilometres east of Johannesburg and 300 kilometres south-west of Mbombela (Nelspruit), the capital city of Mpumalanga. The municipality is one of seven local municipalities governed under the Gert Sibande District Municipality, alongside Ehlanzeni and Nkangala districts. It is also one of the 17 local municipalities within the province of Mpumalanga.

Govan Mbeki Municipality was formally established in the year 2000 through the amalgamation of the Highveld Ridge Local Authority, Bethal Local Authority, and Leandra Local Authority. Strategically located along the Gauteng–Richards Bay Corridor, the municipality is traversed by the National Road N17 and the Richards Bay railway line, connecting the area in an east-west direction.

3.1.1 Towns and Settlements within the Municipality

The municipality encompasses primarily agricultural and rural areas, along with three key urban centres:

- **Leandra:** Incorporating Leslie, Lebohang, and Eendracht, located on the western periphery.
- **The Greater Secunda Area:** Comprising Trichardt, Evander, Kinross, Secunda, Embalenhle, and Charl Cilliers in the central part of the municipality.
- **Bethal/Emzinoni:** Situated to the east.

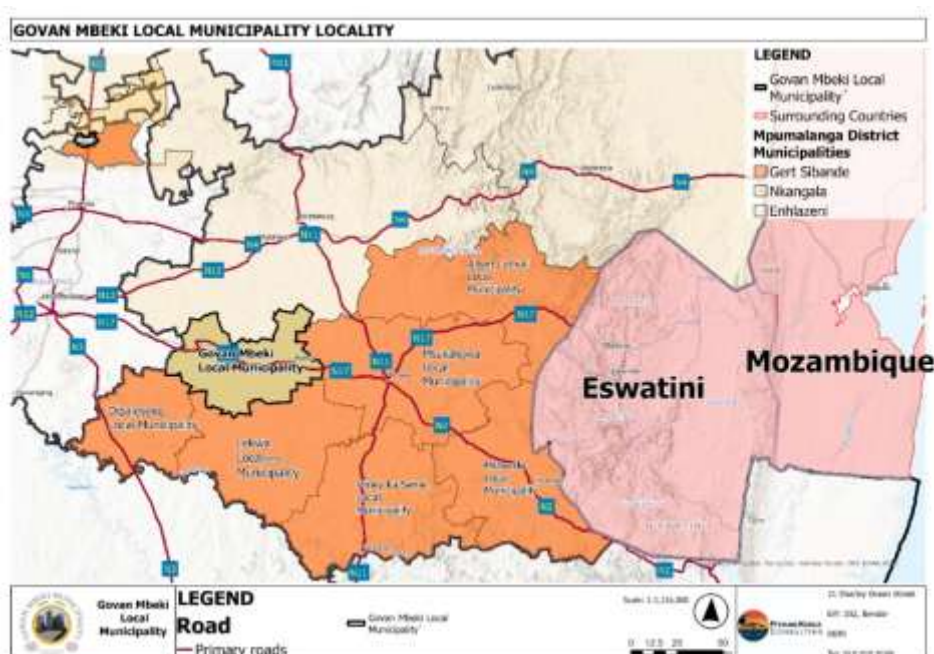
These areas reflect a diverse mix of rural landscapes and urban centers, providing a dynamic environment for service delivery. The municipality strives to ensure equitable access to services and uphold its responsibility to foster sustainable communities across its jurisdiction.

3.1.2 Economic Significance

Govan Mbeki Municipality boasts the most diversified economy within the Gert Sibande District. Its economy is predominantly driven by:

- The petrochemical industry, with the SASOL II and III complexes situated in Secunda.
- Extensive coal and gold mining operations, including the world's largest underground coal mining complex.

This strategic economic position makes Govan Mbeki Municipality a critical hub within both the provincial and national contexts.



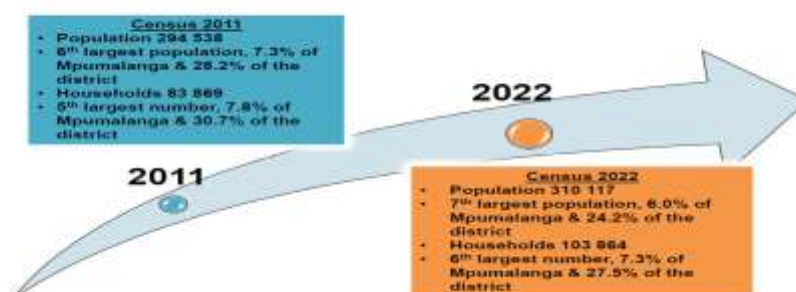
3.2. DEMOGRAPHIC AND STATISTICAL OVERVIEW OF GOVAN MBEKI MUNICIPALIT

The Stats SA's Census 2022 data of Govan Mbeki Municipality provide valuable insights into the current state of municipal demographics, economic, and social indicators and highlights key trends, strengths, and challenges within Govan Mbeki municipality in relation to population growth, economic activity, employment, education, crime, healthcare, migration, infrastructure, and service delivery.

The following summarised the demographic data with a detailed interpretation following the summarised version:

- ❑ According to Stats SA's Census 2022, Govan Mbeki's population increased from 294 538 in 2011 to 310 117 people in 2022 to be the 7th largest in Mpumalanga in 2022.
- ❑ The area contributed 6.0% to the provincial population and 24.2% to the district population.
- ❑ The youth population (0-34 years) formed 62.1% of the local municipal area's population & the elderly population (60+ years) 8.3%.
- ❑ In 2022, the female population's share was 49.9% and that of males 50.1%.
- ❑ The population increased by 15 579 between 2011 and 2022, a population growth rate of only 0.5% per annum, which was higher than the economic contraction of 0.2% p.a.
- ❑ The number of migrants from other provinces were 9 311 and 1 955 from outside of South Africa.
- ❑ The number of households in Govan Mbeki increased from 83 869 in 2011 to 103 864 households in 2022 reflect as an increase of 19 995 households & a growth rate of 2.1% p.a.
- ❑ Govan Mbeki's share of Mpumalanga's households declined from 7.8% in 2011 to 7.3% in 2022.
- ❑ The household size declined from 3.5 in 2011 to 3.0 in 2022. One of the lower sizes in the province.
- ❑ In 2022, the share of female headed households was 44.4% and the share of child-headed (12-17 years of age) households was 0.4%. The share of 60+ years headed households almost 18%.

Govan Mbeki population data change between 2011 and 2022



Ranking of Municipalities in GSDM by Population Size, 2022

Local Municipality	Population Size	Ranking
Govan Mbeki	310 117	1
Mkhondo	255 411	2
Chief Albert Luthuli	247 664	3
Msukaligwa	199 314	4
Lekwa	119 669	5
Dr Pixley Ka Isaka Seme	115 304	6
Dipaleseng	35 980	7

Source: Stats SA: Census 2022

3.2.1 STATISTICAL DATA: SOCIO ECONOMIC AND SERVICE DELIVERY

This statistical data serves as a foundation for strategic planning and policy development to enhance the well-being of residents and promote sustainable economic growth within the municipality with source referencing made to Stats SA Census 2022 and Socio-Economic Profile (SEP, Feb 2026, from DEDT) and the Municipal Spatial Development Framework (SDF).

STATISTICAL DATA SOCIO-ECONOMIC AND SERVICE DELIVERY		
CATEGORY / DATA INDICATOR	VALUE	OBSERVATIONS & INTERPRETATIONS
Demographic Profile		
Population (2022)	310,117	7th largest in Mpumalanga; contributed 6% to provincial population. Growth rate of 0.5% p.a. (2011–2022), slower than household growth as this moderate growth of 0.5% p.a. shows demographic stability but limited expansion compared to household growth.
Population Growth (Average annual population growth (2011–2022))	+15,579 (0.5% p.a.)	Higher than economic contraction (-0.2% p.a.), showing socio-economic pressure despite weak economy.
Youth Share (0–34 yrs)	62.1%	- Indicates a youthful population, but high youth unemployment (44.3%) is a challenge. - The large youth base is a potential asset, but high youth unemployment undermines this advantage.
Elderly share (60+ yrs)	8.3%	- The Elderly to the population are relatively low, but 18% of households are elderly-headed, indicating vulnerability and signals rising healthcare and social support needs. - At 8.3%, lower than national averages, but signals growing healthcare and social support needs.
Gender breakdown	49.9% Female, 50.1% Male	Balanced gender distribution
Households (2022)	103,864	Increased by 19,995 since 2011 (2.1% p.a. growth).
Average Household Size	3.0 (down from 3.5 in 2011)	Smaller household sizes, one of the lowest in Mpumalanga.
Female-headed households	(44.4%)	Significant proportion, highlight socio-economic challenges.
Child-headed households (12–17 yrs)	0.4%	Relatively low but socially vulnerable group.
Infrastructure & Service Delivery		
Electricity access	92.8%	Relatively strong, but 7.2% without electricity remains a concern.
Households without electricity	7.2%	Service gap persists, affecting quality of life and productivity.
Water access	99%	Best in province; strong achievement in basic service delivery.

STATISTICAL DATA SOCIO-ECONOMIC AND SERVICE DELIVERY		
CATEGORY / DATA INDICATOR	VALUE	OBSERVATIONS & INTERPRETATIONS
Households without piped water	1%	Minimal backlog, but rural pockets may still struggle.
Sanitation (flush/chemical toilets)	93.3%	High coverage, but 6.7% without proper sanitation poses health risks.
Households without flush/chemical toilets	6.7%	Improvement from 2011, but still significant.
Informal dwellings	12.1%	3rd worst in province; although improved, informal housing remains a major challenge.
Refuse removal backlog	12.5%	Deteriorated from 7.7% in 2011; waste management is a growing concern.
Economic Overview		
Main sectors contribution to the economy (2024)	Manufacturing (27.7%), Mining (26%), Community Services (14.5%), Finance (12.6%), Trade (10.1%) Transport (3.7%) Utilities (2.1%), Construction (1.7%), Agriculture (1.6%)	Economy heavily reliant on petrochemicals and mining; diversification needed.
Economic Growth Rate	0.8% (2022) 0.5% (2023) 0.3% (2024), 1% (2025)	Weak growth trajectory; structural reforms required as there is a contraction of 1.8% between 2019–2024
Contribution to Provincial GDP (2024)	10.9% (~R70 billion)	4th largest economy in Mpumalanga; significant district contributor (41.8%).
Unemployment Rate (2024)	30.6%	High unemployment undermines socio-economic stability. 4th lowest in district but worsened from 27.1% in 2019.
Female Unemployment (2024)	36.7%	Gender disparities evident; women face higher unemployment. Increased from 32.5% in 2019.
Youth Unemployment (15–34 yrs, 2024)	44.3%	Critical challenge; risks of social unrest and wasted potential.
Employment Decline (2019–2024)	-0.7% p.a.	- Average annual employment decline of -0.7% (2019–2024) and is indicated as worse than 0.3% growth in 2014–2019 2,252 job gains in 2024 and 5,637 in 2023 - Job creation insufficient; structural decline in employment.
Economic Diversification Potential	Petrochemicals Innovation Cluster Petrochemicals Industrial Centre of Competence Petrochemicals Supplier Park	Strategic opportunity to diversify economy and create jobs.

STATISTICAL DATA SOCIO-ECONOMIC AND SERVICE DELIVERY		
CATEGORY / DATA INDICATOR	VALUE	OBSERVATIONS & INTERPRETATIONS
Poverty Rate (LBPL, 2024)	33.6%	❑ 2nd lowest in district; 108,136 people below LBPL.
Income Share of Poorest 40% (2024)	6.8%	❑ Improved from 6.4% in 2019, but still low.
HDI (2024)	0.68	❑ Improved from 0.67 in 2019
Education & Literacy		
Tertiary attainment (20+ yrs, 2022)	8.1%	❑ Alarmingly low; brain drain suspected. ❑ Declined from 11.8% in 2011
Grade 12 (Matric) Pass Rate (2025)	82.8%	❑ Decline from 83.2% in 2019; 3rd lowest in province.
Admission to Degree Studies (2025)	39.9%	❑ Below provincial average; weak transition to higher education. 8th lowest of 17 municipalities.
Tertiary Qualification (20+ yrs, 2022)	8.1%	❑ Declined from 11.8% in 2011 , possible brain drains.
Literacy rate (15+ yrs, 2024)	91.2%	❑ Strong literacy base; opportunity to leverage for skills development. ❑ 3rd highest in province; improving trend.
School enrolment (5–24 yrs, 2022)	70.2%	❑ Slight improvement; but tertiary progression remains weak.
Migration Pattern: Migration (2011–2022)		
In-migration (2011–2022)	9,311 (domestic)	❑ Reflects attractiveness for settlement despite economic stagnation.
International migration (2011–2022)	1,955	❑ Adds diversity but also service delivery pressure.
Health Profile		
Health Infrastructure constraints	❑ Households with Access to Public Clinics/Hospitals ❑ Public healthcare network includes clinics and hospitals are limited due to infrastructure constraints that is not in existence and available.	
Challenges	❑ Staff shortages are under-resourced facilities	
Key Health Issues	❑ HIV/AIDS, Tuberculosis (TB), Infant Mortality	
Health Insurance Coverage	❑ Limited private insurance, high reliance on public healthcare	
Type of Healthcare Facilities		
❑ District Hospitals X2		
❑ Other Hospitals X 2		
❑ Community Health Centres X 3		
❑ Clinics X 9		
❑ Other Primary Healthcare Centres X 4		

STATISTICAL DATA SOCIO-ECONOMIC AND SERVICE DELIVERY				
CATEGORY / DATA INDICATOR		VALUE	OBSERVATIONS & INTERPRETATIONS	
☐ Other Health Facilities X 2				
Total=22				
Disability Types				
Disability Type	Some Difficulty	A Lot of Difficulty	Cannot Do at All	Total
Seeing	22,325	5,018	157	27,500
Hearing	7,309	1,276	123	8,832
Communication	3,313	485	227	4,025
Walking	5,838	1,788	466	8,092
Remembering	6,058	952	162	7,172
Self-care	3,006	700	420	4,126
Crime & Safety Govan Mbeki Crime Statistics, 2024/2025.				
Type of crime		Total		
Serious and other crimes		9 512		
Community reported serious crimes		8 577		
Contact crimes		3 033		
Property related crimes		2 279		
Contact related crimes		470		
Robbery with aggravating circumstances		420		
Serious crimes per 1,000 population (2024/25)		27.3, Slight improvement from 27.7 in 2020/2021	☐ Joint 3rd highest in province; safety concerns persist.	
Major Crime Issues		Violent crime, Armed robbery, Property Crimes and Related Offenses	☐ Likely contributing to crime rates; requires targeted interventions. High crime rates due to economic and social issues	
Community safety measures		Limited	☐ Weak institutional response; governance challenges. Increased policing, community-based prevention programs	
Drug & Alcohol Abuse		☐ Growing concern, particularly in Secunda		

Govan Mbeki Municipality

Demographics & Development Outlook

Source of Data Generated from Stats SA Census 2022 & SEP 2026 (DEDT)

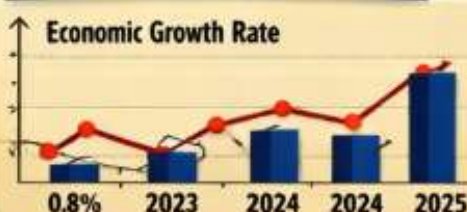
Demographic & Migration



Infrastructure & Services



Economic Overview



10.9%
of Provincial GDh

Education & Health



Crime & Safety



Economic Future & Opportunities

- ✓ SDF, LED, DDM & MERRP
- ✓ Petrochemical Technology Park
- ✓ Agriculture & Mining
- ✓ Green Economy & Sasol Expansion

Township Economy Revitalisation



3.2.2 INSIGHTS INTO THE ECONOMIC ANALYSIS OF GOVAN MBEKI MUNICIPALITY

The economic analysis of Govan Mbeki Municipality, based on the latest Census 2022 data and economic reports, provides valuable insights into the municipality's economic growth, key sectors, employment trends, and overall financial health.

The municipality contributes significantly to Mpumalanga's economy, ranking as the fourth-largest local economy in the province and accounting for 41.2% of the Gert Sibande District economy. However, economic growth has been slow, with an average annual GDP growth rate of only 0.2% from 1996 to 2022, and contractions observed between 2019 and 2022 at a rate of -2.8% per annum.

The municipality's economy is primarily driven by the mining and energy sectors, given its proximity to coal mines and petrochemical industries. Sasol, a major player in the energy sector, significantly contributes to the GDP. Other sectors include agriculture, manufacturing, and retail trade, which play supporting roles in the local economy.

The formal employment sector is largely driven by industries such as mining, manufacturing, and trade, while informal employment remains a crucial part of household survival strategies.

Investments in infrastructure, education, and economic diversification are necessary to unlock sustainable growth and improve the municipality's economic resilience.

Observations & Recommendations

- ❑ **Economic Growth:** The slow GDP growth rate and recent contractions signal an urgent need for economic diversification and investment attraction.
- ❑ **Employment:** High unemployment rates, especially among youth, necessitate targeted job creation and entrepreneurship support initiatives.
- ❑ **Education & Skills Development:** The relatively low percentage of residents with higher education highlights the need for investment in education and vocational training.
- ❑ **Infrastructure & Investment:** Increased use of municipal grants for infrastructure improvement and industrial growth will boost economic resilience.
- ❑ **Sectoral Development:** Strengthening the manufacturing and trade sectors while promoting emerging industries can create sustainable employment.

By addressing these key areas, Govan Mbeki Municipality can unlock its economic potential and improve socio-economic conditions for its residents.

Main Sectors Contributing to the Economy

- ❑ **Mining and Energy:** Coal mining and petrochemical industries dominate, with Sasol being a cornerstone of economic activity.
- ❑ **Agriculture:** Crop farming and livestock contribute to food security and employment.
- ❑ **Manufacturing:** Includes processing industries linked to mining and agriculture.
- ❑ **Retail and Services:** Local businesses and services cater to the community's needs.

Challenges

- ❑ **Environmental Concerns:** Pollution from mining and petrochemical activities poses risks to health and biodiversity.
- ❑ **Economic Diversification:** Heavy reliance on mining and energy makes the economy vulnerable to global market fluctuations.
- ❑ **Infrastructure:** Aging infrastructure and inadequate maintenance hinder growth.
- ❑ **Unemployment:** High unemployment rates, especially among youth, remain a pressing issue.

Opportunities

- ❑ **Renewable Energy:** Transitioning to renewable energy sources could reduce environmental impact and create jobs.
- ❑ **Tourism:** Leveraging natural and cultural heritage for tourism development.

- ❑ **Agricultural Expansion:** Enhancing agricultural practices and exploring agro-processing opportunities.
- ❑ **Skills Development:** Investing in education and training to address unemployment and skill gaps.

These trends suggest that while Govan Mbeki Municipality has a substantial economic base, particularly in mining and manufacturing, it faces challenges related to economic contraction and limited growth prospects.

Strategies aimed at economic diversification, infrastructure development, and skills enhancement may be essential to strengthen future economic performance and resilience.

The economic future of Govan Mbeki Municipality is closely tied to provincial and district-level strategies that aim to build inclusive, resilient, and sustainable growth across Mpumalanga.

The Socio-Economic Profile (SEP, Feb 2026) and reporting from the Department of Economic Development and Tourism (DEDT) highlight the municipality's unique position as both an industrial hub and a community with untapped potential in agriculture, manufacturing, and renewable energy.

The following economic plans and opportunities are highlighted as follows:

Importance and relevance of:

- ❑ The implementation of the Provincial Spatial Development Framework (SDF) by COGTA and a Provincial LED strategy framework by DETD. The importance of a functional and vibrant LED Forum and reviewed LED Strategy.
- ❑ Roll-out of the DDM, as well as the MERRP.

Linking with economic interventions in Gert Sibande:

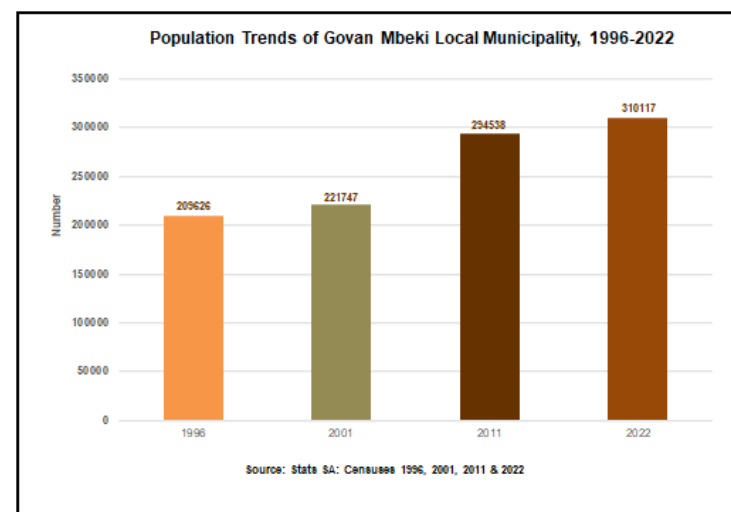
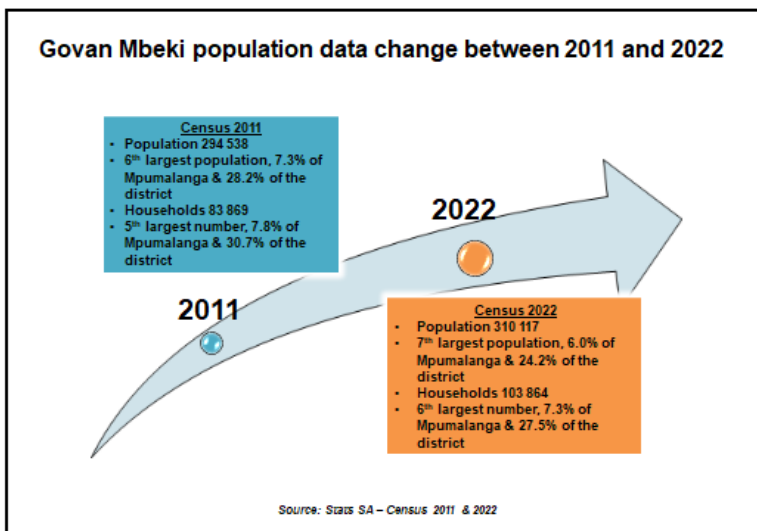
- ❑ Enhancing the manufacturing sector in Gert Sibande through the **planned Petro-Chemical Technology Park in Secunda** as part of the Mpumalanga Industrial Development Plan (MIDP).
- ❑ Agriculture & agro-processing – crop & livestock.
- ❑ Forestry & furniture manufacturing.
- ❑ Coal mining and electricity generation.

Economic opportunities in Govan Mbeki:

- ❑ **Opportunities around manufacturing, mining, agriculture, agro-processing & tourism.**
- ❑ Expansion of Sasol in terms of new projects and investment.
- ❑ **Green Economy and renewable energy opportunities in terms of new projects/initiatives.**
- ❑ The importance of a **LED** Forum to facilitate growth and job creation in this area.
- ❑ **Support to MSM/SMMs and Cooperatives and also the informal sector** to promote job creation and develop the economy. **Rejuvenation of township businesses** with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

3.3 DATA VISUALIZATION OF DEMOGRAPHICS:

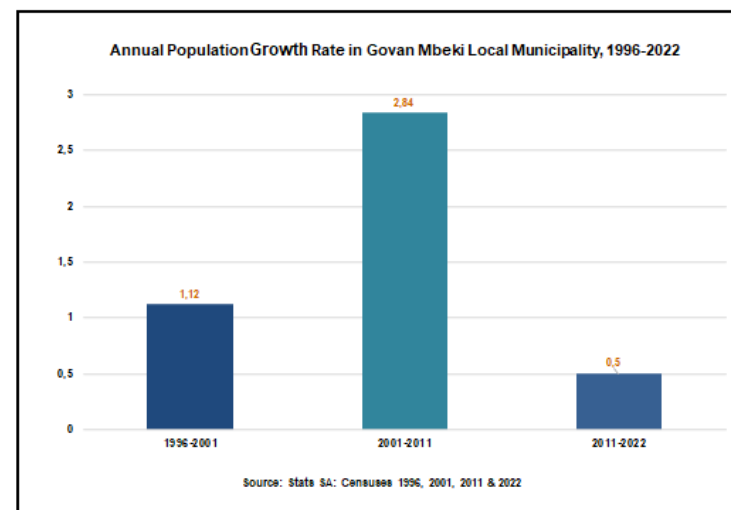
This section presents visual representation of key demographic statistics within Govan Mbeki Municipality:



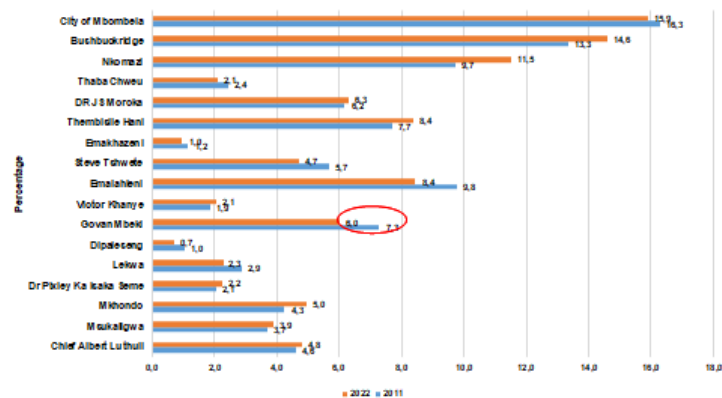
Ranking of Municipalities in GSDM by Population Size, 2022

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Source: Stats SA: Census 2022

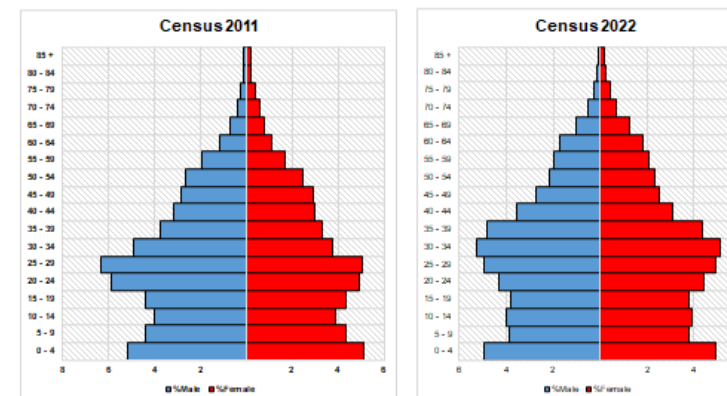


Share of Municipal Population to the Province, 2011 & 2022



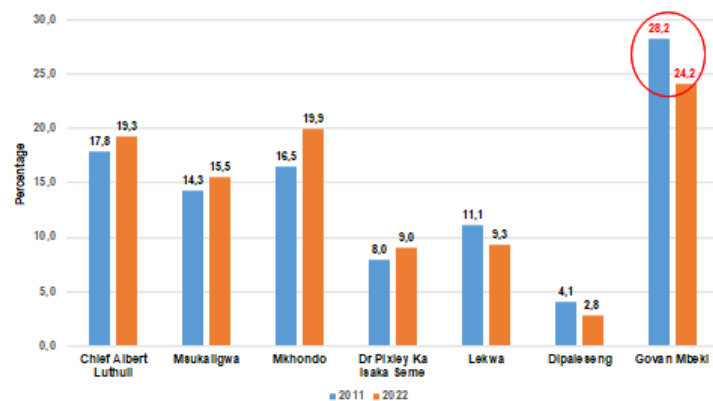
Source: Stats SA: Censuses 2011 & 2022

Population Pyramids for Govan Mbeki LM, 2011 & 2022



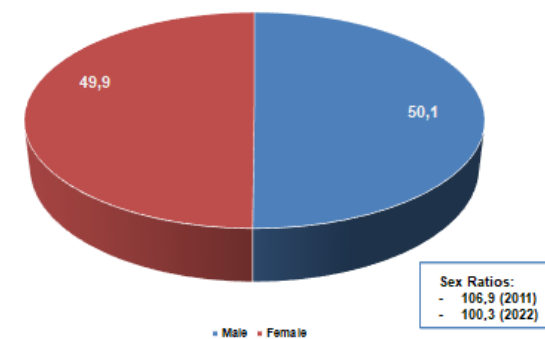
Source: Stats SA: Censuses 2011 & 2022

Share of Municipal Population to the District, 2011 & 2022



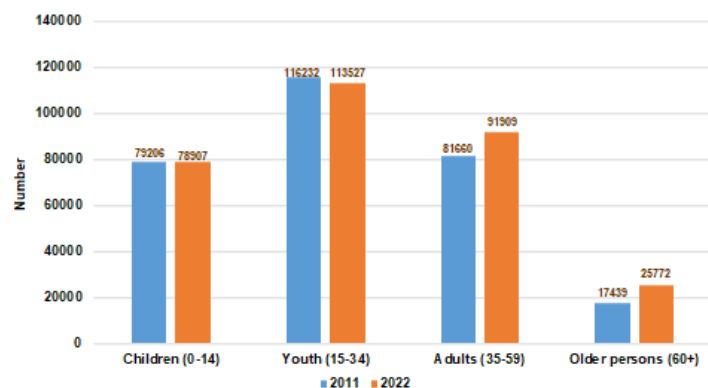
Source: Stats SA: Censuses 2011 & 2022

Sex Composition and Ratio, 2022



Source: Stats SA: Census 2022

Number of People by Different Age Groups, 2011 & 2022



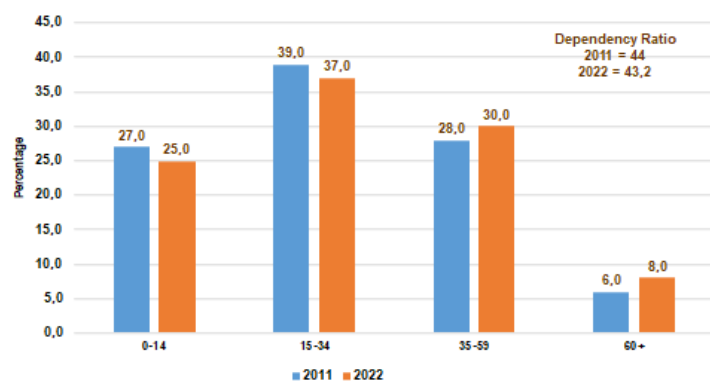
Source: Stats SA: Censuses 2011 & 2022

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

Municipality	Male	%Male	Female	%Female	Total
Gert Sibande	200232	53	177951	47	378182
Chief Albert Luthuli Local Municipality	31944	50	31358	50	63303
Msukaligwa Local Municipality	37135	55	30692	45	67827
Mkhondo Local Municipality	28710	48	29794	51	58504
Dr Pixley Ka Isaka Seme Local Municipality	18447	50	18525	50	32972
Lekwa Local Municipality	20764	54	17819	46	38583
Dipaleseng Local Municipality	7304	56	5825	44	13129
Govan Mbeki Local Municipality	57928	56	45936	44	103864

Source: Stats SA: Census 2022

Share of People by Different Age Groups, 2011 & 2022



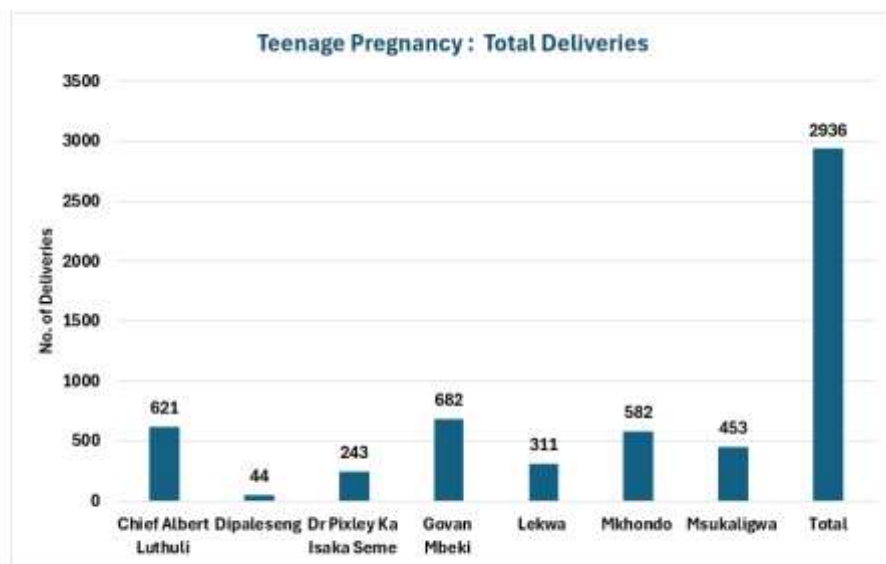
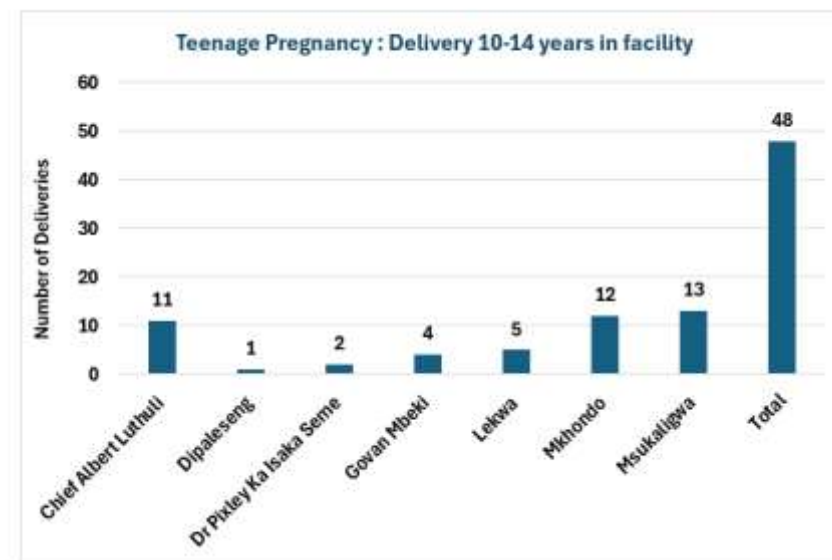
Source: Stats SA: Censuses 2011 & 2022

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	1 655	21 755	68 634	215 669	70 471	378 182
Chief Albert Luthuli Local Municipality	375	4 335	10 445	34 900	13 248	63 303
Msukaligwa Local Municipality	172	4 102	13 189	39 611	10 552	67 827
Mkhondo Local Municipality	344	3 481	10 704	33 257	10 713	58 504
Dr Pixley Ka Isaka Seme Local Municipality	104	1 708	5 390	18 395	7 375	32 972
Lekwa Local Municipality	176 (0,5%)	2 141	6 346	22 109	7 812 (20,2%)	38 583
Dipaleseng Local Municipality	48	617	1 835	8 074	2 555	13 129
Govan Mbeki Local Municipality	430	5 371	20 724	59 123	18 216	103 864

Source: Stats SA: Census 2022

Teenage Pregnancy			
Local Municipality	Delivery 10-14 years in facility	Delivery 15-19 years in facility	Total Deliveries
Chief Albert Luthuli	11	610	621
Dipaleseng	1	43	44
Dr Pixley Ka Isaka Seme	2	241	243
Govan Mbeki	4	678	682
Lekwa	5	306	311
Mkhondo	12	570	582
Msukaligwa	13	440	453
Total	48	2888	2936



Population number per municipal area, Census 2011 & 2022

Local Municipal Area	Population number		Female population share	Youth (0-34 years) share	Elderly (60+ years) share	Average annual population growth 2011-22	Average annual economic growth 2011-22
	2011	2022	2022	2022	2022	2011-22	2011-22
Chief Albert Luthuli	186 010	247 664	53.2%	66.6%	8.7%	2.8%	1.1%
Muskaligwa	149 377	199 314	51.3%	64.1%	7.5%	2.8%	1.5%
Mkhondo	171 982	255 411	53.1%	68.3%	6.6%	3.8%	0.8%
Dr Pixley Ka Isaka Seme	83 235	115 304	52.0%	62.6%	9.9%	3.2%	3.5%
Lekwa	115 662	119 669	51.3%	60.1%	9.6%	0.3%	1.3%
Dipaleseng	42 390	35 980	51.0%	59.4%	9.9%	-1.6%	4.0%
Govan Mbeki	294 538	310 117	49.9%	62.1%	8.3%	0.5%	-0.2%
Victor Khanye	75 452	106 149	49.2%	63.9%	6.9%	3.3%	3.2%
Emalahleni	395 466	434 522	49.2%	62.4%	7.4%	0.9%	0.5%
Steve Tshwete	229 831	242 031	50.3%	59.9%	8.6%	0.5%	0.6%
Emakhazeni	47 216	50 165	51.6%	60.4%	10.1%	0.6%	1.6%
Thembisile Hani	310 458	481 248	52.2%	62.4%	9.5%	3.2%	1.6%
Dr JS Moroka	249 705	324 855	52.6%	61.2%	13.0%	2.6%	1.3%
Thaba Chweu	98 387	118 474	50.1%	60.7%	8.0%	1.8%	0.9%
Nkomazi	393 030	591 928	53.0%	68.4%	6.2%	4.0%	1.0%
Bushbuckridge	538 593	750 821	54.3%	67.0%	8.1%	3.2%	2.0%
City of Mbombela	658 604	809 674	51.7%	64.2%	7.2%	2.0%	1.0%
Mpumalanga	4 039 888	5 143 324	52.0%	64.3%	8.1%	2.3%	0.9%

Source: Stats SA – Census 2011 & 2022

Household number per municipal area, 2011 & 2022

Local Municipal Area	Households number		Average annual household growth 2011-2022	Household size	
	2011	2022		2011	2022
Chief Albert Luthuli	47 705	63 303	2.7%	3.9	3.5
Muskaligwa	40 932	67 827	4.9%	3.6	2.9
Mkhondo	37 433	58 504	4.3%	4.6	4.4
Dr Pixley Ka Isaka Seme	19 838	32 972	4.9%	4.2	3.5
Lekwa	31 071	38 583	2.1%	3.7	3.1
Dipaleseng	12 637	13 129	0.4%	3.4	2.7
Govan Mbeki	89 869	109 864	2.1%	3.5	3.0
Victor Khanye	20 548	33 786	4.8%	3.7	3.1
Emalahleni	119 873	164 573	3.1%	3.3	2.6
Steve Tshwete	64 966	80 053	2.0%	3.5	3.0
Emakhazeni	13 721	19 613	3.5%	3.4	2.6
Thembisile Hani	75 633	110 563	3.7%	4.1	3.9
Dr JS Moroka	62 162	74 581	1.8%	4.0	4.4
Thaba Chweu	33 352	45 902	3.1%	2.9	2.6
Nkomazi	96 202	134 143	3.2%	4.1	4.4
Bushbuckridge	133 559	167 927	2.2%	4.0	4.5
City of Mbombela	181 966	212 396	1.5%	3.6	3.8
Mpumalanga	1 079 466	1 421 721	2.7%	3.8	3.4

Source: Stats SA – Census 2011 & 2022

Key household services indicators (backlogs) in Govan Mbeki, 2022

12.1%

- Share of households in informal dwellings (3rd worst in the province)
- Improved from 27.9% in 2011

1.0%

- Share of households without access to piped water (best in the province)
- Improved slightly from 1.1% in 2011

1.1%

- Share of households with no toilet (joint 4th best)
- Improved from 1.8% in 2011

6.7%

- Share of households without flush/chemical toilet (2nd best)
- Improved from 9.1% in 2011

7.2%

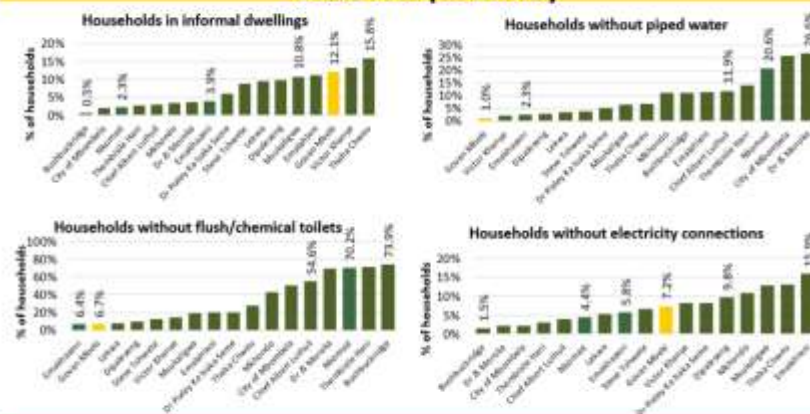
- Share of households without electricity connection (8th best)
- Improved from 9.4% in 2011

12.5%

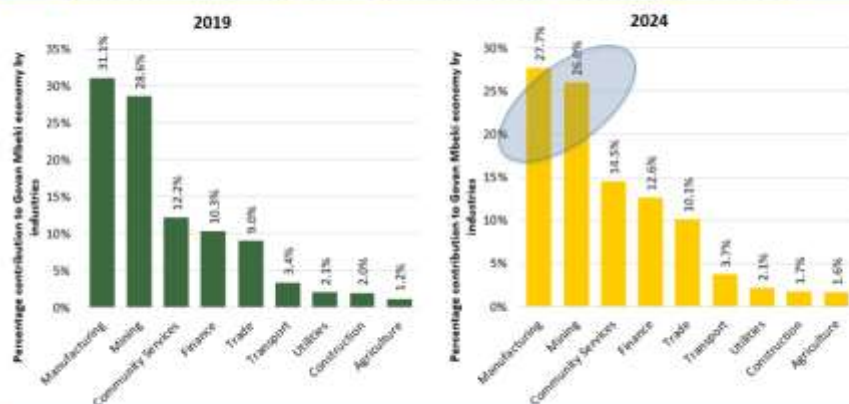
- Share of households without refuse removal by a local authority (best in MP)
- Deteriorated from 7.7% in 2011

Source: Stats SA – Census 2011 & Census 2022

Household services performance (backlogs) of MP Municipalities, 2022 comparatively



Structure of Govan Mbeki's economy in constant 2015-prices [government & personal services (education, health etc) = community services]



Source: S&P Global – Risk, October 2025

Key labour market indicators in Govan Mbeki

30.6%

- Official/strict unemployment rate 2024 (4th lowest in District)
- Deteriorated from 27.1% in 2019

36.7%

- Official female unemployment rate 2024
- Deteriorated from 32.5% in 2019

44.3%

- Official youth (15-34 yr) unemployment rate 2024 (4th lowest in District)
- Deteriorated from 38.5% in 2019

-0.7%

- Average annual employment decline 2019-24
- Worse than 0.3% p.a. growth 2014-19

9.4%

- Share of Mpumalanga's employment in 2024
- Should contribute 5 000 to 6 000 new and sustainable jobs pa to the MP labour market

2 252

- Number of job gains in 2024
- 5 637 job gains in 2023

Source: S&P Global – Risk, October 2025

Key labour market indicators in Govan Mbeki

30.6%

- Official/strict unemployment rate 2024 (4th lowest in District)
- Deteriorated from 27.1% in 2019

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- Worse than 0.3% p.a. growth 2014-19

9.4%

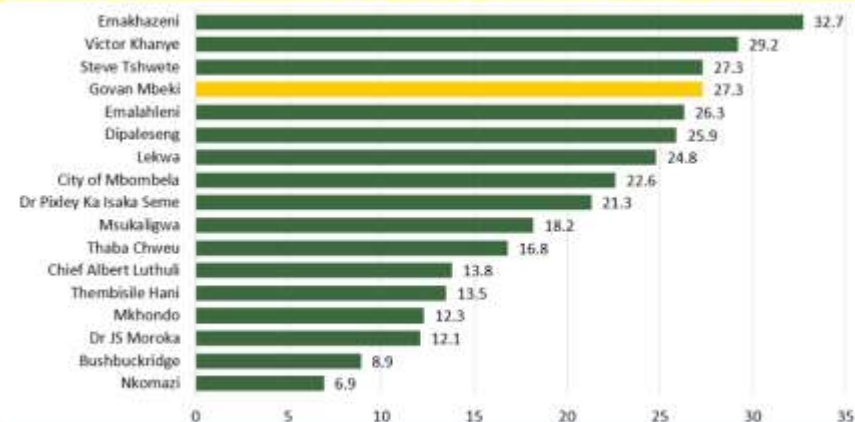
- Share of Mpumalanga's employment in 2024
- Should contribute 5 000 to 6 000 new and sustainable jobs pa to the MP labour market

2 252

- Number of job gains in 2024
- 5 637 job gains in 2023

Source: S&P Global – Risk, October 2025

Number of serious crimes per 1 000 population by municipal area, 2024



Source: SAPS – Annual Crime Stats 2024/25

3.4 COMPREHENSIVE INTERPRETATION OF THE STATISTICAL DATA AND GRAPHS PERTAINING TO GOVAN MBEKI MUNICIPALITY

The Statistical datasets highlight both opportunities and challenges facing the municipality. On one hand, the area benefits from a youthful population, household growth, and its strategic role within Mpumalanga. On the other, it faces economic contraction, service delivery pressures, and socio-economic vulnerabilities.

Understanding these dynamics is essential for policymakers, community leaders, and residents alike, as they inform strategies for sustainable development, inclusive growth, and improved quality of life.

3.4.1 Population Dynamics

The population of Govan Mbeki Municipality has shown modest growth, increasing from 294,538 residents in 2011 to 310,117 in 2022. This translates to an annual growth rate of approximately 0.5%, which is slower than the national average but still positive when compared to the municipality's contracting economy at -0.2% per annum. The municipality contributes about 6% of Mpumalanga's population and nearly a quarter of the Gert Sibande District's population, positioning it as a significant urban hub in the province.

A striking feature of the demographic profile is the dominance of youth, with 62.1% of the population under the age of 34. This presents a potential demographic dividend if investments are made in education, skills development, and employment opportunities. At the same time, the elderly population, though relatively small at 8.3%, is growing and signals increasing demand for healthcare and social support services.

Gender distribution is nearly balanced, with 49.9% female and 50.1% male, which suggests that socio-economic planning must be inclusive and gender-sensitive.

3.4.2 Household Trends

Household growth has overtaken the population growth, rising from 83,869 households in 2011 to 103,864 in 2022 sighting an annual increase of 2.1%. This expansion reflects urbanization and changing family structures. Average household size has declined from 3.5 to 3.0 persons per household, one of the lowest figures in Mpumalanga.

This trend points to the prevalence of nuclear families and socio-economic pressures that encourage smaller household units. Female-headed households account for 44.4% of the total, highlighting gendered socio-economic vulnerabilities that require targeted policy interventions. The presence of child-headed households, though not quantified in detail, underscores gaps in social protection and the need for stronger community support systems.

3.4.3 Migration & Diversity

Migration continues to shape the municipality's demographic outlook. Between 2011 and 2022, Govan Mbeki attracted 9,311 migrants from other provinces and 1,955 international migrants. This inflow demonstrates that the municipality remains attractive for work opportunities despite economic contraction. Migration contributes positively to cultural diversity but also places pressure on housing, infrastructure, and service delivery systems.

3.4.4 Economic & Social Indicators

The economy of Govan Mbeki Municipality has contracted at a rate of -0.2% per annum, contrasting sharply with population growth. This mismatch signals rising unemployment and poverty risks.

The youth-heavy demographic amplifies the urgency of job creation, skills development and entrepreneurship promotion. Without adequate interventions, the municipality risks deepening cycles of unemployment and inequality. Education emerges as a critical lever for change.

With such a large proportion of young residents, investment in schooling, vocational training, and tertiary access is essential to align skills with local economic needs. Crime and safety also remain pressing concerns, as youth unemployment often correlates with higher crime rates.

Integrated public safety strategies that combine policing with socio-economic upliftment are necessary. Healthcare demand is rising due to both the growth of the elderly population and the influx of migrants. Accessible clinics, hospitals, and preventive health programmes will be vital to meet these needs.

3.4.5 Infrastructure & Service Delivery

Rapid household growth and declining household sizes are straining basic services such as water, sanitation, electricity, and housing. The municipality's share of provincial households has declined slightly from 7.8% to 7.3%, suggesting relative stagnation compared to other areas. Infrastructure investment must therefore be prioritized to match demographic shifts, particularly in urbanizing areas. Housing, energy resilience, and sanitation are critical areas for intervention.

3.4.6 Key Interpretation on the statistical data

- **Strengths:** A youthful population, household growth, and regional significance within Mpumalanga.
- **Challenges:** Economic contraction, unemployment, service delivery backlogs, and gendered vulnerabilities.
- **Opportunities:** Harnessing youth potential, improving education, targeted infrastructure investment, and inclusive social policies.



CHAPTER 4: INSTITUTIONAL ARRANGEMENTS

The municipality is governed through 32 wards, with political oversight provided by the Mayoral Committee and MPAC. Administrative governance is led by the Municipal Manager and CFO, supported by Section 79 and 80 committees. Institutional development focuses on human capital enhancement, employment equity, ICT modernisation, GIS integration, anti-fraud measures, and internal audit improvements. Audit outcomes have shown progress, reflecting strengthened governance.

Govan Mbeki Local Municipality is a Category B municipality as determined in terms of the Local Government: Municipal Structures Act, No. 117 of 1998. It operates under a Mayoral Executive System, wherein executive powers are vested in an Executive Mayor elected by the municipal council, who may appoint a mayoral committee to assist in executive responsibilities.

In terms of its governance structure, the municipal council consists of sixty-three (63) members elected through a system of mixed-member proportional representation. Thirty-two (32) councillors are directly elected in the municipality's thirty-two (32) wards, while the remaining thirty-one (31) are appointed from party lists to ensure proportional representation. The administrative headquarters of the municipality is located in Secunda.

This chapter outlines the institutional framework, human capital initiatives, and technological advancements underpinning service delivery in Govan Mbeki Municipality (GMM). It reflects the municipality's commitment to building a capable, ethical, and development-oriented local government, responsive to the needs of its residents.

4.1 POLITICAL GOVERNANCE STRUCTURE OF GOVAN MBEKI MUNICIPALITY

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area. The full Council of the GMM Municipality comprises of 63 elected Councillors, chaired by the Speaker.

Following the local government elections in November 2021, the composition of council is as follows:

COMPOSITION OF COUNCIL						
Political Party	Number of Councillors	Gender		Council Executive	Name of Councillor	Political Party
		Male	Female			
ANC	26	20	6	Executive Mayor	NG Zuma (elected 2021/11/22)	ANC
DA	17	9	8	Speaker	FF Magagamela (elected 2021/11/22)	ANC
EFF	13	7	6	Chief Whip	MJ Mtsweni	ANC
FF PLUS	3	1	2	MMC Councillors	MMC Councillor for Civil Engineering: AV Mbokazi	ANC
ARP	2	2	0		MMC Councillor for Community Services: TT Seimela	EFF
IFP	1	1	0		MMC Councillor for Corporate Services: PD Mtshali	ANC
					MMC Councillor for Finance: TP Mtsweni	ANC
					MMC Councillor for Electrical & Mechanical Engineering: MM Masinga	ANC
					MMC Councillor for Planning & Economic Development: YT Ngxonono	ATM
					MMC Councillor Budget & Revenue Enhancement: ME Nsibande	ANC
ATM	1	1	0	MPAC Chair	SI Sibanyoni	ANC
Total	63	41	22			

POLITICAL STRUCTURE



Cllr F Magagamela
Speaker of Council



Cllr NG Zuma
Executive Mayor



Cllr MJ Mtsweni
Whip of Council



Cllr SI Sibanyoni
**Chairperson
MPAC**



Cllr ME Nsibande
MMC Revenue Enhancement



Cllr T Seimela
MMC Community Services



Cllr YT Ngxonono
**MMC Planning and
Development**



Cllr TP Mtsweni
MMC Financial Services



Cllr MM Masinga
MMC Electrical and Mechanical Engineering



Cllr D Mtshali
MMC Corporate Services



Cllr AV Mbokazi
MMC Civil Engineering

Council

The Council's primary role is to govern the municipality in a democratic and accountable manner, to perform legislative and executive functions and generally to fulfil its roles and responsibilities as set out in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). It focuses on legislative, decision-making, oversight and participatory roles, and has delegated executive functions to the Executive Mayor.

Executive Mayor

The Executive Mayor assisted by the Mayoral Committee, heads the political executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. This means that she has an overarching strategic and political responsibility.

The Mayoral Committee is established in terms of Section 43 of the Structures act, they act as political heads of departments with delegated functions and powers and they are chairpersons of their Port Folio Committees. Section 80 committees known as Portfolio Committees. The MMCs reports to the Executive Mayor. The Council has a Mayoral system,

Portfolio Committees

Section 80 committees are established to advise the Executive Mayor on policy matters and any other matter to be considered by the Executive Mayor. Portfolio Committees are assigned to focus on specific functional areas of the municipality and can only make decisions on specific functional issues if delegations have been granted to them. The members are appointed by Council.

The chairpersons appointed by the Executive Mayor are full-time Councillors and form part of the Mayoral Committee. Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee.

Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an extension of the office of Executive Mayor. The committee has no powers on its own – decision making remains that of the Executive Mayor and the Speaker is the Chairperson of the Council. Council conducts.

4.2 COMMITTEES ESTABLISHED IN TERMS OF SECTION 79 AND 80 OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT, ACT 117 OF 1998

The Section 79 and Section 80 Committees play a crucial role in enhancing municipal governance, ensuring transparency, accountability, and efficient service delivery in Govan Mbeki Municipality. While Section 79 Committees focus on oversight and advisory functions, Section 80 Committees assist the Executive Mayor in executing executive responsibilities.

As per Council resolution, A016/01/2022, section 79 and 80 committees have been established. In terms of Section 79 of the Act, a Council may establish committees to assist it in fulfilling its powers and functions.

These committees are directly accountable to the Council and are the equivalent of Parliamentary portfolio committees, which assist the legislature in fulfilling its oversight role. Such committees are empowered to require the Executive Mayor or Members of the Mayoral Committee to appear before them to account for their responsibilities.

GOVAN MBEKI MUNICIPALITY SECTION 79 AND 80 COMMITTEES			
NAME OF COMMITTEE		FUNCTION	
COMMUNITY SERVICES PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: - Environmental Services - Sport, Recreation, Arts and Culture - Emergency and Disaster Management Services - Safety and Security Services - Waste - Development and oversight over implementation of departmental policies and by-laws	
CORPORATE SERVICES PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: ▣ Human Resources Management and Development (HR) ▣ Legal and Contract Management ▣ Information Communication Technology ▣ Administration and Secretariat Services ▣ Development and oversight over implementation of departmental policies and by-laws	
FINANCIAL SERVICES PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: ▣ Revenue and Fund Management ▣ Supply Chain Management ▣ Budget and Expenditure Management ▣ Asset Management ▣ Development and oversight over implementation of departmental policies and by-laws	
PLANNING & ECONOMIC DEVELOPMENT PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: ▣ Local Economic Development ▣ IDP, Public Participation and Performance Management ▣ Land Use Management and Spatial Development ▣ Human Settlements ▣ Development and oversight over implementation of departmental policies and by-laws	
CIVIL ENGINEERING PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: ▣ Roads And Storm Water ▣ Water and Sanitation Services ▣ Development and oversight over implementation of departmental policies and by-laws	
ELECTRICAL & MECHANICAL ENGINEERING PORTFOLIO COMMITTEE		To assist the Executive Mayor / Mayoral Committee on issues related to: ▣ Fleet and Facilities Management ▣ Energy ▣ Development and oversight over implementation of departmental Policies and by-laws	
RULES ETHICS & BY-LAWS COMMITTEE		▣ To assist the Speaker with the implementation of the Council's Standing Orders and enforcement of the Code of Conduct for Councillors.	
MUNICIPAL COMMITTEE	PUBLIC ACCOUNTS	▣ Council established the Municipal Public Accounts Committee (MPAC) to perform an oversight function on behalf of Council over the executive functionaries of the Council. ▣ The MPAC inter alia serves as an oversight committee to make recommendations to the Council when it adopts the Oversight Report on the Annual Report in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA). ▣ The committee shall report to the Council on its activities;	

GOVAN MBEKI MUNICIPALITY SECTION 79 AND 80 COMMITTEES	
NAME OF COMMITTEE	FUNCTION
	❑ The committee shall review municipal quarterly and annual reports and report on such reviews to Council and shall develop a comprehensive oversight report on the annual report. ❑ The committee shall monitor the implementation of the IDP and SDBIP and submit reports thereto. ❑ The committee shall oversee policy formulation and implementation. ❑ The committee shall ensure that Council comply with external reporting requirements. ❑ The committee shall examine the financial statements and audit reports of the municipality and consider improvements from previous statements and reports and must evaluate the extent to which recommendations from the AG and Audit Committee has been implemented. ❑ The committee shall promote good governance, transparency and accountability. ❑ The committee shall examine the midyear review in line with the IDP. ❑ The committee shall consider SDBIP reports. ❑ The committee shall recommend any investigation in its area of competence to the Council. ❑ The committee shall request information from Councillors through the Office of the Speaker and from employees through the Office of the Municipal Manager and the relevant MMC Councillor be informed accordingly. ❑ The committee shall perform any other function assigned to it by the Council.
PUBLIC PARTICIPATION COMMITTEE	❑ To be the accountable body for public participation within the Govan Mbeki Municipality. ❑ To ensure the co-ordinated and coherent implementation and establishment of ward participatory process to encourage the involvement of communities and organizations in matters of local government. ❑ To promote and demonstrate achievement of public involvement and engagement in the affairs of the Govan Mbeki Municipality through the following key focus areas: ❑ Ensure an effective ward committee system to deepen participatory democracy; ❑ Conduct public participation programmes by councillors; ❑ Effective early warning systems and updated ward profiles; ❑ Implementation of ward operational plan; and ❑ Ward committees to identify a set of basic concerns of citizens in their wards for attention. ❑ To identify any areas where public involvement and engagement should be improved. ❑ To play an oversight role over the ward committee system and public participation in the affairs of the municipality in terms of Chapter 4 for the Local Government: Municipal Systems Act, Act 32 of 2000. ❑ To play an oversight role over the adherence to Chapter 4 for the Local Government: Municipal Systems Act, Act 32 of 2000, and the implementation of the following: ❑ Mechanisms, processes and procedures related to public participation; ❑ Communication of information concerning public participation; ▪ Public notices of meetings of Council; ▪ Admission of public to meetings; ▪ Communications to local community; ▪ Documents to be made public; ▪ Official website; and ▪ Regulations and guidelines.

GOVAN MBEKI MUNICIPALITY SECTION 79 AND 80 COMMITTEES	
NAME OF COMMITTEE	FUNCTION
	To play an oversight role over Council and its committees on matters related to public participation.
GEOGRAPHICAL NAMES COMMITTEE	☐ Responsible for advising the municipality on possible name changes. ☐ Apply the principles of the SAGNC to the names under its jurisdiction. ☐ Consult all stakeholders on name changes. ☐ Make recommendation to Province Geographic Name Committee (PGNC). ☐ Liaises with the PGNC on promoting research and ensuring that unrecorded names are collected.
GMM APPEAL AUTHORITY	☐ To hear town planning objections in accordance with SPLUMA and GMM SPLUM By-Law.
LOCAL LABOUR FORUM	☐ To consult on matters of mutual interest to the Employers and Employees in the Govan Mbeki Municipality.
HUMAN RESOURCES DEVELOPMENT COMMITTEE	☐ The main purpose of this committee is to determine the strategic direction of education, training and development in alignment with the corporate vision, mission and values of the organization. To promote and drive organizational transformation to ensure elimination of unfair discrimination and to ensure equitable representation of employees in all occupational levels of the workforce.
AUDIT & PERFORMANCE COMMITTEE	☐ In compliance with Section 166(2) of the MFMA, Council has an Audit Committee which is an independent body advising the municipal Council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to: ▪ Internal financial control; ▪ Risk management; ▪ Performance management; and ▪ Effective governance. ☐ The Audit Committee must report and make recommendations to the Council, through the Accounting Officer, but the Council retains responsibility for the implementation of the relevant recommendations which were passed as resolutions by the Council after consideration of the minutes of an Audit Committee meeting. ☐ The Audit Committee is to provide, advise support to the Council on the risk profile and the risk management of the municipality and its entity or entities. ☐ The Audit Committee is to assist the Council in the discharge of its responsibilities with regard to safeguarding the municipality's, and that of its entity or entities, assets, maintenance of accounting records and maintenance of an effective system of control. ☐ The Audit Committee is to assist Council to comply with the provision of Section 40 of the Local Government: Municipal System Act, Act 32 of 2000 and the provisions of the Performance Management System Policy of the municipality approved through resolution A6/02/2013.
DISCIPLINARY BOARD	☐ To investigate allegations of financial misconduct in the municipality and to monitor the institution of disciplinary proceedings against an alleged transgressor.

That the following committees has been established at the beginning (2023/07/27) of the 2023/2024 financial year in terms of Section 79 of the Local Government: Municipal Structures Act, Act 117 of 1998:

NAME OF COMMITTEE	MEMBERS
RULES ETHICS & BY-LAWS COMMITTEE	Thabiso Simon Mofokeng (Chairperson) (EFF) Mahlashwani Marius Masinga (ANC) Esther Rose Nkabinde (ANC) Aranda Donel Nel-Buitendag (FF+) Solomon Vusi Mahlangu Lehlohonolo Madumise Nathiswa Ndwanyaza John Mahlangu
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Sifiso Isaac Sibanyoni (Chairperson) (ANC) Solomon Vusi Mahlangu (ANC) Esther Rose Nkabinde (ANC) Nicholaas Cornelius Van Huyssteen (DA) Thabiso Simon Mofokeng (EFF) Sylvia Mpho Mkhwanazi (EFF) Aranda Donel Nel-Buitendag (FF+) Sibusiso Johan Mazibuko Bafana Mthembu Sibongile Mathebula Lehlohonolo Madumise Nathiswa Ndwanyaza Wendy Masango
PUBLIC PARTICIPATION COMMITTEE	Bafana Elphius Mthembu (Chairperson) (ANC) Lucky Patrick Ngwenya (ANC)Mduduzi Sydney Sehlalo (ANC) Zodwa Annitah Mkwebane (DA) Nongoloza Amos Masina (DA) Mlungusi Nkosi (EFF) Louise Jonker(FF+) Celubuhle Muntowangenza Mtungwa (IFP) Mahlashwani Marius Masinga Wendy Masango
GEOGRAPHICAL NAMES COMMITTEE	Mahlashwani Marius Masinga (Chairperson) (ANC) Kenneth Siprian Thukwane (DA) Louise Jonker (FF+) Sylvia Mpho Mkhwanazi (EFF) Zodwa Annitah Mkwebane (DA) Lucky Patrick Ngwenya Sibusiso Johan Mazibuko Celubuhle Muntowangenza Mtungwa
MULTI-PARTY WOMEN'S CAUCUS	Chairperson Councillor ER Nkabinde (ANC) Secretary Councillor AN Mtahane (EFF) Executive Councillor SM Phungwayo Councillor TE Mazibuko Councillor JL Mtombeni Members All female councillors Admin Chief of Staff, Ms. IMT Jezile Team Secretary Finance Department, Ms. T Skhosana
AUDIT & PERFORMANCE COMMITTEE	Mr. LL Lankalebalela Mrs. Sijabulile Makhathini Ms. T Ranape None Representation of Councilors
DISCIPLINARY BOARD	Adv. Mathope Sekgoka Mr. TH Nekhofhe Mr. Isaac Makola (Chief Audit Executive) Mr. P Kgagara (Assistant Manager IR Services) None Representation of Councilors

The following committees has been established at the beginning (2023/07/27) of the 2023/2024 financial year in terms of Section 80 of the Local Government: Municipal Structures Act, Act 117 of 1998:

NAME OF COMMITTEE	MEMBERS
COMMUNITY SERVICES PORTFOLIO COMMITTEE	Tracy Seimela (EFF) (Chairperson) (ANC) Sonto Margareth Phungwayo (ANC) Joseph Mfanafuthi Maseko (ANC) Hester Elizabeth van Marle (DA) Sibongile Brenda Mathebula (DA) Vusi Lawrence Petterson (EFF) Simangaliso Emmanuel Nkwanyana (ANC) Petronela Nathiswa Ndwanyaza (DA)
CORPORATE SERVICES PORTFOLIO COMMITTEE	Philemon Doctor Mtshali (Chairperson) (ANC) Thivhusiwi Calvin Makhado (ANC) Simangaliso Emmanuel Nkwanyana (ANC) Portia Mpatlanyane (DA) Julia Lindiwe Mthombeni (EFF) Gideon Rudolph De Vries (FF+) Thomas Mazibuko Mlungisi Dennis Mnyukana
FINANCE / BUDGET & REVENUE ENHANCEMENT PORTFOLIO COMMITTEES	Thandi Portia Mtsweni (Chairperson Finance Portfolio) (ANC) Mavis Emmelinah Nsibande (Chairperson Budget & Revenue Enhancement Portfolio) (EFF) Nkululeko Raymond Madonsela (ANC) Thivhusiwi Calvin Makhado (ANC) Terry-Lee Kleynhans (DA) James Masango (DA) Alina Nthabeleng Mthahane (EFF) Gideon Rudolph De Vries (FF+)
PLANNING & ECONOMIC DEVELOPMENT PORTFOLIO COMMITTEE	Thandiwe Yvonne Ngxonono (Chairperson) (ANC) Judas Magazini Maluka (ANC) Philemon Vilakazi (ANC) Johannes Banele Nkabinde (DA) Jacobus Tesner DA) Tracy Seimela (EFF) Given Conway Sierana (ATM) Jonh Mahlangu
CIVIL ENGINEERING (WATER & SANITATION) PORTFOLIO COMMITTEE	Aaron Vusimuzi Mbokazi (Chairperson) (ANC) Simphiwe Sindelo (ANC) Thabisile Evelyn Mazibuko (ANC) Tonny Mkhethwa Mabizela (DA) Mariaan Chamberlain (DA) Emmanuel Wilson Chauke (EFF) Botaki Daniel Moloto (EFF) Lwandile Ziwele (ATM)
ELECTRICAL& MECHANICAL (ENERGY ROADS & STORM WATER) PORTFOLIO COMMITTEE	MM Masinga (ANC) Sindelo Simphiwe (ANC) Thabisile Evelyn Mazibuko (ANC) Mariaan Chamberlain (DA) Tonny Mkhethwa Mabizela (DA) Given Conway Sierana (EFF) Martha Maria Nkuna (EFF) Gideon Rudolph De Vries (FF+)
LOCAL LABOUR FORUM	Cllr PD Mtshali (Chairperson) (ANC) Cllr TC Makhado (ANC) Cllr P Mpatlanyane (DA) Cllr JL Mthombeni (EFF) IMATU and SAMWU representatives
HUMAN RESOURCES DEVELOPMENT COMMITTEE	Cllr PD Mtshali (Chairperson) (ANC) Cllr TC Makhado (ANC) Cllr P Mpatlanyane (DA) Cllr JL Mthombeni (EFF)

4.3 ADMINISTRATIVE GOVERNANCE

4.3.1 Municipal Administration and Governance

The Municipal Manager serves as the administrative leader of the municipality and is accountable for executing the mandates set forth in Section 55 of the Local Government: Municipal Systems Act (Act 32 of 2000). Additional responsibilities may be assigned through other legislative provisions or delegated by the Executive Mayor and Council.

Under the directive of the Municipal Council, the Municipal Manager is charged with ensuring the effective execution of the Integrated Development Plan (IDP).

This responsibility is carried out with the assistance of Executive Managers, who are appointed in accordance with Sections 56 and 57 of the Municipal Systems Act.

The administrative arm of Govan Mbeki Municipality is led by the Municipal Manager, who serves as the Chief Accounting Officer. As the head of administration, the Municipal Manager's primary responsibility is to oversee service delivery and ensure the effective implementation of the municipality's priorities.

The Municipal Manager is supported by a Management Team, whose structure is outlined in the tables below. In accordance with the policy directives of the Municipal Council, the Municipal Manager is responsible and accountable for the following:

- ☐ Establishing and maintaining an economical, effective, efficient, and accountable administration that is responsive to the needs of the local community and facilitates public participation in municipal affairs.
- ☐ Implementing the municipality's Integrated Development Plan (IDP).
- ☐ Managing the provision of municipal services in a sustainable and equitable manner.
- ☐ Overseeing the appointment, management, efficient utilization, and professional development of municipal staff.
- ☐ Providing strategic advice to political structures and office bearers of the municipality.
- ☐ Managing communication between the municipal administration and its political structures and office bearers.
- ☐ Ensuring the execution of decisions made by the political structures and office bearers of the municipality.

4.3.2 Legislative Responsibilities

In terms of Section 60(b) of the Municipal Finance Management Act (MFMA), the Municipal Manager serves as the Accounting Officer of the municipality. As such, the Municipal Manager is responsible for ensuring compliance with the provisions of the Act and providing guidance to political structures, office bearers, municipal officials, and any entities under the sole or joint control of the municipality.

By fulfilling the Legislative responsibilities, the Municipal Manager not only ensures the municipality's compliance with the MFMA but also promotes sound financial management practices, enhances transparency, and builds public trust in local government operations.

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4.3.3 Municipal Macrostructure

MUNICIPAL MACROSTRUCTURE



EN MASEKO
Municipal Manager



VB NKHATA
Chief Financial
Officer



MR MASWANGANYI
Director:
Electrical and Mechanical
Engineering



D MAAKE
Director:
Planning & Economic
Development



RV MLANGENI
Director:
Civil Engineering



G KUBHEKA
Director:
Corporate Services



ET ZULU
Director:
Community Services

The administration is structured into Seven (7) Departments, each with various sectional and sub sectional tasked with specific functional areas. While distinct roles and responsibilities are assigned to each Department, they work together closely to ensure efficient operations and to promote effective service delivery.

The below table provides for a summary of the functions and responsibilities assigned to each department as per the approved organisational structure as currently implemented by Govan Mbeki Municipality.

Office Bearers	Office of the Municipal Manager	Dept. Corporate Services	Department Finance	Dept. Planning & Economic Development	Dept. Community Services	Dept. Electrical & Mechanical Engineering	Dept. Civil Engineering
Office of the Executive Mayor VIP Protection Monitoring & valuation EPWP Special Projects & Transversal Sports, Recreation, Arts & Culture Researching Office of the Speaker & Chief Whip Mayoral Support Public Participation Courier / Messenger Services (Hailing) VIP Protection Research & Legal	Strategic Leadership (Directors) Risk Management Regional Managers (Service Delivery) Marketing & Communication Performance Management Project Management Unit Internal Audit	Human Resource Management Recruitment Employment Equity Training & Development Leave Management HR Systems Employee Benefits Legal Services Labour Relations ICT Services Business Intelligence & Security OHS Council Support Secretariat Services Records Management Call Centre Cleaning Services Reprographics & Receptionist Courier/ Messenger Services Fleet Management	Financial Services Credit Control Debt Collection Supply Chain Tender & Contract Management Demand & Acquisition Management (Stores) Logistics & Disposal Asset Management Budget & Support Financial Reporting Salary Administration (Pay-roll) Expenditure Creditors Management Revenue Collection (Cashiers) Billing Meter Reading Customer Care Indigent Management Property Rates & Clearances	Local Economic Development IDP Heritage Land Use Management Spatial Planning GIS Town & Regional Planning Building Control Properties Valuations Human Settlements Tourism & Heritage	Waste Collection Solid Waste Management (Landfill Sites) Refuse Collection Paper Picking (Streets & Public Spaces) Cemeteries Parks & Open Spaces Amenities & Municipal Properties Horticulture Library Services Fire & Rescue Services Traffic Control Road Markings Compliance & Law Enforcement Security Services Crime Prevention Forensic Investigation By-Law Enforcement Facilities Disaster Management	Energy Services Energy Management, Control & Protection Energy Operations, Planning & Maintenance Mechanical Workshop Facility Maintenance	Roads & Stormwater Water & Sanitation Waste Water Treatment Works Pump Maintenance Scientific Services

4.4 APPROVED ORGANISATIONAL STRUCTURE

The Organisational structure of Govan Mbeki Municipality was approved on 30 November 2023 as per council resolution A130-11-2023 and comprises of the following individual illustrations below:

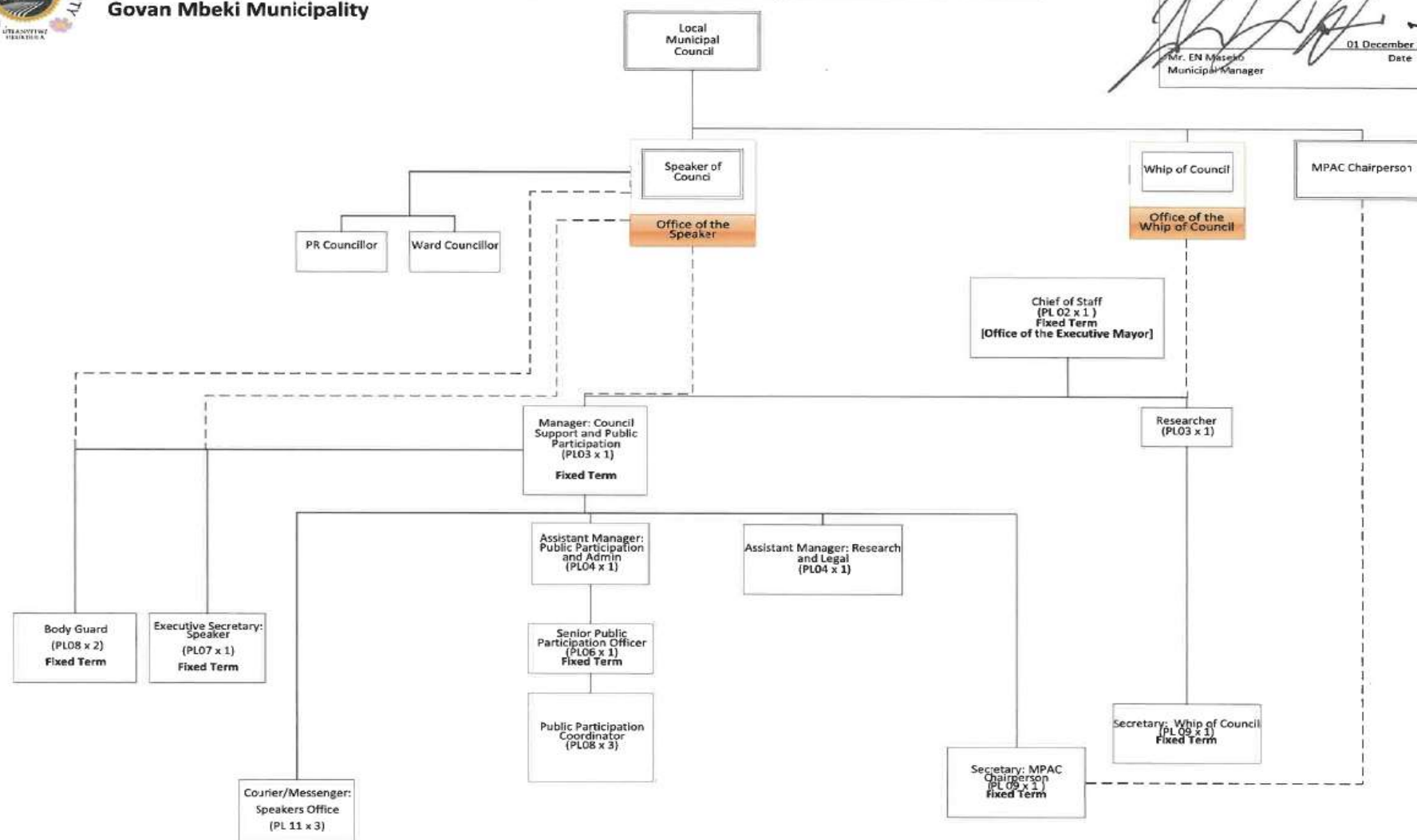


Office of the Speaker of Council / Office of the Whip of Council / MPAC Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No. A130/11/2023

Mr. EN Maseko
Municipal Manager

01 December 2023
Date

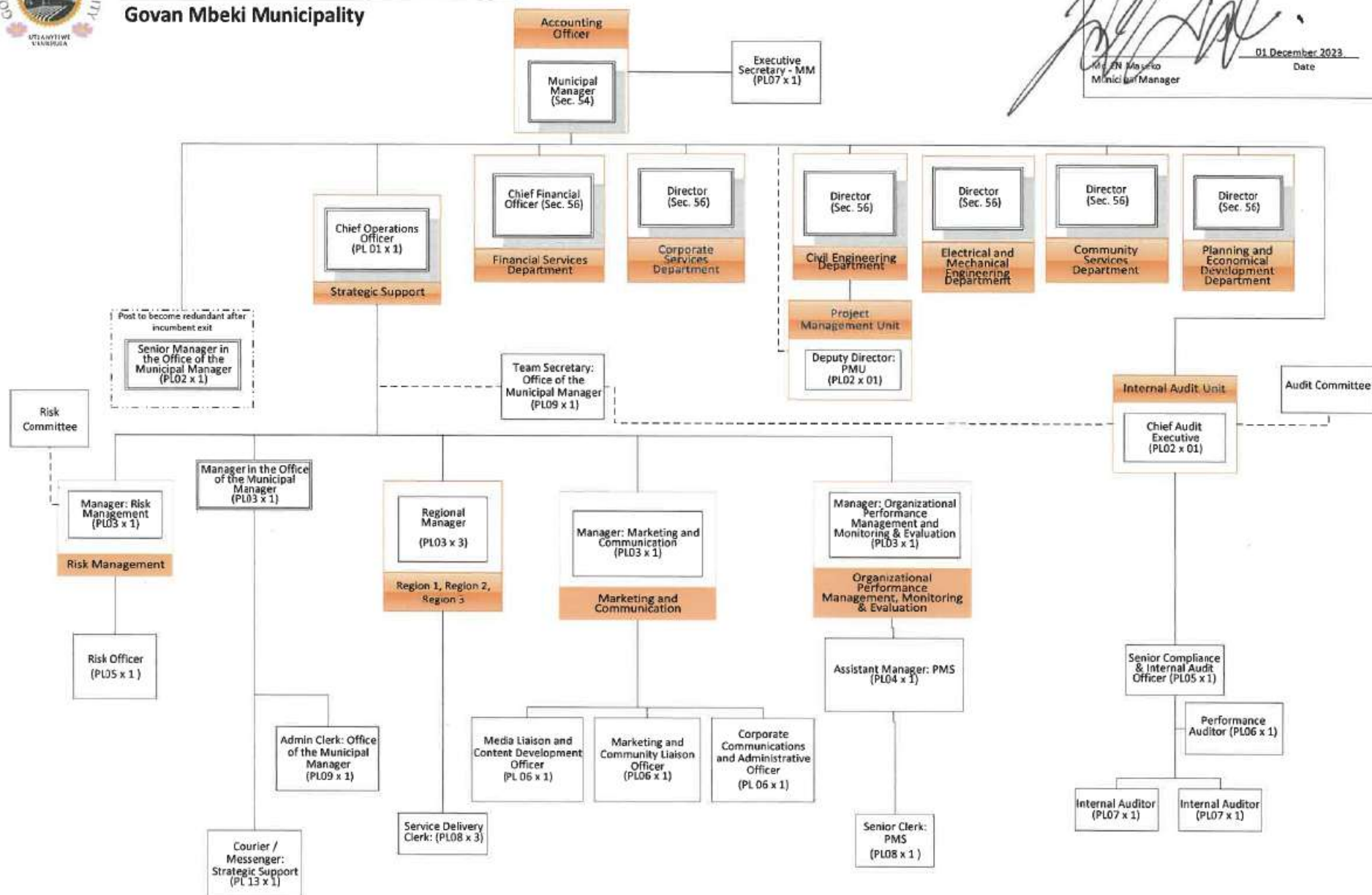




Office of the Municipal Manager Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No: A110/11/2023

01 December 2023
Date
Municipal Manager

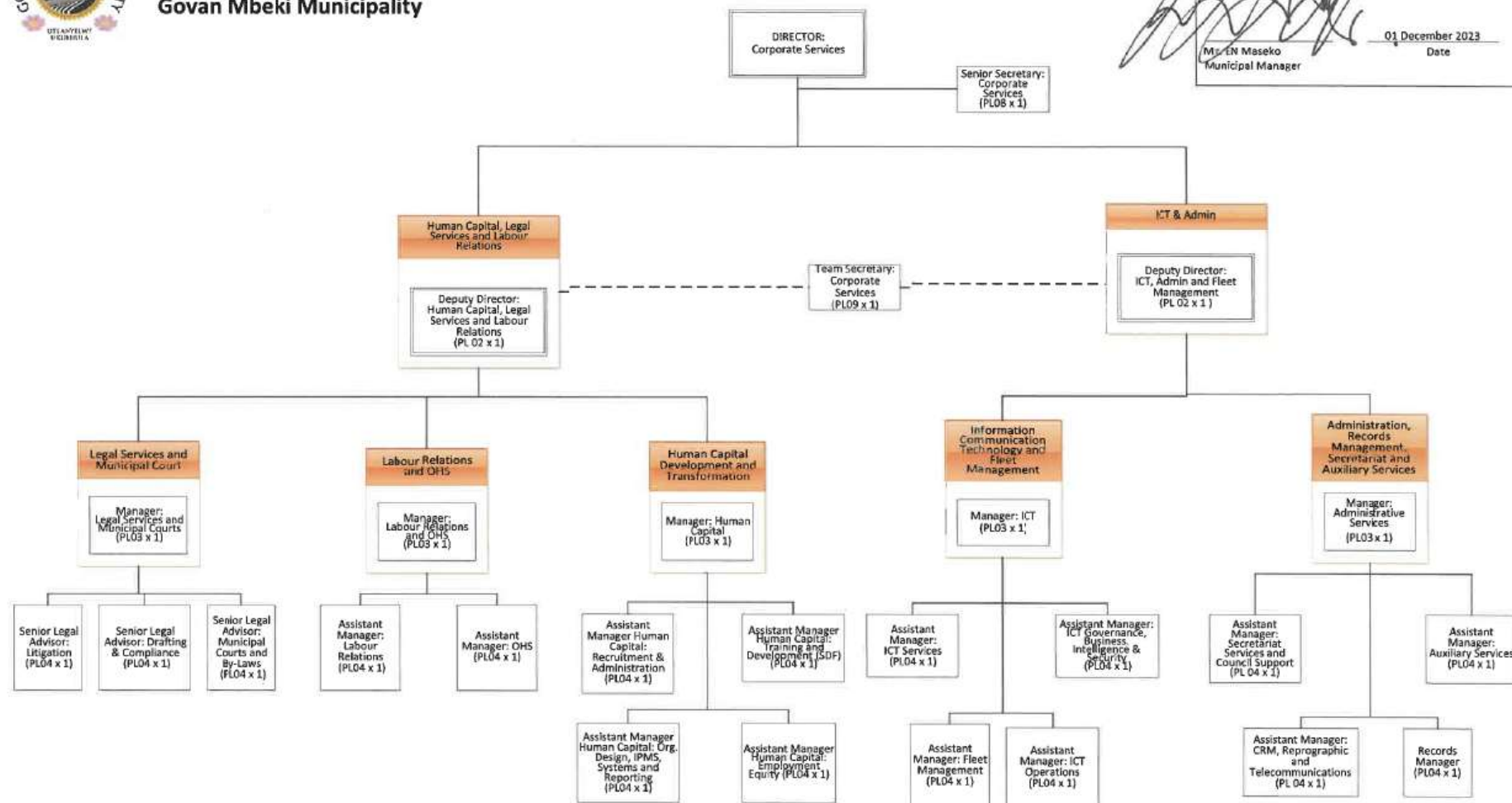




Department Corporate Services Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No: A139/11/2023

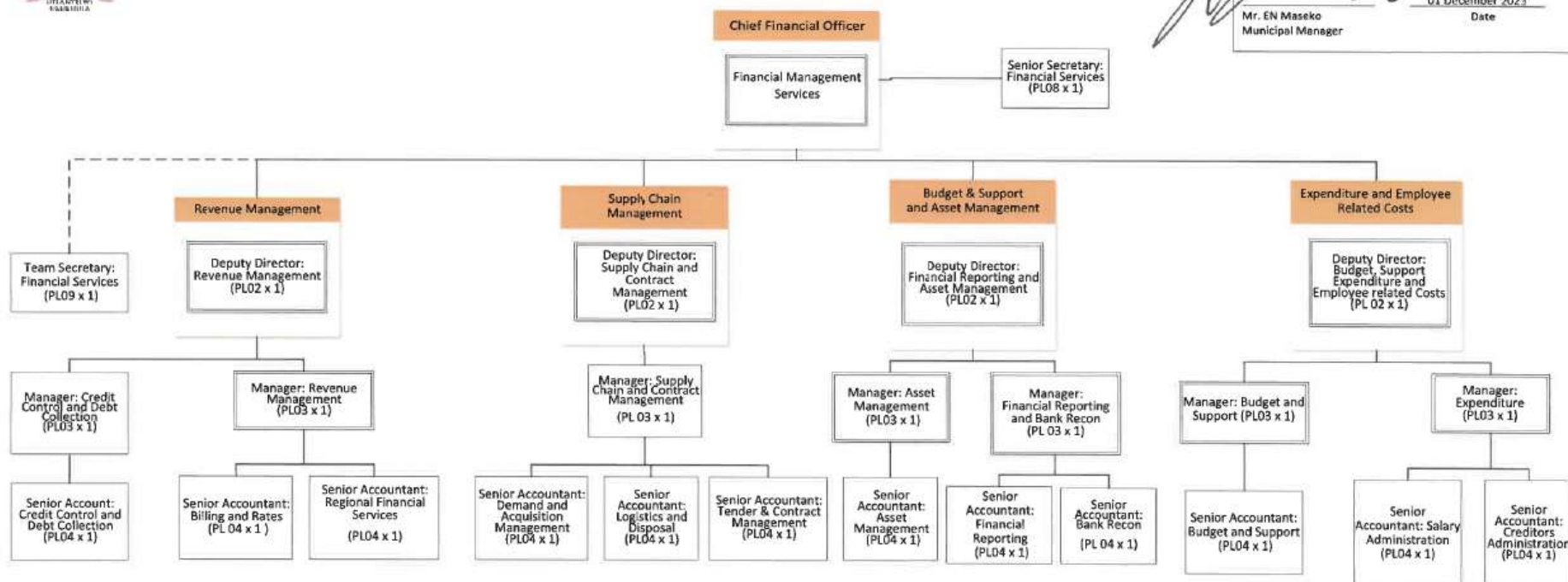
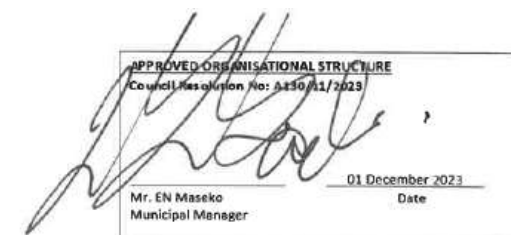
01 December 2023
Date
Mr. EN Maseko
Municipal Manager





Department Financial Services

Govan Mbeki Municipality



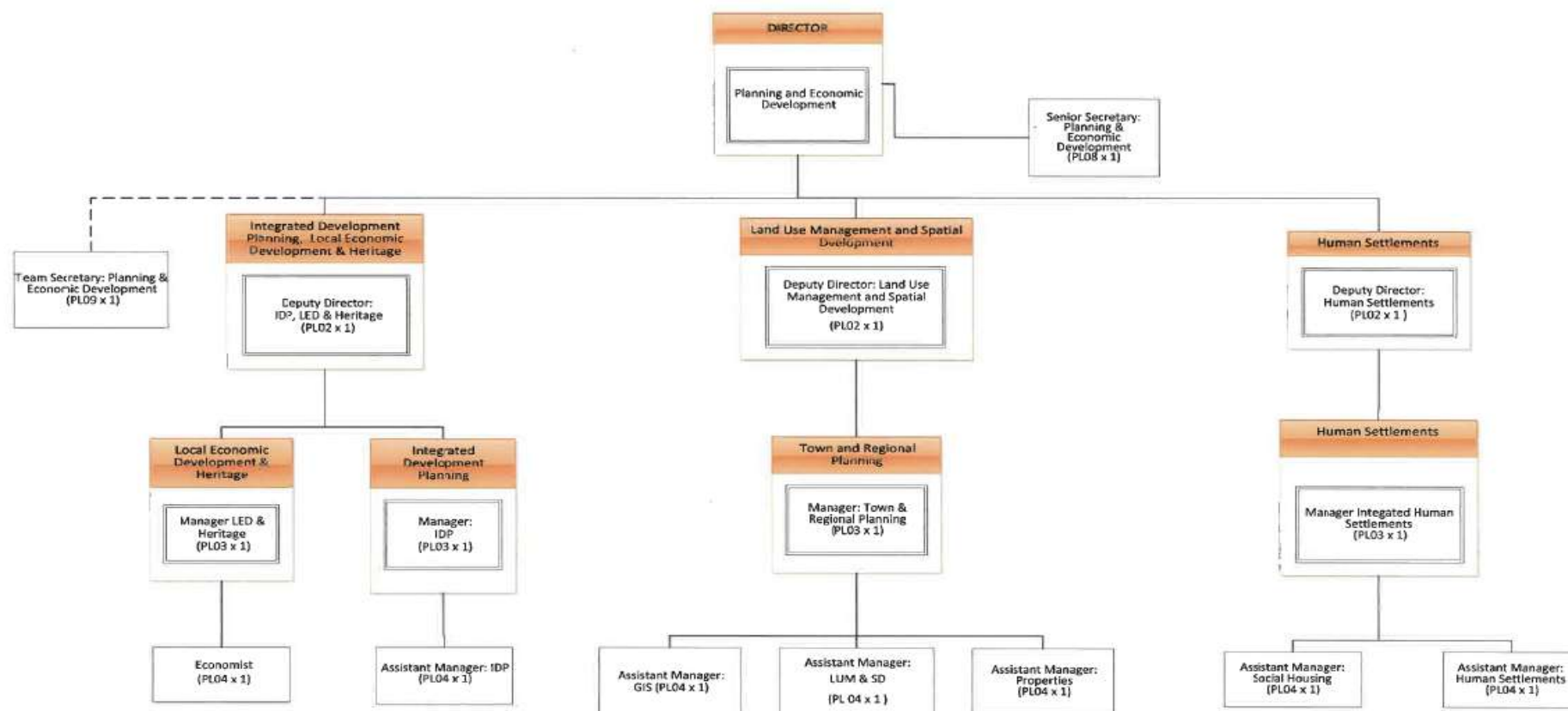


Department Planning and Economic Development Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No: A130/11/2023

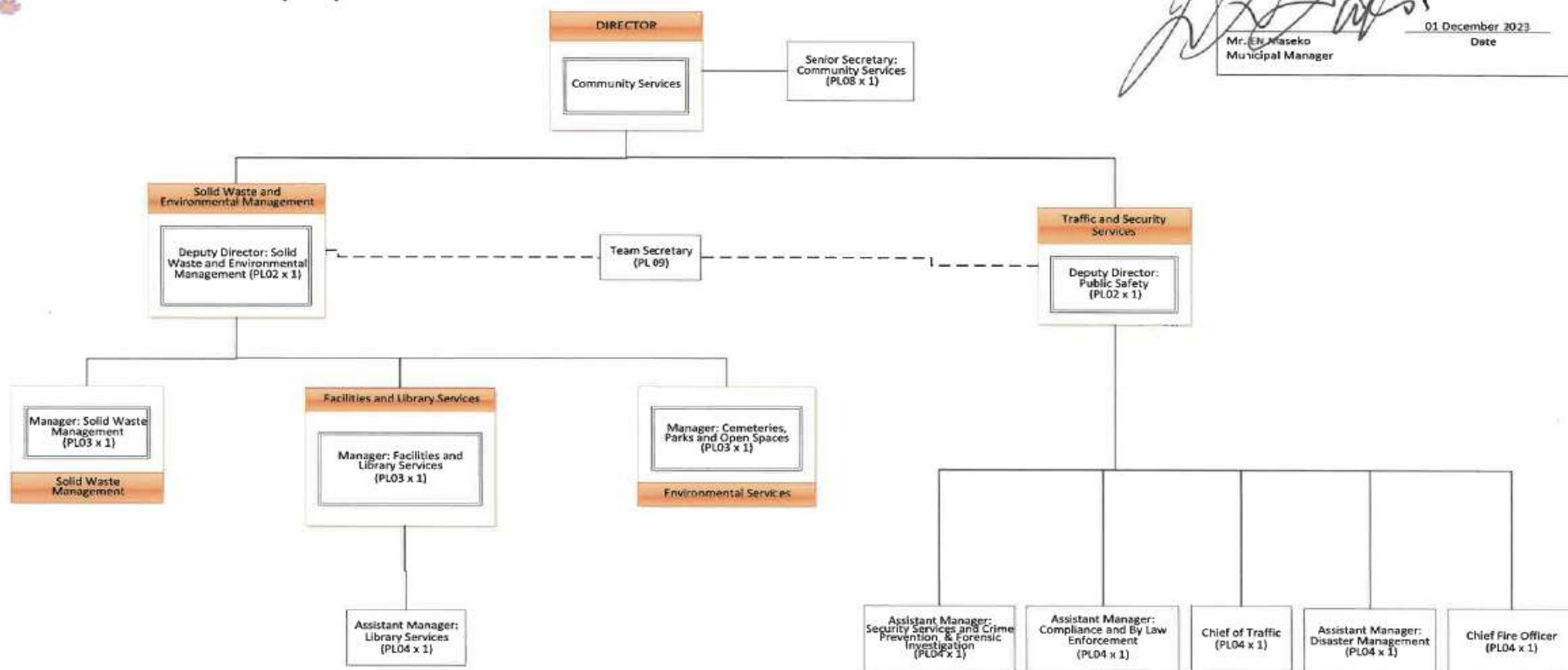
[Signature]
Mr. E.N. Maseko
Municipal Manager

01 December 2023
Date





Department Community Services Govan Mbeki Municipality





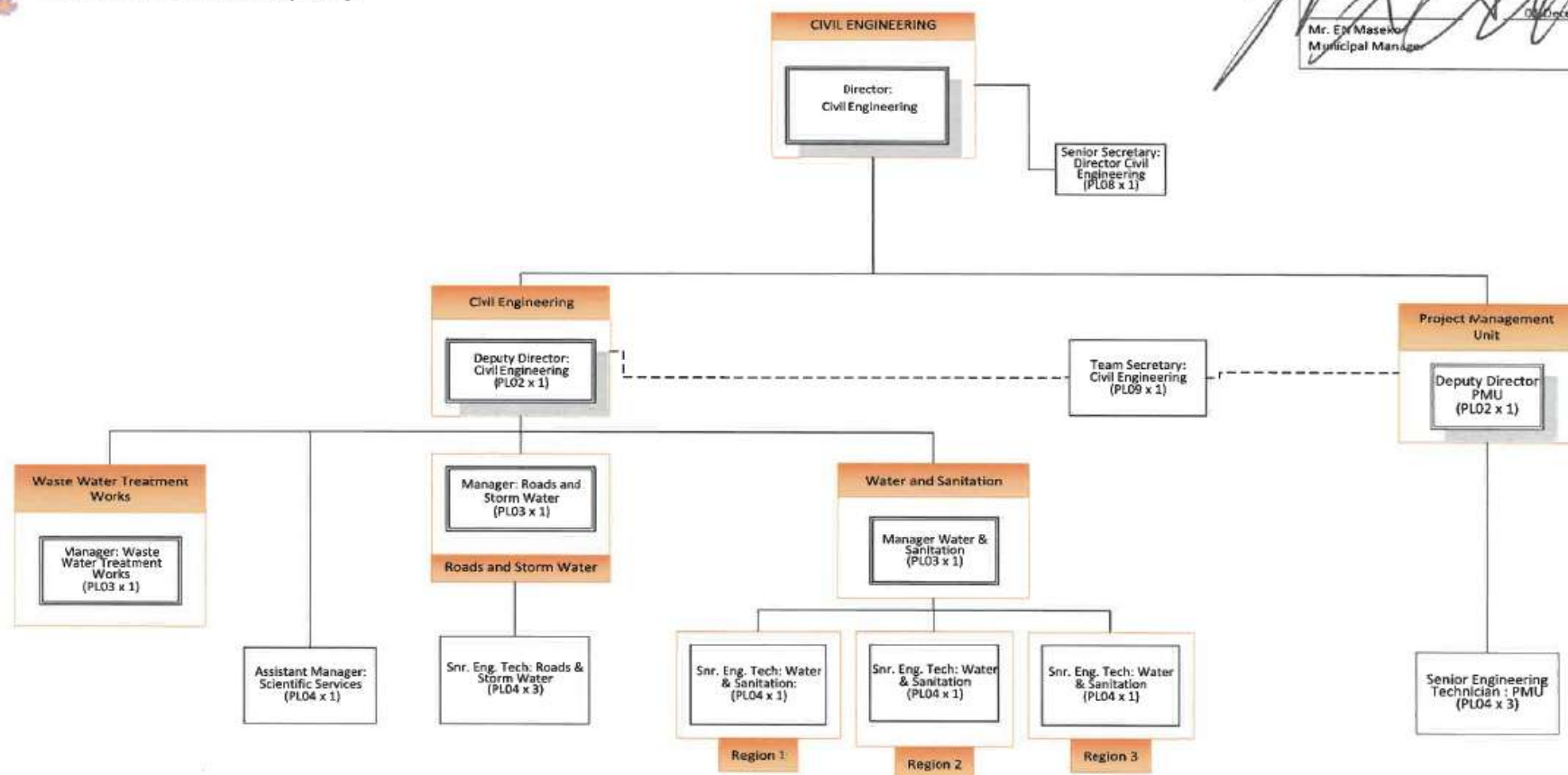
Department Civil Engineering Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No: A130/11/2023

Mr. En Masexo
Municipal Manager

09 December 2023

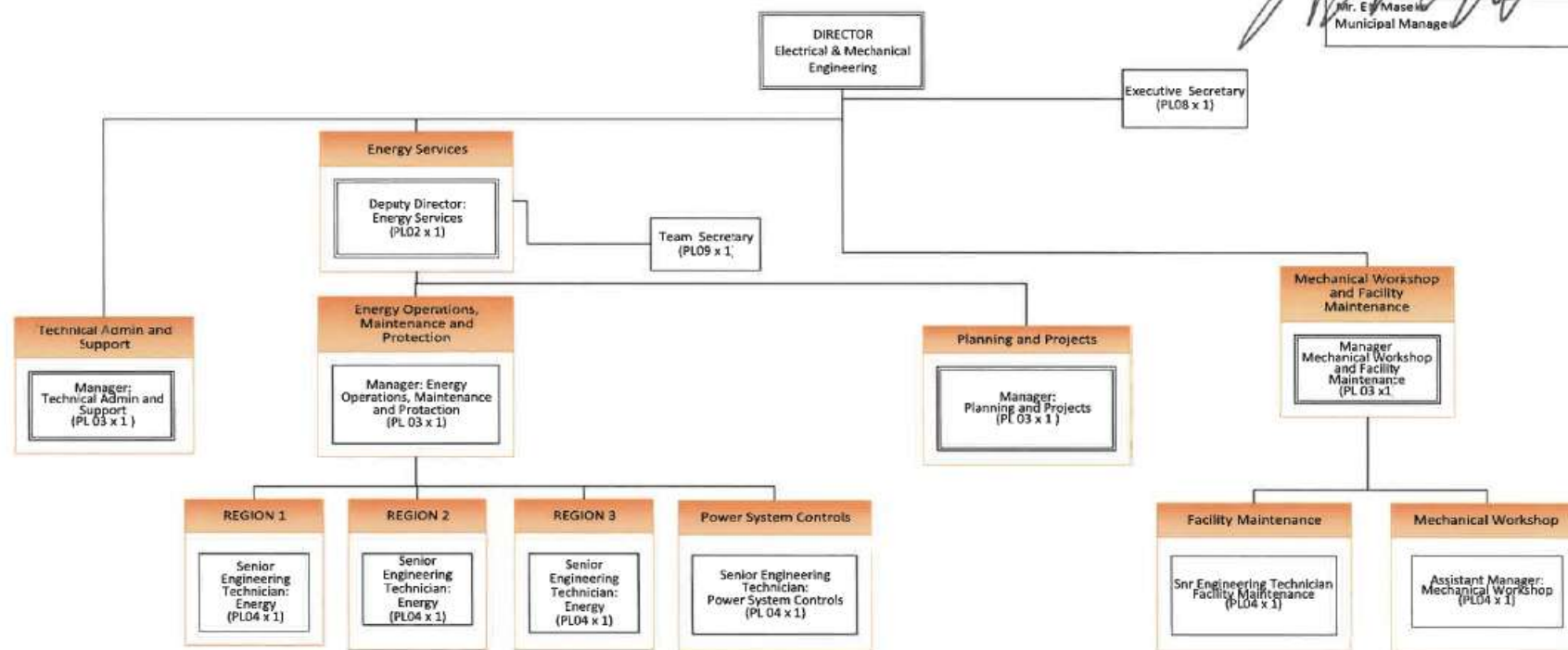
Date





Department Electrical and Mechanical Engineering Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE
Council Resolution No: A110/11/2023
[Signature]
Mr. E. Maseko
Municipal Manager
01 December 2023
Date



4.5 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Govan Mbeki Municipality has undertaken a comprehensive review of its organisational structure in alignment with Chapter 2 of the Local Government: Municipal Staff Regulations (GNR) as published in Government Gazette No. 45181 of 2020, which came into effect on 1 July 2023.

The primary objective of this review is to ensure the municipality's ability to effectively implement its legislative mandate without constraints related to human capital resources.

The approved organisational structure currently stands at 2,101 positions, as approved by Council in November 2023 (Resolution A130/11/2023). A phased approach to filling these positions is implemented annually in accordance with the approved budget.

A high-level cosmetic review of the structure is recommended, focusing on streamlining activities and renaming certain positions to expand their scope.

Notable achievements in governance and institutional transformation include the finalisation of the Litigation Strategy (Resolution A167/12/2025), the appointment of a Chief Financial Officer, and the promulgation of two critical by-laws: the Township Economy By-law and the Cemetery By-law.

4.6 HUMAN CAPITAL AND SKILLS DEVELOPMENT

Govan Mbeki Municipality recognises that effective and efficient service delivery relies on a skilled, qualified, and competent workforce. To ensure that employees are equipped to perform their assigned duties optimally, the municipality invests in structured skills development and capacity-building initiatives.

The municipality has an approved Workplace Skills Plan (WSP) under the Local Government Sector Education and Training Authority (LGSETA). The Municipality conducted a comprehensive Skills Audit, finalized in April 2025, to assess the competencies, qualifications, and developmental needs of its workforce in compliance with Chapter 5, Section 48 of the Local Government Municipal Staff Regulations.

The skills audit aimed to align human capital with legislative mandates, enhance service delivery, and support the municipality's strategic goals as outlined in its IDP towards the Model City of Excellence 2030 vision.

Key Objectives of the Skills Audit were:

- ❑ to identify skills gaps and training needs to inform the Workplace Skills Plan (WSP).
- ❑ to ensure compliance with the Municipal Staff Regulations and other legislative requirements.
- ❑ to enhance organizational capacity through targeted skills development and succession planning.
- ❑ to support talent management, recruitment, and career planning initiatives.

The skills audit employed a phased approach, namely: design phase, implementation phase and analysis phase. Skills Audit Questionnaire responses were evaluated against basic, competent, advanced and expert proficiency levels to identify gaps.

Objectives of Skills Development and Capacity Building

The municipality is committed to fostering a work environment that promotes continuous learning and professional growth.

The key objectives of its skills development initiatives are to:

- ❑ Ensure that all employees and Councillors, from the commencement of their tenure to the conclusion of their careers, participate in structured training programs that enhance their performance and unlock their full potential.
- ❑ Create an enabling environment that allows municipal employees to develop their skills and contribute meaningfully to the achievement of the municipality's vision.
- ❑ Support the implementation of human resource strategic objectives and enhance service delivery.
- ❑ Develop workplace skills and competencies to improve overall productivity.
- ❑ Enhance workforce quality and create opportunities for career advancement within the municipality.

Govan Mbeki Municipality values the development of its human capital and remains committed to implementing structured training programs that align with its strategic objectives. The municipality recognizes that a skilled workforce is essential for effective service delivery and the successful execution of its Integrated Development Plan (IDP).

4.7 TRAINING AND DEVELOPMENT EXPENDITURE

The municipality has consistently invested in the training and development of its workforce, leveraging grants from the Local Government SETA (LGSETA).

Period	Expenditure	Interventions	Employees Trained	Councillors Trained	LGSETA Recovery
2024/2025	R2,773,307.48	31	188	12	R1,130,409.42
2025/2026	R694,239.53	17	88	0	R514,865.15

In addition to direct training, approximately 60 employees are being funded through the bursary programme, directly addressing the skills audit finding on the tertiary qualification gap.

4.8 WORKPLACE SKILLS PLAN (WSP) AND IMPLEMENTATION

Each year, the municipality assesses its skills priorities and implements learning programs accordingly. The WSP is developed based on departmental needs, as identified by the relevant directorates, and is implemented to address those requirements.

The WSP outlines the critical skills needed and details the range of development interventions the municipality will employ to address these needs. It is prepared annually, covering the period from May to April, and must be submitted to LGSETA by 30 April each year.

The WSP serves as a key mechanism for accessing LGSETA mandatory grants for skills development. Additionally, the municipality is required to submit an Annual Training Report (ATR), which details how training needs, as identified in the WSP, have been addressed. The WSP also provides sector-specific information to LGSETA.

The municipality has prioritised workforce development through various programmes aimed at enhancing skills, providing experiential training, and creating employment opportunities for graduates.

Graduate Recruitment and Experiential Training

The municipality has established several programmes to recruit unemployed graduates and provide experiential training, contributing to job creation and skills development in the region.

Infrastructure Skills Development Grant (ISDG):

Funded by National Treasury and implemented by Rand Water, Graduates were appointed in the following disciplines:

☐ Engineering (5), ☐ Project Construction Management (3), ☐ GIS (1), ☐ Natural Sciences (4), ☐ Quantity Surveying (7),	☐ Property Valuation (1), ☐ Town Planning (4), ☐ Environmental Management Services (5). ☐ Recruitment for 10 new Graduates to be focused on Mpumalanga / GMM Jurisdiction.

Work Integrated Learning (WIL):

☐ 4 Students allocated to the Office of the Municipal Manager ☐ 12 Students allocated to Corporate Services ☐ 6 Students allocated to Finance ☐ 22 Students allocated to Electrical & Mechanical Engineering	☐ Students allocated to Civil Engineering ☐ 1 Student allocated to Community Services ☐ Database of Students who require WIL established. Recruitment on-going.

Unemployed Graduates (Experiential Training):

- ☐ Five (5) National Treasury Graduates was allocated to Finance for a period of two years and
- ☐ Un-employed Graduate and Work Integrated Learning recruitment process is underway.

4.9 EMPLOYEE VERIFICATION AND ASSESSMENTS

The municipality conducts annual employee verification to ensure the accuracy of its human capital records. This activity was finalised for the 2024/2025 financial year and will be performed annually between May and June.

Additionally, 3-month and 6-month assessments are performed for all employees prior to confirmation of appointment, ensuring that only competent staff are confirmed in their positions.

4.10 HUMAN CAPITAL STRATEGY AND SUCCESSION PLANNING

The Municipality has seamlessly aligned its strategic direction towards the Model City of Excellence 2030 vision by developing a comprehensive Human Capital Strategy that is aligned with its policies. This strategy provides a roadmap for attracting, developing, and retaining talent to meet the municipality's service delivery objectives.

Transfer Committee:

Established as guided by the Organisational Staff Placement Policy (A066/07/2024), the Transfer Committee is functional with its last meeting held on the 27th of February 2026.

A total of 38 Employees has been transferred across various departments, facilitating career progression and optimal placement of staff.

Succession and Retention:

The Succession and Retention Policy (A142/11/2024) has been approved, providing a framework for identifying and developing future leaders within the municipality.

The Transfer Committee plays a key role in implementing succession plans by facilitating internal movements and promotions.

Bursary Committee:

A labour-inclusive Bursary Committee, guided by the Internal Bursary Policy (A142/11/2024), has been established and is functional, with its last meeting held on the 27th of February 2026. This committee oversees the fair and transparent awarding of bursaries to employees and community members.

4.10.1 Planned Training Beneficiaries and Learning Interventions for 2026/2027

Based on the findings of the 2025 Skills Audit, targeted training interventions are planned for the 2026/2027 financial year.

- ❑ **Targeted Planning:** Develop a detailed training plan addressing the specific competency gaps identified.
- ❑ **Management Development:** Implement programmes focused on financial management, project management, leadership, strategic planning, and coaching for managers (post levels 1-9).
- ❑ **Operational Skills:** Roll out training for operational staff (post levels 10-16) to enhance technology proficiency, written communication, and service delivery orientation.
- ❑ **Professional Development:** Support and encourage employees to obtain tertiary qualifications and pursue professional registration to address the qualification gap.
- ❑ **Inclusivity:** Ensure all learning interventions are inclusive and accessible to employees from all backgrounds.
- ❑ **Monitoring:** Establish a robust system to monitor the effectiveness and return on investment of all training interventions.

4.10.2 Financial Management Competency Requirements

In compliance with Sections 83(1), 107, and 119 of the Municipal Financial Management Act (MFMA), the accounting officer, senior managers, the chief financial officer, non-financial managers, and other financial officials must meet the prescribed financial management competency levels essential for the successful implementation of the MFMA.

The National Treasury has prescribed these financial management competencies in Government Notice 493, dated 15 June 2007, as well as in the Municipal Minimum Competency Amendment, issued via Government Gazette No. 41996 on 26 October 2018. These legislative provisions must be read in conjunction with the relevant regulations.

The table below provides an overview of the status of Minimum Competency Levels, illustrating the municipality's progress in developing financial competencies in accordance with the prescribed regulatory requirements.

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated : Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated : Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated : Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	4	0	4	4	4	4
Any other financial officials	226	0	226	0	0	0
Supply Chain Management Officials	24	0	24	0	0	0
Heads of Supply Chain Management units	1	0	1	1	1	1
Supply Chain Management Senior Managers	3	0	3	3	3	3
TOTAL	260	0	260	10	10	10
This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)						

4.11 GOVAN MBEKI MUNICIPALITY: EMPLOYMENT EQUITY STATUS QUO

Govan Mbeki Municipality strives to promote the constitutional right of equality and eliminate unfair discrimination in employment and ensure the implementation of employment equity to redress the effects of discrimination.

The Municipality remains committed to providing equal employment opportunities and endorses the philosophy of affirmative action and employment equity to achieve a diverse workforce broadly representative of our people.

The purpose of Govan Mbeki Municipality's Employment Equity plan is the eradication of discrimination in relation to race, gender and disability that has denied access to opportunities for education, employment, promotion and wealth creation to South Africans within the work place.

The Employment Equity plan of Govan Mbeki Municipality plan strives to:

- ☐ To ensure that our workplace is free of discrimination.
- ☐ To ensure the right of equality and opportunities in employment and ensure the right of every person is protected against employment discrimination on the grounds of race, gender, ethnicity or social origin, colour, sexual orientation, disability, religion, culture and or political affiliation.
- ☐ Over and/or underrepresentation of employees in the institution remains a challenge.

4.12 WORKFORCE PROFILE AND VACANCY RATE OF GOVAN MBEKI MUNICIPALITY

As of 31 December 2025 (End of Quarter 2), the Govan Mbeki Municipality had a total of 2,101 approved posts, as per the organogram approved on 30 November 2023 (A130/11/2023).

Of these positions, 1,231 were filled, while 870 remained vacant, resulting in a vacancy rate of 42%. A key achievement has been the reduction of the high vacancy rate within the By-Law Enforcement unit, which was reduced from 60% to 20%.

The table below provides a detailed breakdown of the vacancy rate per department:

DEPARTMENT	POSTS	FILLED	VACANT	VACANCY %
Office of the Executive Mayor	24	13	11	45%
Office of the Speaker / Whip of Council	16	12	4	25%
Office of the Municipal Manager	34	25	9	26%
Department Corporate Services	203	138	65	32%
Department Financial Services	232	114	118	51%
Department Planning and Economic Development	83	50	33	40%
Department Community Services	762	483	279	37%
Department Civil Engineering	511	276	235	46%
Department Electrical & Mechanical Engineering	236	120	116	49%
TOTAL	2101	1231	870	42%

4.13 WORKFORCE PROFILE:

Description	Total
NAME OF MUNICIPALITY	GOVAN MBEKI MUNICIPALITY
Status of organogram (approval date)	A130/11/2023
Total no. of Posts	2 101
Total no. of Posts Filled	1 231
No. of Post Vacant	870
Vacancy Rate %	42%
No. of Males	723
No. of Females	513
Employment of People with Disabilities in Municipality	21
People employed under the age of 35 years	123

4.14 APPROVED POLICIES, DEVELOPMENT PLANS, AND SYSTEMS

The municipality has implemented a range of policies, service delivery improvement plans, and systems to support its workforce in achieving its strategic objectives. A significant process has been undertaken to compress 27 human capital policies into 15, including a new draft Employee Assistance and Wellness Policy which consolidated 5 previous policies.

Council reviewed and approved a number of HR policies between the period July 2024 and March 2026, as included per the following critical table below:

STATUS ON POLICIES AND PLANS

NO.	NAME OF POLICY	COMPLETED %	REVIEWED / VERSION (%)	DATE ADOPTED BY COUNCIL (Comments / Progress)
1	Affirmative Action	No	N/A	Covered under Employment Equity Policy
2	Succession & Retention Planning Policy	Yes - 100%	Version 3	Council Resolution A066/07/2024
3	Code of Conduct for Municipal employees	Yes - 100%	N/A	As per Municipal Systems Act - Covered in Induction Programme
4	Delegation Register	Yes - 100%	6th Review	Council Resolution A058/06/2023
5	Disciplinary Code and Procedures	Yes - 100%	N/A	Disciplinary Procedure Collective Agreement (SALGBC)
6	Minimum Services Agreement (MSA)	Yes - 100%	Version 1	Ratified by the CCMA on 22 May 2019
7	Employment Equity Plan for 2024/2025	Yes - 100%	Annually	Council Resolution A067/07/2024
8	Employment Equity Policy	Yes - 100%	Version 3	Council Resolution A028/03/2021
9	Exit Management	No		
10	Grievance Procedures	Yes - 100%	N/A	Main Collective Agreement (SALGBC)

NO.	NAME OF POLICY	COMPLETED %	REVIEWED / VERSION (%)	DATE ADOPTED BY COUNCIL (Comments / Progress)
11	Human Capital M& D Strategy - 2024/2025	Yes - 100%	N/A	Finalised
12	HR Management & Development Plan - 2024/2025	Yes - 100%	Version 7	Approved by Director Corporate Services
13	ICT Security Policy	Yes - 100%		Council Resolution A057/04/2025
14	ICT Strategy Policy	Yes - 100%		Council Resolution A057/04/2025
15	ICT Framework Policy	Yes - 100%		Council Resolution A057/04/2025
16	Business Continuity & Disaster Recovery Plan	Yes - 100%		Council Resolution A057/04/2025
17	Laptop Management Policy	Yes - 100%		Council Resolution A057/04/2025
18	Job Evaluation	In progress		Using SALGA Framework & Guidelines. TASK Job Evaluation Policy in progress.
19	Leave Policy	Yes - 100%	Version 3	Council Resolution A028/03/2021. Policy under Review.
20	Occupational Health and Employee Wellness Policy	Yes - 100%	Version 1	A037/03/2025 (This policy compressed EAP, Sexual Harassment, Smoking, Medical Surveillance and Drug & Substances policies)
21	Emergency Awareness & Evacuation Plan	Yes - 100%		Approved by Municipal Manager
22	Official Housing Policy	No		
23	Travelling & Subsistence Policy (Finance)	Yes - 100%		Council Resolution A065/05/2022
24	Vehicle and Travelling Allowance Policy	Yes - 100%	Version 1	Council Resolution CA004/02/2020
25	Funeral Assistance Policy	Yes - 100%	Version 4	Council Resolution A036/03/2025
26	Official Working Hours (Time & Attendance Policy)	In progress		Currently drafting Policy / Guidelines
27	Overtime Policy	Yes - 100%	Version 3	Council Resolution A028/03/2021
28	Acting Allowance Policy	Yes - 100%	Version 4	Council Resolution A089/07/2022
29	Organisational Rights Agreement	Yes - 100%	N/A	As per the SALGBC Agreement
30	Payroll Deductions	No		Will be covered under Salaries, Payroll & Allowances Policy

NO.	NAME OF POLICY	COMPLETED %	REVIEWED / VERSION (%)	DATE ADOPTED BY COUNCIL (Comments / Progress)
31	Salaries, Payroll & Allowances Policy	No		Will be covered under Salaries, Payroll & Allowances Policy
32	Performance Management (IPMS)	Yes - 100%	Version 2	Council Resolution A093/07/2025 (Approved new IPMS policy)
33	Performance Management Policy Framework	Yes - 100%	Version 2	Version 1 Council Resolution A092/07/2021. Version 2 approved with IPMS.
34	Recruitment & Selection Policy	Yes - 100%	Version 3	Council Resolution A089/07/2022. Policy under Review.
35	Remuneration Scales and Allowances	No		Will be covered under Salaries, Payroll & Allowances Policy
36	Resettlement	No		
37	Internal Training & Development Policy	Yes - 100%	Version 2	Council Resolution A089/07/2022. Policy under Review.
38	Experiential Training Policy	Yes - 100%	Version 2	Council Resolution A089/07/2022. Policy under Review.
39	Special Skills (Scares Skills)	No		Covered under Internal Training & Development Policy
40	Work Organisation Policy	No		
41	Personal Protective Equipment Policy	Yes - 100%	Version 3	Council Resolution A119/08/2025
42	Dress Code Policy	Yes - 100%	Version 2	Council Resolution A097/07/2025
43	Fraud Prevention & Anti-Corruption Policy	Yes - 100%		Council Resolution A090/07/2021
44	Approved Organisation Structure (2023)	Yes - 100%		Council Resolution A130/11/2023
45	Organisational Staff Placement Policy	Yes - 100%	Version 1	Council Resolution A066/07/2024
46	Promotion to Access of Information Policy	Yes - 100%	Version 1	Council Resolution A068/07/2024
47	Bursary Policy	Yes - 100%	Version 4	A142/11/2024
48	Danger Allowance Policy	Yes - 100%	Version 1	Council Resolution A038/03/2025
49	Cell Phone Allowance Policy	Yes - 100%	Version 1	Council Resolution A095/07/2025
50	Litigation Strategy	Yes - 100%	Version 1	Council Resolution A167/12/2025

4.15 APPROVED MUNICIPAL BY-LAWS

The Local Government Systems Act No. 32 of 2000 provides the system by which a Municipal Council may adopt a by-law, after a process of public participation and proclamation in the Government Gazette.

The table below reflects the status of by-laws introduced by Govan Mbeki Municipality, with the Township Economy By-law and Cemeteries By-law being the most recent additions.

No.	By-Laws Name	By-Laws (Yes/No)	Gazetted*
1.	Electricity By-law	YES	
2.	Fire Brigade By-law	YES	
3.	Public participation By-law	YES	
4.	Regulation of storm water management By-law	YES	
5.	Informal trading By-law	YES	
6.	Liquified petroleum By-law	YES	
7.	Nuisance By-law	YES	
8.	Parks and Open spaces By-law	YES	
9.	Privately owned swimming pools By-law	YES	
10.	Public Swimming pools By-law	YES	
11.	Public Amenities By-law	YES	
12.	Municipal Taxi Ranks By-law	YES	
13.	Water Supply By-law	YES	
14.	Advertising Signs By-law	YES	
15.	By-law related to the keeping of animals, birds and poultry.	YES	
16.	Cemeteries By-law	YES (New)	
17.	Disposal of contaminated and infectious waste By-law	YES	
18.	By-laws relating to the control of car watchers and car washers	YES	
19.	Standard Drainage By-law	Yes	
20.	Cleansing By-law	Yes	
21.	Credit Control and Debt Collection By-law	Yes	
22.	Property Rates By-law	Yes	
23.	SPLUM By-Law (2016)	YES (Under legal review)	
24.	Cleansing Services and Solid Waste Management By-law	Yes	
25.	Traffic By-laws	Yes	
26.	Township Economy By-Law	YES (New)	

4.16 ADMINISTRATIVE SERVICES

Records Management

The Administrative Services division is responsible for the municipality's records management, ensuring compliance with the Promotion of Access to Information Act (PAIA).

Achievements:

- ❑ Upkeep and Records Management at the Secunda office, including tender documents, quotations, creditors' payment slips, and indigent registers.
- ❑ Awareness Campaigns: Roadshows on the Records Management policy, procedures, and PAIA were conducted from 28 July 2025 to 06 August 2025.

Challenges:

- ❑ Bethal: Identified documents that need sorting and filing.
- ❑ Evander: A site visit conducted on 11/02/2025 identified the need for filing cabinets/zippel files, constrained by budget limitations.

4.17 CUSTOMER RELATIONS MANAGEMENT

The municipality is modernising its customer engagement platforms to improve service delivery and citizen satisfaction.

Achievements:

- ❑ Successfully implemented the Voice over Internet Protocol (VoIP) system across the Municipality, modernising communication infrastructure.
- ❑ Busy with rolling out a multi-channel customer engagement platform integrated with the VoIP system, enabling improved citizen access through:
 - Voice (VoIP-based call handling)
 - WhatsApp Business messaging
 - Facebook Messenger
 - SMS communication
 - LifeChat services via the municipal website

4.18 CALL CENTRE OPERATIONS

The municipality operates a 24-hour Call Centre, which serves as a centralised platform for receiving and dispatching service delivery complaints to relevant departments. This includes the effective receiving and dispatching of job cards. Additionally, the Call Centre manages reports related to Disaster Management, Fire, and Rescue services, ensuring timely response and resolution of incidents.

Current Challenges:

- ❑ The Call Centre remains a pilot concept due to a lack of expansion and evolution.
- ❑ Decentralized customer care services and slow turnaround in provision of customer care.
- ❑ Long queues between the 1st and 7th of every month.
- ❑ The absence of expertise in customer relations management leading to unsatisfied consumers.
- ❑ An outdated Customer Relations Management Policy.
- ❑ Consumers must queue for statements/balances and then queue again for payment.
- ❑ Enquiries only have 2 personnel, creating a queuing bottleneck.
- ❑ Customer care does not cover prepaid electricity queries, only accounts enquiries.
- ❑ Disjointed processes from debt collection, clearance, and billing.

4.19 INFORMATION COMMUNICATION AND TECHNOLOGY (ICT) DEVELOPMENTS

The Govan Mbeki Municipality is implementing an ICT Strategy designed as a strategic framework to align the municipality's business model with its Integrated Development Plan (IDP) objectives.

The ICT Section serves as a key enabler of service delivery by supporting centralized systems, including billing, electricity prepayment, library management, email, the municipal website, and other essential platforms.

Key ICT initiatives include:

- ❑ Implementation of a paperless council and council committees' system, facilitating virtual municipal operations.
- ❑ Strengthening cybersecurity measures through updated security policies, with all ICT policies reviewed and approved by Council in April 2025 (Resolution A057/04/2025).
- ❑ Development and implementation of Disaster Recovery and Business Continuity Plans.
- ❑ These advancements reinforce the municipality's commitment to modernising its operational framework and enhancing service delivery efficiency through technology-driven solutions.

4.19.1 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Govan Mbeki Municipality is implementing an ICT Strategy designed as a strategic framework to align the municipality's business model with its Integrated Development Plan (IDP) objectives.

The ICT Section serves as a key enabler of service delivery by supporting centralized systems, including billing, electricity prepayment, library management, email, the municipal website, and other essential platforms.

The strategy emphasizes leveraging technology to enhance municipal service delivery and operational efficiency.

4.19.2 MUNICIPAL STRATEGIC ICT OBJECTIVES

The strategic ICT objectives identified for the municipality include:

- ❑ Ensuring a structured and risk-minimized ICT operating model.
- ❑ Implementing customer-focused systems and technologies.
- ❑ Strengthening governance frameworks to enforce compliance with policies and procedures.
- ❑ Developing enterprise architecture to sustain business needs, enhance productivity, and improve service delivery.
- ❑ Ensuring ICT staffing is sufficient and highly skilled to support municipal functions.
- ❑ Planning and budgeting ICT investments to align with business priorities and maximize value from existing infrastructure.

The municipality's strategic ICT objectives ensure that ICT operations are well-managed, customer-focused, and aligned with key business priorities.

Strategic Objective	Description
ICT Operating Model and Service Delivery	Ensure that ICT is structured to minimize operational and business risks, implementing effective systems and technologies to enhance customer service.
ICT Governance	Establish governance frameworks and ensure adherence to ICT policies and procedures.
Enterprise Architecture	Implement sustainable infrastructure and solutions that enhance business capabilities, productivity, and service delivery.
ICT Structure	Ensure that the ICT Department is adequately staffed with skilled personnel to support municipal services.
ICT Investment	Plan and allocate budgets for ICT investments in alignment with business priorities while maintaining existing ICT infrastructure for optimal value.

4.19.3 MUNICIPALITY'S THREE ICT PILLARS

The ICT Strategy is structured around three core pillars that address different aspects of ICT management, including operational efficiency, regulatory compliance, and infrastructure development.

ICT Pillar	Description
ICT Operations	Focuses on strategic planning, system development, and technological innovation to support municipal objectives.
ICT Governance and Business Intelligence	Ensures compliance with regulatory requirements and uses data-driven insights to enhance efficiency, accountability, and revenue generation.
ICT Services	Manages ICT infrastructure to meet business demands, ensuring disaster recovery preparedness and sustainable growth.

4.19.4 ICT POLICIES AND GOVERNANCE

The ICT Department successfully implemented and enforced five key policies, all of which were reviewed and approved by Council in April 2025 (Resolution A057/04/2025):

- ☐ ICT Security Policy
- ☐ ICT Governance Framework
- ☐ Disaster Recovery & Business Continuity Plan
- ☐ ICT Strategy
- ☐ Laptop Management Policy

These policies are essential in ensuring the secure, efficient, and effective operation of the municipality's ICT infrastructure. The municipality reviews ICT security policies annually, ensuring compliance and cost-effectiveness.

4.19.5 ICT PERFORMANCE AND AUDIT COMPLIANCE

The ICT Department maintained stringent oversight of outsourced ICT services through monthly performance assessments. Quarterly audits have been conducted on system administration activities to ensure compliance with governance frameworks and operational integrity.

For three consecutive years, the Auditor-General has reported zero ICT-related audit findings, reaffirming its commitment to transparency, accountability, and sound governance practices and demonstrating strong governance and risk mitigation.

Key ICT systems under rigorous oversight include:

- ❑ Financial Management System
- ❑ Prepaid Electricity System
- ❑ Payroll System
- ❑ Electronic Document Management System (EDMS)
- ❑ Domain and Active Directory
- ❑ Email and Municipal Website
- ❑ Microsoft 365 for data security and replication

The municipality has proactively mitigated both physical and data security risks to safeguard its ICT assets. The fully automated Disaster Recovery Plan, implemented in collaboration with cloud service partners, ensures rapid recovery and continuity of operations in the event of disruptions.

4.19.6 ICT STEERING COMMITTEE

The ICT Steering Committee effectively fulfilled its governance mandate, achieving quorum in all quarterly meetings. These meetings played a pivotal role in shaping the strategic direction of the municipality's ICT initiatives since the committee was established to provide oversight and ensure strategic alignment. The ICT Security Officer has been appointed and is actively fulfilling their role.

4.19.7 SYSTEMS IMPLEMENTATION AND UPGRADES

The following systems were successfully implemented or upgraded:

System Name	Purpose
Munsoft Version 7.4	Financial management, revenue, supply chain management, and expenditure tracking.
Truvello	Traffic management system.
Munadmin	Electronic document management system.
Office 365 Suite	Office computing and data backup and recovery.
Payday Release 8.1	Payroll and employee service management.

4.19.8 PAPERLESS COUNCIL TRANSFORMATION

The municipality successfully transitioned from paper-based to electronic communication. All Council Committees, including Portfolio, Rules, Public Accounts, and Public Participation, now operate fully on digital platforms, significantly improving efficiency and accessibility.

4.19.9 ICT BUDGET PRIORITIZATION FOR BUSINESS CONTINUITY

To ensure continued ICT resilience and disaster recovery, budget allocations are required for the following initiatives:

- ❑ Financial reporting system enhancements.
- ❑ E-procurement system implementation.
- ❑ Traffic fines management system upgrades.
- ❑ E-recruitment system deployment.
- ❑ Network support and infrastructure upgrades (estimated at R3.1 million).
- ❑ Time and attendance system integration with payroll.

This strategic approach ensures that ICT remains a pillar of efficiency, governance, and service delivery within the Govan Mbeki Municipality.

4.20 IMPLEMENTATION OF THE TIME AND ATTENDANCE SYSTEM

The municipality has successfully piloted and is in the process of implementing an advanced electronic time and attendance management system. This initiative aims to replace the current paper-based system to enhance real-time human capital management. The system pilot has been finalized, and T&A Administrators have been appointed.

Electronic employee supervision has already assisted in improved consequence management. The system includes mobile clock-in devices for remote areas and a cell phone clock-in option for management.

The next steps include aligning shift systems, replacing manual timesheets, and verifying overtime against the electronic T&A data. Challenges such as the malicious damage and theft of devices are being addressed through timeous insurance processes.

4.21 PERFORMANCE MANAGEMENT SYSTEM (IPMS) IMPLEMENTATION

The municipality has made significant progress in institutionalizing a culture of performance management through the development and implementation of an Individual Performance Management System (IPMS). The new PMDS policy and framework were approved by Council on 08 August 2025 (Resolution A093/07/2025), replacing the previous system and introducing Chapters 12 and 4 of the Municipal Staff Regulations to accommodate IPMS.

The table below outlines the key milestones achieved in the implementation of the IPMS:

ACTIVITY	PROGRESS AND ACHIEVEMENTS	CHALLENGES	IMPROVEMENT AREAS / NEXT STEPS
Approval of PMDS Policy (IPMS)	Introduction of Individual Performance Management started in Quarter 1 of 2025/2026. PMDS policy and framework were reviewed to accommodate IPMS. Policy and Framework were approved by Council on 08 August 2025 (A093/07/2025).	None	N/A
Policy Consultation	Consultation through presentations was held with employees from all regions from 15 to 19 September 2025.	None	N/A
Cascading IPMS to lower levels	A plan to cascade individual performance management in a phased approach has been adopted for post levels 2 to 6 by April 2026 and to all lower levels by end of June 2026.	The section is new: Vacancy in the IPMS section.	Request to fill vacancies awaiting approval.
Draft IPMS Agreements & Annexures	Draft PMS Agreements & Annexures for 2025/2026 FY for post level 3-6 employees are finalised per department. Performance Agreements for Deputy Directors and COO (post levels 1 & 2) finalised by the OPMS Section in the Office of the Municipal Manager in compliance with Chapter 4 of the Municipal Staff Regulations.	None	Consultations scheduled with employees (Jan to Mar 2026).
Service Provider Appointment	Process of appointment of a service provider for the services of a PMS system finalized in October 2025. Inception meeting held for alignment of indicators as cascaded.	None	System implementation and integration.

4.22 LABOUR RELATIONS AND CONSEQUENCE MANAGEMENT

The municipality is committed to maintaining a harmonious working environment and ensuring accountability through effective consequence management.

4.22.1 Consequence Management: The implementation of the electronic Time and Attendance system has significantly improved employee supervision and accountability. This has assisted in identifying and addressing instances of non-compliance in a timely manner.

4.22.2 Disciplinary Code and Procedures: The municipality adheres to the Disciplinary Procedure Collective Agreement as negotiated at the South African Local Government Bargaining Council (SALGBC), ensuring fair and consistent application of disciplinary measures.

4.22.3 Grievance Procedures: Grievances are managed in accordance with the Main Collective Agreement (SALGBC), providing employees with a formal mechanism to raise and resolve workplace concerns.

Achievements:

- ❑ Conducted various workshops on policies with an objective of re-instilling compliance to the Code of Conduct.
- ❑ Stabilization of the Local Labour Forum (LLF).
- ❑ Reduced the turnaround time for finalization of disciplinary processes from beyond 12 months to within 6 months, with a view to bringing it to the compliance period of 3 months.
- ❑ The finalization of the Litigation Strategy (A167/12/2025) now provides a comprehensive framework for managing legal matters, including those arising from such engagements.
- ❑ Legal support is actively provided on revenue-linked cases, and a panel of debt collectors has been appointed by Finance to enhance revenue collection. Follow-ups are made on issues raised until the matters are reported as concluded.

Challenges:

- ❑ Understaffing due to the resignation of a Labour Relations Officer.
- ❑ Lack of internal capacity to conduct investigations, leading to costs on external investigations.
- ❑ Reluctance by some managers to serve as presiding and prosecution officers.

Improvement Areas:

- ❑ Filling of the Assistant Manager: Labour Relations and two Labour Relations Officer positions to augment existing personnel.
- ❑ Increase the number of workshops on the Code of Conduct and employee discipline.

4.23 PETITIONS AND PROTESTS

Petitions and Protest Marches are managed in terms of the Section 4 meetings as per the Gatherings Act, with responses prepared and submitted within 7 days under normal circumstances. The offices of the Executive Mayor and Municipal Manager facilitate the responses.

4.24 OCCUPATIONAL HEALTH AND SAFETY

The municipality places a high priority on the health and safety of its employees. The Occupational Health and Employee Wellness Policy were approved by Council in March 2025 (Resolution A037/03/2025).

This policy represents a significant milestone as it compressed five previous policies into one comprehensive framework, addressing:

- ❑ Employee Assistance Programme (EAP)
- ❑ Sexual Harassment
- ❑ Smoking in the workplace
- ❑ Medical Surveillance
- ❑ Drug and Substance abuse

Additionally, the Personal Protective Equipment (PPE) Policy was reviewed and approved by Council in August 2025 (Resolution A119/08/2025), ensuring that employees in high-risk areas are provided with appropriate protective gear to perform their duties safely.

4.25 FLEET MANAGEMENT IMPROVEMENTS

Fleet management has been fully transferred to the Corporate Services Department, centralizing control. To enhance service delivery and address budget limitations, the municipality procured an Excavator, Motor Grader, and LDV. An auction of all aged fleet (vehicles over 10 years) was conducted without delay.

4.26 KEY INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION PRIORITIES

Key priorities include:

- ❑ **Reducing the Vacancy Rate:** Aggressively pursuing the filling of critical vacancies. Recruitment is underway for a target of approximately 79 positions (subject to revenue improvement), in addition to the Unemployed Graduates Programme, WIL, and Fire Fighter internships. A total of 432 appointments has been made over the past five years. Focus will be on high-vacancy areas such as General Workers (234 vacancies), Assistant Artisans and Process Controllers, and clerical positions in Finance.
- ❑ **Full Implementation of IPMS:** Successfully cascading the Individual Performance Management System to all employee levels by the end of June 2026, fostering a high-performance culture aligned with the Model City of Excellence 2030 vision.
- ❑ **Addressing Skills Gaps:** Implementing the targeted training interventions identified in the 2025 Skills Audit, with a focus on management development, professional registration, and enhancing the technical skills of operational staff. The municipality will also continue to fund employees through the bursary scheme to address the tertiary qualification gap.
- ❑ **Graduate Recruitment and Development:** Continuing to leverage grants such as the ISDG to recruit unemployed graduates and provide meaningful experiential training opportunities, contributing to both service delivery
- ❑ **Employment Equity:** Intensifying efforts to attract underrepresented groups (Whites, Coloureds, and Indians) and persons with disabilities to meet legislative targets (now increased to 3% for persons with disabilities).
- ❑ **Labour Relations:** Filling vacancies in the Labour Relations unit to improve capacity for internal investigations and reduce reliance on external service providers. The target

is to reduce disciplinary process turnaround times to the compliance period of 3 months.

- ❑ **Customer Care Modernisation:** Rolling out the multi-channel customer engagement platform and addressing the structural and policy gaps in the Customer Relations Management function to reduce queues and improve citizen satisfaction.
- ❑ **ICT Infrastructure and Security:** Continuing to invest in ICT infrastructure, including network upgrades and system enhancements, while maintaining a zero-findings audit outcome.
- ❑ **Employee-Related Cost Management:** Closely monitoring employee-related costs, which account for 21% of the Medium-Term Revenue Expenditure Framework, to ensure recruitment decisions are aligned with budget realities.
- ❑ **Policy Consolidation and Review:** Continuing the process of compressing and streamlining human capital policies to enhance clarity, efficiency, and alignment with legislative requirements, including the finalization of the consolidated Employee Assistance and Wellness Policy.
- ❑ **Embedding Consequence Management:** Strengthening systems and processes, including the full roll-out of the electronic Time and Attendance system, to ensure consistent application of consequence management and improve overall organizational accountability.

Through these focused interventions, the Govan Mbeki Municipality will continue to build a capable, ethical, and development-oriented institution capable of delivering on its mandate and realising its vision of becoming a Model City of Excellence by 2030.

4.27 ANTI- FRAUD AND CORRUPTION

The municipality continues to uphold its commitment to ethical governance and adherence to national legislation aimed at combating fraud and corruption. In line with the Municipal Systems Act, the Municipal Finance Management Act, and the Prevention and Combating of Corrupt Activities Act, the municipality has reinforced its internal controls, procurement systems, and reporting processes.

In compliance with Provincial Treasury Circular No. 38 of 2015, which requires municipalities to establish Anti-Fraud and Corruption Committees and develop relevant policies, the Council developed, reviewed, and approved the Fraud Prevention and Anti-Corruption Policy in July 2021 under resolution A090/07/2021.

The municipality's approved Anti-Corruption and Fraud Policy specifically address issues related to fraud and corruption. It applies to all employees, stakeholders, contractors, and vendors or suppliers conducting business with the municipality. The policy explicitly prohibits any acts of fraud, corruption, or other dishonest activities of a similar nature that may cause or have the potential to cause prejudice to the municipality or the public. It also provides clear procedures for handling and responding to incidents of fraud and corruption.

To facilitate reporting, the municipality has established a dedicated whistleblower hotline (0800 212 319), enabling members of the public to report suspected fraud or corruption. The Community Services Department is responsible for monitoring the hotline and submitting reports to the Risk Management Committee, which was established by the Council and is chaired by an independent external person. The committee meets on a quarterly basis and receives updates on hotline reports, among other matters.

4.28 MUNICIPAL INTERNAL AUDIT

4.28.1 State of Municipal Internal Audit

The Internal Audit (IA) Unit is fully operational and established in-house, currently staffed at full capacity with five out of five approved positions filled following a recent organogram review. Governance documentation, including the Internal Audit Charter for 2025-26 and the audit methodology, has been reviewed and implemented.

The reporting structure remains unchanged, with the Chief Audit Executive (CAE) reporting functionally to the Audit Committee and administratively to the Accounting Officer, in compliance with Section 165 of the MFMA.

While the previous contract for an Internal Audit System has lapsed, a new procurement process is underway and expected to be finalized before the end of May 2026. In the interim, the unit continues to add value by assisting management with reviews of the Annual Financial Statements (AFS). Importantly, audit findings are used to support the Auditor-General (AG) in risk assessment, rather than for sampling purposes.

The unit's quality and conformance were externally assessed by PKF in April 2024, resulting in a "Generally Conforms" opinion the highest rating possible. This positive assessment remains valid for five years. Demonstrating a commitment to professionalisation, three team members are currently pursuing Certified Internal Auditor (CIA) and Advanced Certificate in Fraud Examination qualifications.

The unit also maintains a strong track record of impact, with over 80% of its recommendations being implemented by management.

Mandate and Strategic Focus

- ❑ Operating under the mandate of Section 165 of the MFMA, the Internal Audit Unit provides independent and objective assurance designed to add value and improve the municipality's operations.
- ❑ The unit's oversight role ensures reasonable assurance that management's assertions regarding the achievement of IDP and SDBIP objectives are valid, specifically concerning the effectiveness of operations, reliability of financial reporting, and compliance with laws and regulations.

Moving forward, the unit will proactively partner with management to conduct audits across financial, compliance, IT, operational, and performance areas, supplemented by consulting reviews to maximize value-add.

The audit plan for the year ending 30 June 2025 was submitted to the Audit Committee for approval, which consists of a three-year strategic rolling plan and an annual plan. This plan is designed to provide assurance services to the Municipal Manager, the Audit Committee, and Senior Management.

The plan incorporates:

- ❑ The Three-year strategic rolling Internal Audit plan; and
- ❑ The Annual Internal Audit Plan for the financial year ending June 2025

4.28.1 Internal Audit Unit's mandate

The Internal Audit Unit's mandate emanates from Section 165(1) of the Municipal Finance Management Act, No.56 of 2003 (MFMA) which states:

- 1) Each municipality and each municipal entity must have an internal audit unit. Internal Audit unit of a municipality or municipal entity must:
- 2) Prepare a risk-based audit plan and an internal audit program for each financial year;
- 3) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- ☐ Internal audit;
- ☐ Internal controls;
- ☐ Accounting procedures and practices;
- ☐ Risk and risk management;
- ☐ Performance management;
- ☐ Loss control; and
- ☐ Compliance with this act, The annual Section of Revenue Act and any other applicable legislation

4.28.2 Internal Audit risk based strategic approach

A risk based strategic approach is adopted which takes into account the results of the risk assessment, subsequent discussions with management. This approach involves a focus on understanding the work of each focus area and identifying risks associated with that focus area.

It further includes a process of linking risk analysis to assigned planning and audit program development. This approach is a risk-based plan aligning the priorities of internal audit work with the objectives and goals of the Municipality and the related risks as identified for the municipality.

4.28.3 Flexibility of approach

The approach to the Internal Audit plan will be flexible and where necessary the planned approach can be adjusted to take account of any special requests by management. The detailed scope and timing of the work and the focus of the planned projects can be amended and / or the projects removed from the plan to take account of special requests.

Risk areas identified and not audited in year one will be taken over to year two and the audit plan adjusted accordingly. Any amendments to this plan would be subject to approval of the Audit Committee and the Accounting Officer.

4.28.4 Internal Audit operational plan

In planning and executing the internal audit plan, the various risks identified can be reviewed through various approaches. It is not suggested that all the approaches be applied in one year or one single review, as budgetary constraints, the current control environment and needs often dictate the nature and focus of the review.

Set out below are definitions of the various reviews that could be undertaken to addressing the various risk identified.

Type of Review	Main Objective
Financial Review	Validation of internal controls to facilitate the integrity and reliability of financial information and safeguarding of assets.
Compliance Review	To verify the level of compliance with policies, procedures, standards and relevant legislation.
Operational Review	To review the activities in relation to the adherence to or achievement of the relevant control and business objectives.
Pre-determined objective Review	The review of the adequacy and effectiveness of the application of generally accepted management principles in achieving the desired objectives of the municipality. To ensure the completeness, accuracy, validity and timely reporting of the entity performance achievements against the KPI and strategic plan.

Type of Review	Main Objective
Governance Review	To review and evaluate the adherence to corporate governance practices and principles.
Follow up Reviews	To determine the progress made by management with the implementation of the action plans agreed upon with the internal audit activity.
Annual Financial Statements Review	Review of the Municipality's Annual Financial Statements

4.28.5 Fraud and other irregularities

Inherent limitations exist in the reliance on internal audit controls and procedures, as errors and lapses in control can result from staff carelessness, misunderstanding of instructions, collusion between individuals and management override.

Our work is planned so that we have a reasonable expectation of detecting significant control weaknesses in the areas reviewed, and subject to the agreed scope.

However, internal audit procedures alone, even when carried out with due professional care, do not solely guarantee that fraud will be detected. Accordingly, our reviews and investigations as internal auditors should not be relied upon to disclose fraud, defalcation or other irregularities, which may exist.

4.28.6 Audit reporting

A formal internal audit report will be prepared on completion of each focus area. Our Internal Audit report and detailed summary of findings will be discussed and agreed with line management prior to the issuing of such report(s) to the audit committee.

Where obtaining management comments and approval will unduly delay the finalization of audit reports these may be distributed marked "Issued without Management Comments". All copies of internal audit reports will be submitted to the Municipal Manager.

4.28.7 Annual Internal Audit Plan

The Annual Internal Audit plan for three-year rolling plan as set out has been prepared based on the risk registers developed during the risk assessment process and risks identified through constant engagements with management.

THREE YEAR ROLLING INTERNAL AUDIT PLAN						
NO	TYPES OF AUDITS	RISK BASED / MANDATORY	CONSULTING/ ASSURANCE	PERIOD		
				2025	2026	2027
1	Expenditure	Risk- based	Assurance		☐	☐
2	Payroll	Risk- based	Assurance	☐	☐	☐
3	Disaster Management	Risk- based	Assurance			☐
4	Performance (Smart principle, IDP & SDBIP alignment)	Mandatory	Assurance	☐	☐	☐
5	Occupational Health and Safety	Risk- based	Assurance			☐
6	Revenue Management	Risk- based	Assurance	☐	☐	☐
7	Asset Management and Loss control	Risk- based	Assurance		☐	☐
8	Legal and Municipal Courts	Risk- based	Assurance			☐
9	Human Resources	Risk- based	Assurance	☐		
10	Supply Chain Management	Risk- based	Assurance	☐	☐	☐
11	Risk Management	Mandatory	Assurance		☐	☐
12	Properties	Risk- based	Assurance		☐	☐
13	Budget and Treasury: Control/Process	Risk- based	Assurance	☐	☐	☐

THREE YEAR ROLLING INTERNAL AUDIT PLAN						
NO	TYPES OF AUDITS	RISK BASED / MANDATORY	CONSULTING/ ASSURANCE	PERIOD		
				2025	2026	2027
14	Project Management Unit	Risk- based	Assurance			☐
15	Corporate Governance	Risk- based	Assurance			☐
16	Information & Communication Technology	Mandatory	Assurance	☐	☐	☐
17	Marketing and Communication	Risk- based	Assurance		☐	☐
18	Annual and Interim Financial Statements	Mandatory	Assurance	☐	☐	☐
19	Traffic	Risk- based	Assurance			☐
20	Mechanical Workshop	Risk- based	Assurance		☐	☐
21	Human Settlement	Risk- based	Assurance		☐	☐
22	Facilities	Risk- based	Assurance		☐	☐
23	Environmental Affairs - Biodiversity	Risk- based	Assurance		☐	☐
24	Local Economic Development & Tourism	Risk- based	Assurance			
25	Town Planning	Risk - based	Assurance		☐	
26	Record management	Risk - based	Assurance		☐	☐
27	Stock count	Risk - based	Assurance	☐	☐	☐
28	Fleet Management	Risk - based	Assurance		☐	☐
29	Ad - Hoc Assignment	Mandatory	Assurance & Consulting	☐	☐	☐
30	Internal audit follow-up audit	Mandatory	Assurance & Consulting	☐	☐	☐
31	External audit follow-up (Action Plan)	Mandatory	Assurance & Consulting	☐	☐	☐
32	Energy Section	Risk-based	Assurance	☐	☐	☐
33	Financial Recovery Plan – Follow up audit	Request	Assurance	☐	☐	☐
34	Waste Water and Water services	Risk-based	Assurance		☐	☐
35	Compliance Audit	Risk-based	Assurance	☐		
36	Call centre management	Risk-based	Assurance			☐

4.28.8 Audit universe

AUDIT FOCUS AREA	TYPICAL RISK INDICATOR
DEPARTMENT OF FINANCE	Expenditure SECTION
	Late submissions of insurance claims by departments
	Supporting documents not attached to travel and subsistence claims
	Late submission of the VAT returns to SARS
	Payments allocated under incorrect votes
	Asset Management and loss control
	Incorrect votes used to purchase assets
	Replacement of stolen and lost items not communicated to the asset management unit
	Assets not assessed for impairment
	Useful lives of assets not reviewed
	Asset register not updated on a regular basis
	Inadequate control of finance lease assets
	Loss control
	Payroll SECTION

AUDIT FOCUS AREA	TYPICAL RISK INDICATOR
DEPARTMENT OF FINANCE	Insufficient supervision on Payroll process No supporting documents for non- statutory deductions Incorrect calculation of allowances
DEPARTMENT OF FINANCE	Revenue Managements SECTION Inconsistent application of debt collection policy. Lack of implementation of revenue enhancement plan No updated indigent register Inaccurate information provided by the meter readers and some of the meters not accessible nor read by meter readers Some of the households have not signed consumer agreements with the municipality Electrical bridging not attended by electrical department immediately and sometimes not at all New consumer account opened while there is still a debit balance on the closed account. Stipulations of credit control policy on indigent not complied with Lack of Evaluation roll credibility Inadequate financial accounting policies Excessive distribution loss Ineffective Collection of revenue Inadequate billing system Supply Chain Management SECTION Over utilization of deviation clause in the SCM policy. Retentions reconciliations not performed regularly No monitoring of payments to suppliers to ensure that the payments are within the approved limits. No proper procedures followed with regards to extensions/modifications of contracts/quotations. Absence of/ outdated SLA's. Inadequate evaluations of suppliers.
DEPARTMENT OF FINANCE	Poor record keeping Noncompliance to SCM policy and SCM regulation Budget and Reporting: Control/process Review Community participation not properly conducted during public participation process The monthly statements not in line with sec 71 of MFMA Inaccurate financial reports Non-execution of the action plan within timelines Audit of interim and annual Financial Statements Incomplete and inaccurate financial statements Non-compliance to GRAP
FOLLOW-UP AUDITS	Internal Audit findings report Auditor General findings – Action Plan
CORPORATE SERVICES	Development and Transformation Procedure manuals not reviewed No fire proof safe for important documents such as leave files Failure to comply with the Employment Equity Plan Human Resources policies not reviewed on an annual basis No proper management of probation Poor management of leave Leave reconciliation not reviewed. No proper management on approved bursaries No proper management of contract appointments Lack of commitment by employees

AUDIT FOCUS AREA	TYPICAL RISK INDICATOR
CORPORATE SERVICES	Inadequate Clarity of roles and responsibilities
	Legal and Municipal Courts
	Failure to review and promulgate by-laws
	Failure to adhere to approved service charter and SLA's
	No proper management on pending cases lodged against employees and the employer
	ICT SECTION
	Lack of testing of the DR and BCP
	Information Communication Technology (ICT) Policies not properly implemented
	No standardised system software (Windows)
	Occupational Health and Safety
	Non-Compliance to the OHS Act in respect to Functional Health and safety Committees
	Emergency evacuation plan and assembly points not communicated to staff members/employees
DEPARTMENT OF COMMUNITY SERVICES	Traffic - SECTION
	No policy in place to guide prosecutors in administration of oral representations
	Facilities - section
	Handling of funds by non-financial staff poses safety risk to the staff handling cash and the cash itself. The facilities Manager collects money at various points and deposit it at nearest pay-point (cashiers at main offices)
	Poor security controls in all facilities
	No segregation of duties
	Procedure manuals not reviewed
	No reconciliation between the cash register, physical cash counted and cash collected
	Fire, Rescue, Disaster Management & Communication
	Lack of disaster management plan
	Environmental Affairs – Section
	Lack Environmental Management framework
	Vandalism and misuse of community and social amenities
	Poor keeping and availability of burial register in some cemeteries is in contravention of Death and Birth Register Act which may lead to Council not being able account
TECHNICAL SERVICES	Solid Waste Management
	Old/Unreliable fleet – waste not collected as scheduled (Service not sustainable)
	Musculoskeletal injuries e.g. back injuries, dislocations, fractures and poisoning.
	Excessive/extra –ordinary overtime
	Shortage of personnel and equipment – landfill sites
	Permitting of operational and closed landfill sites (Non-compliance with National Environmental Management: Waste Act, 2008 (Act 59 of 2008) and DWAF Waste Management Series. Minimum requirements for Waste Disposal
	Shortage of available air-and landfill space. (Available air-and landfill space within Secunda and Kinross landfill sites – maximum 5 to 8 years.)
	Illegal dumping
	Failure to license landfill sites
	Mechanical Workshop – SECTION
	Aging/old fleet
	Vehicles refilling up after low mileages have been travelled
	Fuel loss

AUDIT FOCUS AREA	TYPICAL RISK INDICATOR
	Shortage of working equipment, negatively affects the level of service delivery
	Non-compliance to overtime policy negatively affect Municipal finances
	Roads and Storm water
	Shortage of road maintenance material
	Failure to maintain the paved roads
	Maintenance of roads that have reached its lifespan
DEPARTMENT OF TECHNICAL SERVICES	Energy Section
	Illegal connections
	Faulty meters
	Insufficient meters installed
	Water and Sanitation
	Operational risk in spillage of sewer pumps, theft and vandalism, and health and safety
	Poor quality of water
OFFICE OF THE MUNICIPAL MANAGER	Risk in non-compliance to National Water Act, 36 of 1998
	Project Management Unit
	Lack of monitoring and supervision
	Lack of skill and training of personnel
	Discrepancies in tender awarding processes
FINANCE	Project not completed on time
	Stock Count
	Misstatement of inventory balances
PLANNING AND DEVELOPMENT	Misappropriation of inventory
	Properties
	No electronic system in place to capture applications
	Lease Register not updated regularly
	Outstanding lease payments not followed up
	Local Economic Development & Tourism
	Vandalism of the memorial statue and the indigenous games at the cultural precinct has got negative impact to the marketing of the town as a tourist attraction
	Lack of incentives to promote development
	failure to review LED strategy
	High rate of unemployment and poverty
	Human Settlements
	GMM Spatial Development is not aligned with the National Government Programme
	Illegal land invasion
	Delays in assignment of human settlement functions
	Lack of community involvement and participation in the implementation of the projects
AUDIT OF PRE-DETERMINED OBJECTIVES (Performance Management)	Performance
	Failure to rolling out of performance management to lower levels
	Poor supervision
	Inadequate resources
	Service delivery backlogs
	Lack of skills and capacity
DEPARTMENT OF PLANNING AND DEVELOPMENT	Compliance
	Performance targets not in line with the “SMART” criterion
	Key performance indicators not measurable, relevant, objectives and well-defined
	Lack of alignment between the approved Budget, IDP and SDBIP
	Land-use Management and Special Development
	Illegal occupation of municipality land

AUDIT FOCUS AREA	TYPICAL RISK INDICATOR
	Under performance of service providers
	Poor management of specialized drafting software (Ally CAD, CADDIE), may lead to the termination of maintenance update Licenses.
	Poor management of digitized engineering drawings software may lead to termination of maintenance update licenses.
	Poor Management of engineering drawings might impact negatively on service delivery.
	Poor Management of reprographic office equipment, which might negatively affect Service Delivery level.
	Non-Safe keeping of electronic drawings and data.
	Non-Compliance to the Occupational Health and Safety act, which might lead to injuries and lawsuit. (KPA 1)
	Non-Filling of vacant position of CAD operator is resulting in infrastructure services that are not captured digitally which have a direct impact on service delivery from technical personnel.
	Un-maintained paved roads
	Non maintenance of roads that has reached its lifespan
RISK MANAGEMENT	RISK MANAGEMENT
	Audit Risk management
	Lack of fully fledged Risk management Unit
	AUDIT OF CORPORATE GOVERNANCE
	Corporate governance audit
AD – HOC	Ad – Hoc Assignments

4.28.9 Internal Audit Strategic Interventions

No	Strategic intervention	Timeline	Champion	Budget required
1	Review Internal audit methodology in line with Global Internal Audit Standards.	28 May 2026	Chief Audit Executive	None
2	Assist department with consulting service to improve Internal controls on identified deficiencies. Marketing IA services	31 March 2026	Chief Audit Executive	None
3	Perform quarterly verification on the implementation of the Post audit action plan and report to Audit & Performance Committee	Quarterly	Chief Audit Executive	None
4	Develop & submit training plan for Internal auditors to Corporate Services to achieve all professional requirements	31 May 2026	Chief Audit Executive	R50 000 through FMG grant
5.	Request Provincial Treasury (Internal audit unit) to conduct annual assessment of GMM's Internal audit on its conformance to the new Global Internal Audit Standards (2025)	31 March 2026	Chief Audit Executive	None, free service from MP: Treasury

4.29 AUDIT OUTCOME

The Municipality received an **Unqualified Audit Outcome** with findings for the financial year 2024/2025 period ending June 2025, as declared by the Auditor-General (AGSA).

The following highlighted the audit opinions as obtained over the past years.

2024/25	2023/24	2022/23
UNQUALIFIED	QUALIFIED	QUALIFIED

4.29.1 FINDINGS RESOLVED DURING THE AUDIT PROCESS

NO	REFERENCE	AUDIT FINDING	AUDITORS CONCLUSION
1.	AAP91179-2025	2.1 In note 52 of the financial statements, contingent liability is not continuously assessed to determine whether an outflow of resources is required.	Resolved
2.	AAP91216-2025	8. Payables from exchange transactions: A discrepancy was noted between the age analysis balance and the statements issued by the suppliers	Resolved
3.	AAP91817-2025	34. Investment Property: Prior Period Error Note	Resolved
4.	AAP91875-2025	41. Payments that exceed the approved contract amount.	Resolved
5.	AAP91899-2025	24. Indigent household – Limitation of scope	Resolved
6.	AAP91904-2025	49. Identified variances that are not disclosed in the prior period errors note.	Resolved
7.	AAP91919-2025	57. Three quotations not obtained	Resolved

4.30 QUALIFICATION PARAGRAPHS

2024/25	2023/24	2022/23
0	3	3

4.31 CLASSIFICATION OF FINDINGS

AUDIT FINDINGS	2024/25	2023/24	2022/23
FINDING AFFECTING AUDIT REPORT	02	13	18
OTHER IMPORTANT FINDINGS	59	58	57
ADMINISTRATIVE FINDINGS		8	12
TOTAL	61	79	87

4.32 POST AUDIT ACTION PLAN

4.32.1 STATUS ON DEVELOPMENT, REVIEW & APPROVAL OF THE POST AUDIT ACTION PLAN (PAAP).

DEVELOPMENT	TIMELINE	PROGRESS/STATUS
Developed - Management Approved	15 January 2026	Approved
Developed - CFO Approved	16 January 2026	Approved
Developed - Internal Auditor Approved	16 January 2026	Approved
Developed - Audit Committee Approved	22 January 2026	Approved
Developed - Council Approved	28 January 2026	Approved

- ☐ Progress on implementation has been reported quarterly to Audit Committee and Council.
- ☐ PAAP was finalised on the 30th January 2026 following its approvals by Council.

4.32.2 Implementation of Post Audit Action Plan

Implementation on the 2023/24 FY Action plan was at 67% as at 31 January 2026. The municipality continues to implement its **Post Audit Action Plan**, focusing on:

- ☐ Strengthening internal controls and compliance monitoring.
- ☐ Conducting regular training for finance staff on GRAP and MFMA requirements.
- ☐ Engaging with the Auditor-General and internal audit units to track progress on audit findings.
- ☐ The Audit Action plan was captured on the National Treasury Web-enabled system for monitoring of which, Salga, COGTA, MP Treasury and National Treasury have access to the Action Plan.
- ☐ National Treasury and Mpumalanga Provincial Treasury also provided comments on the Action Plan during the development stages and management implemented the inputs on the system.
- ☐ Ensuring management accountability through performance monitoring and consequence management.

The municipality implemented corrective measures and internal controls on the issues raised by the Auditor General which resulted in an improved audit opinion from Qualified to Unqualified audit opinion. Sustained focus on addressing remaining audit findings is expected to further enhance governance, transparency, and financial accountability in the coming financial year.

4.32.3 Challenges from previous audits and improvement strategies.

Irregular Expenditure Challenges:

- ☐ Inadequate systems to track, detect, and report irregular expenditure in compliance with the MFMA.
- ☐ Late or incomplete investigation of identified cases.

Improvement Strategies:

- ☐ Introduce **monthly SCM compliance reports** to management and quarterly to the Audit committees.
- ☐ Provide **MFMA compliance training** for SCM and finance officials.
- ☐ Conduct regular **internal audit reviews** of SCM transactions.

Cash Flow Statements (Operating and Investment activities) Challenges:

- ☐ Errors in linking supporting schedules to the financial statements.

Improvement Strategies:

- ☐ Introduce a **cash flow preparation checklist** and review process.
- ☐ Ensure **internal audit reviews** the cash flow statement before external audit submission.
- ☐ Submit corrected cash flow schedules to AGSA for further reviews

By addressing these challenges systematically and implementing the improvement strategies, the municipality aims to maintain an **Unqualified audit opinion** in the medium term. Further engagements with the Office of the Auditor general on qualification paragraphs. Continuous monitoring, staff development, and leadership commitment will be key to sustaining improvements in

4.32.4 Audit Improvement Intervention

- ☐ In-house preparation of Annual Financial Statements since 2013 (12 years).
- ☐ Established an Operation Clean Audit Committee (OPCA) that meets bi-weekly.
- ☐ 2021/2022 Post Audit Action Plan (PAAP) developed and approved by the Audit and Performance Committee and council.
- ☐ **75% of the overall 101 2021/2022** has been resolved.
 - ✓ **90% of the 20 findings** which led to the qualification audit opinion resolved
- ☐ Repeat audit findings closely monitored.
- ☐ **2022/2023 Post Audit Action Plan was developed and approved by council.**
- ☐ Audited Annual Report approved by council and subjected to MPAC for scrutinization.
- ☐ **74,7% of the overall 87 findings** for the financial year 2022/2023 has been resolved.
- ☐ **63%** of the overall 79 audit findings for the 2023/24 has been resolved.
- ☐ **2024/25 Post Audit Action Plan and uploaded on the National Treasury**
- ☐ Audit & Performance Committee reviewed and approved the plan on 22nd of January 2026
- ☐ Council reviewed and approved Post audit action plan on the 28th of January 2026

CHAPTER 5: WARD NEEDS ANALYSIS

This chapter presents the service delivery ward needs and priority issues identified by communities across various wards during the IDP public engagement sessions.

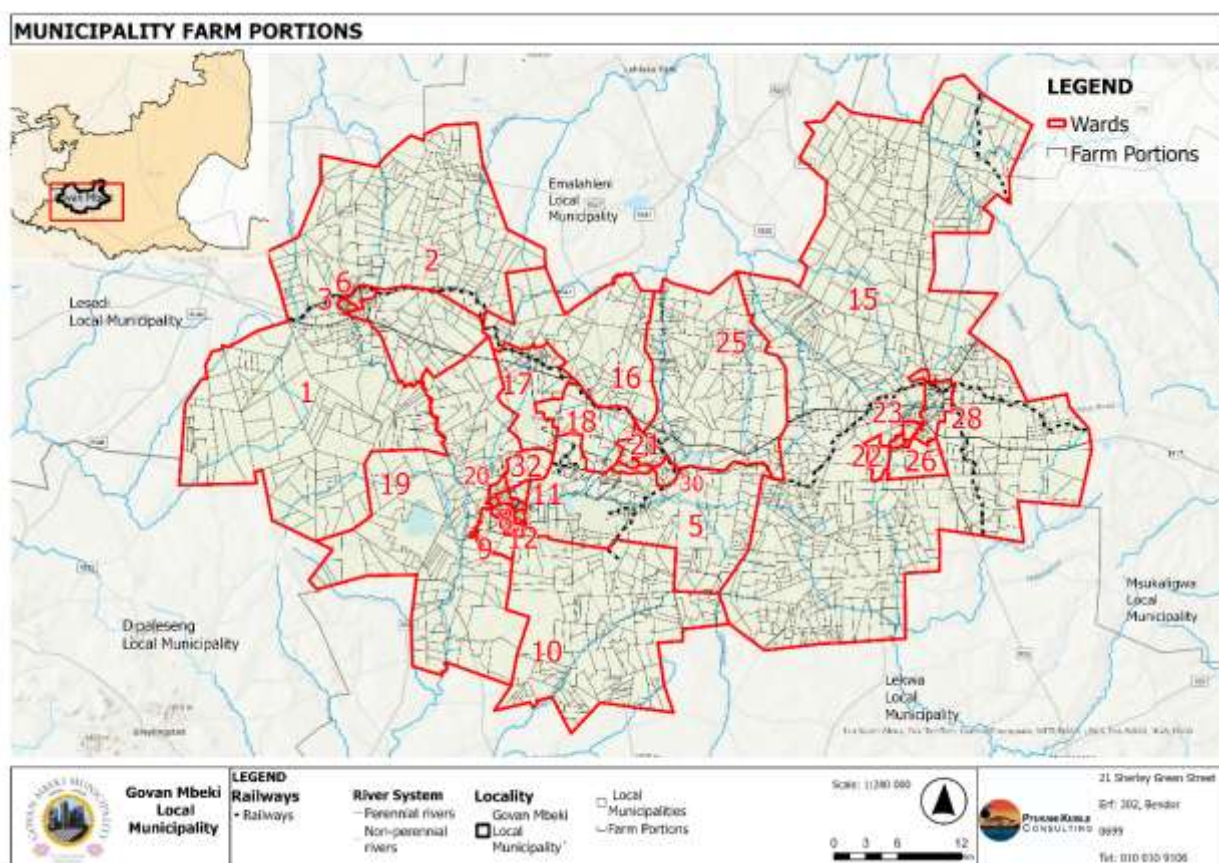
The municipality consists of eight (8) towns, structured into 32 electoral wards, covering a total area of 2,958 km². The breakdown of wards details are as follows:

As outlined in the IDP Process Plan, public consultation is a fundamental component in determining community development priorities. Community participation is central to the IDP process, and legislative provisions encourage active involvement in local government affairs.

A comprehensive public participation process was undertaken to ensure that all inputs received from communities were documented, analysed, and incorporated into the IDP. The identified needs were further refined and prioritized in alignment with the municipality's planning and budgeting framework.

MUNICIPAL WARDS

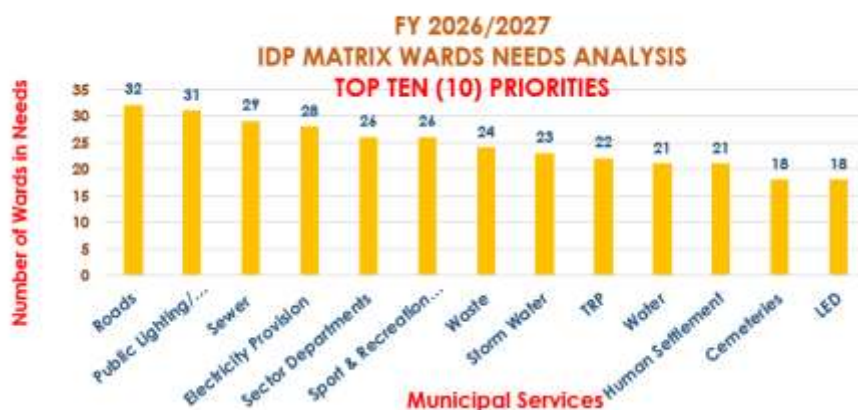
Govan Mbeki Local Municipality is made up of thirty-two (32) wards with varying physical sizes and population densities. The below map is an illustration of the various Govan Mbeki Wards



GOVAN MBEKI MUNICIPAL WARD BOUNDARIES AND SETTLEMENT AREAS.

Ward number	Settlement Area
Ward 1	Leandra; part of Kinross; Eendracht;
Ward 2	Lebohang Ext 16 phase 1 &2, Ext 17,18,19,20,21,22,23
Ward 3	Lebohang Ext 1,5,6,7, part of Ext 10,11 and 12
Ward 4	Embalenhle Ext 2 (Ext 2 (emthethweni), Ext 25 (section D and E), and Section E (2054/00)
Ward 5	Secunda Town
Ward 6	Lebohang
Ward 7	Embalenhle Part of Extensions 4,5,7,9,11 and 12
Ward 8	Embalenhle Part of Ext 14,15 and portion of Ext 21
Ward 9	Embalenhle; Ext 8 (Hostels) Ext 18 (26147/26148), part of ext. 2
Ward 10	Charl Cilliers and farms; Embalenhle Part of Ext 15,17 and 20
Ward 11	Embalenhle Part of Ext 3,4,5,7 Ext 24 whole
Ward 12	Embalenhle Part of Ext 14, 18, 19, 20
Ward 13	Embalenhle Part of Ext 14 and 21
Ward 14	Embalenhle Part of Ext 18
Ward 15	All Bethal and Trichardt farms
Ward 16	Kinross Ext 1,2, 3, 4, 6, 7, 8, 11, 12,15, 16, 17, 18, 19, 21, 22, 24, 25
Ward 17	Evander: Enkomeni farm; Emazakhele farm; Bioskop farm; Kinross Mine, and Evander town sector 1
Ward 18	Evander town: sector 2 and farms
Ward 19	Embalenhle: Ext 1, part of Ext 25, Ext 26, Ext 22 and farms; Brendan Village
Ward 20	Secunda Ext 12 (Greenfield), Ext 10, 15; White City (12); White City (13); white City stands
Ward 21	Secunda: Portion of sunset park in Secunda, Ext 17, 04, 26, 00, Police station, Fire station.
Ward 22	Bethal Ext 5
Ward 23	Bethal Ext 4.6; Azapo; Kanana
Ward 24	Bethal; EH, 17 to 12 Street, New stands, Ext 2, Tambo, Part of Cowvillage, Part of Chris Hani
Ward 25	Secunda town; Trichardt towns
Ward 26	Bethal: Ext 23, Informal settlements, Ext 13, Part of Cow Village, Chris Hani Ext 8, Ext 1; Ekuthuleni
Ward 27	Bethal Ext 2, 3, 9; eMzinoni Proper stands
Ward 28	Bethal East; Milan Park; Bethal Ext 22
Ward 29	Embalenhle Part of Ext 9, and 12
Ward 30	Secunda
Ward 31	Embalenhle Part of Ext 17, 15, 14, 20, 19
Ward 32	Embalenhle Part of Ext 11 and 12

FY 2026-2027 IDP MATRIX: TOP TEN (10) PRIORITIES



Key Issues and challenges identified across wards from 2022-2023 to 2026/2027 as per the data captured in the IDP Matrix, revealed the following:

- ❑ **Roads:** Consistently ranked as the top priority, reflecting ongoing challenges in road maintenance, upgrades, and construction.
- ❑ **Electricity:** Persistent demand for improved electricity access and reliability, particularly in expanding urban and semi-urban areas.
- ❑ **Sewer and Waste Management:** High priority for sanitation infrastructure, including sewer upgrades and effective waste management.
- ❑ **Public Lighting:** Significant gaps in street and public area lighting, impacting community safety and accessibility.
- ❑ **Recreational Facilities:** Increasing demand for sports and recreation infrastructure to enhance community engagement and youth development.
- ❑ **Bridges:** Identified as critical in areas requiring foot and vehicle access improvements.
- ❑ **Human Settlements:** High demand for housing developments and improved title deed transfers to ensure security of tenure for residents.
- ❑ **Stormwater Management:** Frequent issues with stormwater drainage, requiring better planning to prevent flooding and erosion.
- ❑ **Water Supply:** Prioritized across years, highlighting the need for consistent access to clean and safe water.
- ❑ **Law Enforcement and Traffic Control:** Identified as a growing concern, necessitating better law enforcement presence and improved traffic management systems.
- ❑ **Finance Customer Care:** Highlighted as a critical area for improving service delivery and community relation

Trends and Observations

- ❑ Consistent prioritization of roads and basic services are recurring challenges.
- ❑ Persistent gaps in basic service delivery underline the need for integrated planning and efficient resource allocation.
- ❑ Increased focus on recreation and community facilities reflects a growing recognition of their importance for social cohesion.

Recommendations

- ❑ **Enhanced Funding and Budgeting:** Allocate more funds towards critical infrastructure like roads, electricity, and water supply.
- ❑ **Integrated Planning:** Develop a cohesive strategy addressing interconnected issues, such as stormwater management and public lighting.

- ❑ **Community Engagement:** Strengthen participatory processes to ensure that community needs are accurately captured and addressed.
- ❑ **Monitoring and Evaluation:** Implement robust systems to track impact project progress and effectiveness.
- ❑ **Allocate budget for capital projects for all Wards**

Addressing the issues identified requires collaborative efforts across government departments, private stakeholders, and the community. By prioritizing these actions, sustainable development goals can be achieved over the coming years

FY 2026/2027 Ward Needs Analysis

The needs for financial year 2026/2027 have been gathered through ward committee structures and community consultations during the analysis phase of the IDP.

The table below provides a detailed breakdown of the issues raised per ward for FY 2026/2027. It is critical to note that these new needs are added to the existing list of priorities from previous years as captured herein per Chapter 5, creating a cumulative list of community demands that the municipality must address.

WARD	DEPARTMENT	SECTION	ISSUES RAISED FOR FY 26/27
WARD 1	Dept. Plan & Econ Dev	Human Settlement	Residential stands
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	Title deed Transfers	Title deeds
	Dept. Elect & Mech Eng	Electricity	Electrification of houses
	Dept. Civil Eng	Sewer	Toilets suction
	Dept. Civil Eng	Sewer	Maintenance of boreholes and windmills
	Sector Departments	Sector Departments	Mobile home affairs to assist with smart card
	Office of the MM	Management	Confirmation letters for the community
	Sector Departments	Sector Departments	Provision of scholar transport in the farms.
WARD 2			<i>No specific issues listed for 26/27, However, the previous years ward analysis still remain since no inputs was gathered</i>
WARD 3	Dept. Community Services	Sport & Recreation Facilities	Multipurpose centre
	Dept. Community Services	Cemeteries	Cemetery maintenance
	Dept. Civil Eng	Roads	Regravelling of roads
	Dept. Elect & Mech Eng	Public Lighting	High mast light next to Zamelani Abadala
WARD 4	Office of the MM	Management	Issues raised during the past financial year were not met.
	Dept. Civil Eng	Roads	Maintenance of Velabahleke Street
	Dept. Community Services	Sport & Recreation Facilities	Request to have community park.
	Dept. Elect & Mech Eng	Electricity	Why installation of new electricity meters is not installed to everyone.
	Dept. Plan & Econ Dev	LED	Unemployment
	Dept. Elect & Mech Eng	Public Lighting	Poor public lighting
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Civil Eng	Roads	Road marking in Nelson Mandela
WARD 5	Dept. Community Services	Law enforcement	Security to avoid cable theft

WARD	DEPARTMENT	SECTION	ISSUES RAISED FOR FY 26/27
	Dept. Community Services	Waste	Refuse collection
	Office of the MM	Management	Govan Mbeki Municipality to go back to SASOL
	Dept. Civil Eng	Roads	List that indicates progress in road maintenance
	Dept. Civil Eng	Roads	Potholes around Secunda town
	Dept. Community Services	Sport & Recreation Facilities	Stadium not to be used for events
WARD 6	Dept. Elect & Mech Eng	Public Lighting	High mast light ext. 9
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light
WARD 7	Dept. Elect & Mech Eng	Public Lighting	Maintenance of High mast light
	Dept. Civil Eng	Roads	Paving of road in Ext 9
	Dept. Civil Eng	Roads	Potholes in the ward.
	Dept. Community Services	Environment	Illegal dumping and waste removal
	Dept. Finance	Finance customer care	Assist old people with regards to Indigent registration.
	Dept. Civil Eng	Sewer	Sewer blockage
	Dept. Civil Eng	Roads	Lifting of manholes in some homes.
WARD 8	Dept. Elect & Mech Eng	Public Lighting	High mast light
	Dept. Civil Eng	Roads	Regravelling of roads
	Dept. Plan & Econ Dev	TRP	Residential stands
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Elect & Mech Eng	Electricity	New electricity meters not installed to every house.
WARD 9	Dept. Elect & Mech Eng	Electricity	Blocking of buying electricity due to non-payment
	Dept. Civil Eng	Foot & Vehicle Bridge	Bridge from gate 6 to D Section.
	Dept. Civil Eng	Sewer	Sewer blockages
	Dept. Civil Eng	Roads	Re-gravelling of roads
	Sector Departments	Sector Departments	Primary School
WARD 10	Dept. Civil Eng	Water	Shortage of water
	Dept. Civil Eng	Foot & Vehicle Bridge	Assistance with excavator/grader to construct footbridge.
	Dept. Civil Eng	Sewer	Sewer blockage
	Dept. Finance	Finance customer care	Billing query (water).
WARD 11			<i>No specific issues listed for 26/27 due to none sitting of the meetings as scheduled. However, the previous year's ward analysis still remain since no inputs was gathered</i>
WARD 12	Dept. Elect & Mech Eng	Public Lighting	Maintenance of High mast light
	Dept. Civil Eng	Foot & Vehicle Bridge	Footbridge at face 3 and face 4 in ext. 19
	Dept. Civil Eng	Roads	Regravelling of roads.
	Dept. Community Services	Cemeteries	Cemetery maintenance
	Dept. Plan & Econ Dev	TRP	Residential stands
WARD 13	Dept. Civil Eng	Roads	Potholes and regravelling of KI Thwala Road to cemetery
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of High mast light
	Dept. Civil Eng	Roads	Trenches not fixed after municipal work.
	Dept. Civil Eng	Sewer	Sewer spillages next to KI Thwala

WARD	DEPARTMENT	SECTION	ISSUES RAISED FOR FY 26/27
	Dept. Civil Eng	Roads	Regravelling of roads to prevent flooding.
	Dept. Community Services	Law enforcement	Illegal erecting of churches on sport grounds
	Dept. Civil Eng	Roads	Maintenance of Storm water channel gate 6
WARD 14	Dept. Civil Eng	Roads	Gravelling of the road to the Towers near "Bishop Nkambule's Church".
	Dept. Civil Eng	Sewer	Attending Sewers on time.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light.
	Dept. Plan & Econ Dev	Title deed Transfers	Changing of ownership on stands
	Dept. Community Services	Environment	Removal of illegal dumping sites
	Dept. Elect & Mech Eng	Electricity	Continue with meter installation.
WARD 15			<i>No specific issues listed for 26/27, However, the previous years ward analysis still remain since no inputs was gathered</i>
WARD16 (Kinross Ext 25 Municipality offices)	Dept. Finance	Finance customer care	Construction Of Municipal Pay Point in Extension 25
	Dept. Community Services	Sport & Recreation Facilities	Construction Of Community Hall
	Dept. Civil Eng	Roads	Re-gravelling of roads
	Dept. Plan & Econ Dev	TRP	Residential Stands
	Sector Departments	Sector Departments	High School in Extension 25
	Dept. Civil Eng	Roads	Patching Of Potholes in Thistle Grove
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of Street Lights
	Dept. Plan & Econ Dev	TRP	Allocation Of stand in Extension 33 & 34
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Sector Departments	Sector Departments	Mobile Clinic
	Dept. Civil Eng	Sewer	Installation/Maintenance of boreholes
	Dept. Civil Eng	Sewer	Toilets suction
WARDS 17 & 18 (GS College Evander)	Dept. Community Services	Sport & Recreation Facilities	Parks and stadium not being maintained
	Office of the MM	Management	Service delivery
	Dept. Elect & Mech Eng	Public Lighting	Public lighting
	Office of the MM	Management	Evander is not being attended to by the municipality
	Dept. Plan & Econ Dev	LED	Job creation
	Dept. Civil Eng	Roads	Roads maintenance
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Community Services	Law enforcement	Safety around Evander
	Dept. Civil Eng	Water	Changing water meters to plastic
	Office of the MM	Management	Maintenance of Evander
	Dept. Community Services	Public Facilities	Lapa
	Dept. Civil Eng	Roads	Roads signs
	Dept. Elect & Mech Eng	Electricity	Closing/locking of electrical boxes

WARD	DEPARTMENT	SECTION	ISSUES RAISED FOR FY 26/27
	Dept. Community Services	Law Enforcement	Complain about taverns around Evander
WARD 19	Dept. Civil Eng	Roads	Allen Makhunga road to be finalised.
	Dept. Elect & Mech Eng	Electricity	Electricity is too expensive
	Dept. Elect & Mech Eng	Electricity	Electrification of houses
	Dept. Civil Eng	Sewer	Toilets suction (need water).
	Dept. Civil Eng	Water	Maintenance of boreholes and windmills
WARD 20	Dept. Plan & Econ Dev	TRP	Residential stands
	Dept. Plan & Econ Dev	TRP	Formalisation of Marikana
	Dept. Civil Eng	Roads	Regravelling of roads
	Dept. Civil Eng	Roads	Maintenance of storm water channel
WARD 21	No specific issues listed for 26/27, However, the previous years ward analysis still remain since no inputs was gathered		
WARD 22	Dept. Elect & Mech Eng	Electricity	Electrification of outstanding houses
	Dept. Civil Eng	Roads	Paving of Victor Khayiyane Road
WARD 23	Dept. Civil Eng	Sewer	Conversion of VIP Toilets
	Dept. Civil Eng	Water	Water shortages
	Dept. Civil Eng	Roads	Maintenance of roads
	Dept. Civil Eng	Foot & Vehicle Bridge	Footbridge to Ikhetelo School
	Dept. Elect & Mech Eng	Electricity	Electrification of some houses in AZAPO
	Dept. Plan & Econ Dev	Human Settlement	Formalisation of informal Settlement (Malema and Afghan)
WARD 24	Dept. Civil Eng	Roads	Rehabilitation of Tambo ext. 7 pavement
	Dept. Civil Eng	Roads	Rehabilitation of Victor Khayiyane Road
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of High mast light
	Dept. Community Services	Environment	Illegal dumping
	Dept. Civil Eng	Roads	Maintenance of storm water drainages
	Dept. Plan & Econ Dev	Human Settlement	Title deeds
	Dept. Plan & Econ Dev	TRP	Residential stands
WARD 25	No specific issues listed for 26/27 due to none sitting of the meetings as scheduled. However, the previous year's ward analysis still remain since no inputs was gathered		
WARD 26	Dept. Civil Eng	Roads	Speed humps next to the Police Station
	Dept. Civil Eng	Roads	Chris Hani roads to be re-gravelled
	Dept. Plan & Econ Dev	Title deed Transfers	Title Deeds
	Dept. Civil Eng	Roads	Alternative Road to Extension 5
	Dept. Community Services	Public Facilities	Construction Of Library
	Dept. Civil Eng	Sewer	Sewer Spillage
	Dept. Plan & Econ Dev	Human Settlement	Formalisation of Peace Village Informal Settlement
WARD 27	Dept. Civil Eng	Roads	Road maintenance
	Dept. Plan & Econ Dev	LED	Unemployment
	Dept. Community Services	Sport & Recreation Facilities	Stadium
WARD 28			No specific issues listed for 26/27 due to none sitting of the meetings as scheduled. However, the previous year's ward analysis still

WARD	DEPARTMENT	SECTION	ISSUES RAISED FOR FY 26/27
			<i>remain since no inputs was gathered</i>
WARD 29	Dept. Finance	Finance customer care	Indigent registration support
	Dept. Elect & Mech Eng	Electricity	Unequal installation of new electricity meters.
WARD 30	*No specific issues listed for 26/27. Previous years ward analysis still remain since no inputs was gathered*		
WARD 31	Dept. Finance	Finance customer care	Pay point in ext. 17 to be operational
	Dept. Community Services	Law Enforcement	Illegal extending of stands to be addressed.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light.
	Dept. Community Services	Law enforcement	Illegal taverns
	Dept. Community Services	Environment	Illegal dumping site
	Sector Departments	Sector Departments	Mobile Police Station
WARD 32	Dept. Elect & Mech Eng	Public Lighting	Crime caused by poor public lighting
	Dept. Civil Eng	Water	Water flowing to the houses coming from ext. 12.
	Dept. Elect & Mech Eng	Electricity	Inability to afford electricity with new meters.
	Dept. Community Services	Environment	Illegal dumping sites
	Dept. Civil Eng	Roads	Trenches not fixed after municipal work.
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Roads	Regravelling of roads ext. 26
	Dept. Elect & Mech Eng	Electricity	New electricity meters not installed to every house.

The Analysis Phase for the FY 2026/2027 IDP has provided a clear and comprehensive picture of the developmental challenges facing Govan Mbeki Municipality. The persistent demand for basic services like roads, electricity, and sanitation underscores the need for continued and increased infrastructure investment.

The ward needs, as documented in this chapter, form the non-negotiable agenda for the upcoming IDP Strategy Phase. The next step is to translate these needs into concrete, budgeted projects.

By applying a rigorous prioritisation framework, strengthening intergovernmental relations with sector departments, and exploring alternative funding models like Public-Private Partnerships (PPPs) for industrial parks and renewable energy, the municipality can begin to close the gap between community expectations and service delivery reality.

This analysis confirms that the path forward requires an integrated, well-resourced, and community-centred approach to development.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
WARD 1	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Foot & Vehicle Bridge Installation of bridge for school children
	Dept. Civil Eng	Roads	Maintenance of roads.
	Dept. Civil Eng	Roads	Patching of potholes.
	Dept. Civil Eng	Roads	Re-gravelling of roads
	Dept. Civil Engs	Roads	Re-gravelling of roads in Leandra town.
	Dept. Civil Eng	Roads	Re-gravelling of roads in Lebohang (Ext. 12 & 13)
	Dept. Civil Eng	Roads	Road maintenance.
	Dept. Civil Eng	Roads	Speed humps (Laerskool)
	Dept. Civil Eng	Sewer	Repair of collapsed manholes and sewer lines
	Dept. Civil Eng	Sewer	Suction of toilets
	Dept. Civil Eng	Sewer	Unblocking of sewer lines in Leandra and Lebohang.
	Dept. Civil Eng	Sewer	Upgrading of Waste water treatment plants and sewer pump stations of Leandra.
	Dept. Civil Eng	Storm Water	Cleaning of stormwater drainages.
	Dept. Civil Eng	Water	Construction of bulk line and Reservoir Leandra phase 2
	Dept. Civil Eng	Water	Cleaning of water tanks
	Dept. Civil Eng	Water	Maintenance of boreholes and windmills
	Dept. Civil Eng	Water	Repairing of water leaks
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Environment	Grass cutting in open spaces in Eendracht and Leandra.
	Dept. Community Services	Environment	Grass cutting in the cemetery.
	Dept. Community Services	Public Facilities	Public toilets in town.
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of public facilities (Hall in Leandra town)
	Dept. Community Services	Sport & Recreation Facilities	Upgrade of Leandra Park.
	Dept. Community Services	Sport & Recreation Facilities	Upgrading of tennis and netball courts in Leandra town.
	Dept. Community Services	Sport & Recreation Facilities	Upgrading of Lebohang Stadium
	Dept. Community Services	Waste	Clearing of illegal dumping sites.
	Dept. Elect & Mech Eng	Electricity	Electricity issues at Eendracht.
	Dept. Elect & Mech Eng	Public Lighting	Installation and maintenance of high mast light.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of Street lights.
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	Title deed Transfers	Change of stand ownership
	Dept. Plan & Econ Dev	TRP	Allocation of residential stands – township establishment
	Sector Departments	Sector Departments	Construction of a multipurpose Centre.
	Sector Departments	Sector Departments	Upgrade of licensing office.
WARD 1- Eendracht			
	Dept. Civil Eng	Roads	Road maintenance and tared
	Dept. Civil Eng	Roads	Re-gravelling of roads in Eendracht.
	Dept. Civil Eng	Sewer	Make provision of sewer network
	Dept. Civil Eng	Sewer	Refurbish Eendracht Pumpstation- Sewerage Reticulation through appointment of consultant
	Dept. Civil Eng	Storm Water	Storm water drainage
	Dept. Civil Eng	Water	Upgrade of Eendracht bulk water line.
	Dept. Elect & Mech Eng	Public Lighting	High mast light and street lights
	Dept. Plan & Econ Dev	Human Settlement	Allocation of residential stands – township establishment
	Dept. Plan & Econ Dev	Human Settlement	Investigation of untraceable beneficiaries of stands
	Dept. Plan & Econ Dev	Title deed Transfers	Title deeds, especially to those who built their own houses
	Sector Departments	Sector Departments	Clinic
WARD 1- Farms			
	Dept. Civil Eng	Roads	Re-gravelling of roads in Moedverloren
	Dept. Civil Eng	Roads	Re-gravelling of roads in Witbank farm (Kwa- Madolo)
	Dept. Civil Eng	Sewer	Cleaning of septic tanks and VIP toilets in the farms.
	Dept. Civil Eng	Sewer	Draining of septic tanks in Eendracht.
	Dept. Civil Eng	Sewer	Provision of sanitation (toilets) in Rietvlei.
	Dept. Civil Eng	Water	Provision and maintenance of windmills and boreholes in the farms.
	Dept. Civil Eng	Water	Provision of water in Rietvlei.
	Dept. Civil Eng	Water	Water pipe connection in Strehla
	Dept. Elect & Mech Eng	Electricity	Provision of electricity in Kortlaagte farm.
	Dept. Elect & Mech Eng	Electricity	Provision of electricity in Rietvlei.
	Dept. Plan & Econ Dev	LED	Employment opportunities (EPWP, CWP)
	Sector Departments	Sector Departments	Assistance with ID smart cards and birth certificates in the farms
	Sector Departments	Sector Departments	Assistance with land claims in the farms
	Sector Departments	Sector Departments	Provision of land for grazing in the farms.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Sector Departments	Sector Departments	Provision of scholar transport in the farms.
	Dept. Civil Eng	Sewer	Suction of toilets
WARD 2	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Completion of paved road in RDP.
	Dept. Civil Eng	Roads	Patching of potholes in the main road in RDP.
	Dept. Civil Eng	Roads	Paving along Mbana Masilela
	Dept. Civil Eng	Roads	Regravelling of roads.
	Dept. Civil Eng	Roads	Speed humps
	Dept. Civil Eng	Sewer	Repair of collapsed sewer lines and sewer manholes.
	Dept. Civil Eng	Sewer	Unblocking of sewer lines
	Dept. Civil Eng	Sewer	Upgrading of Kliphuis sewer pump station
	Dept. Civil Eng	Storm Water	Cleaning of stormwater channels
	Dept. Civil Eng	Water	Repairing of water leaks.
	Dept. Civil Eng	Water	Replacement of aged, faulty water meters and uplifting of underground meters.
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Public Facilities	Maintenance of RDP hall.
	Dept. Community Services	Sport & Recreation Facilities	Stadium Maintenance
	Dept. Elect & Mech Eng	Public Lighting	Electrification of new high light mast
	Dept. Elect & Mech Eng	Public Lighting	High mast light installation
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast lights.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of street lights in RDP main road.
	Dept. Plan & Econ Dev	Human Settlement	Relocation of Enkanini people next to Shaka Maseko
	Dept. Plan & Econ Dev	Title deed Transfers	Assistance with title deeds.
	Dept. Plan & Econ Dev	TRP	Provision of residential stands.
	Sector Departments	Sector Departments	Building of a high school in RDP
	Sector Departments	Sector Departments	Building of a new clinic in RDP.
	Sector Departments	Sector Departments	Construction of a multi-purpose centre
WARD 3	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Closing of the quarry.
	Dept. Civil Eng	Roads	Grading and Regravelling of roads.
	Dept. Civil Eng	Roads	Patching of potholes.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Paving of roads in ext. 5
	Dept. Civil Eng	Roads	Regravelling of Isihuluhulu street that covers ext. 09 and ext. 01
	Dept. Civil Eng	Sewer	Sewer spillages all over the ward.
	Dept. Civil Eng	Sewer	Repairing of collapsed sewer lines and collapsed manholes
	Dept. Civil Eng	Sewer	Upgrading of Leandra sewer outfall line
	Dept. Civil Eng	Storm Water	Cleaning and clearing of storm water drainages in ext. 05 and 06.
	Dept. Civil Eng	Storm Water	Clearing of stormwater channel in ext. 6 and 7.
	Dept. Civil Eng	Storm Water	Maintenance of stormwater drainage.
	Dept. Civil Eng	Water	Repairing of water leaks and pipe bursts.
	Dept. Civil Eng	Water	Replacement of faulty water meters
	Dept. Civil Eng	Water	Uplifting of underground meters
	Dept. Community Services	Cemeteries	Fencing of graveyard
	Dept. Community Services	Cemeteries	Grass cutting at the cemeteries.
	Dept. Community Services	Sport & Recreation Facilities	Construction of a community park in ext. 6.
	Dept. Community Services	Waste	Clearing of illegal dumping sites.
	Dept. Elect & Mech Eng	Public Lighting	Fixing of street lights in ext. 5.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast lights.
	Dept. Plan & Econ Dev	Title deed Transfers	Assistance in change of stands ownership.
	Dept. Plan & Econ Dev	TRP	Provision of residential stands.
	Sector Departments	Sector Departments	Construction of a multipurpose centre.
WARD 4	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Patching of potholes
	Dept. Civil Eng	Roads	Paving of Malaza & Thomas Nkosi Street
	Dept. Civil Eng	Roads	Paving of Nkosi street, Mthuphi street & Velabahleke street phase 3
	Dept. Civil Eng	Sewer	Replacement of sewer pipes
	Dept. Civil Eng	Storm Water	Creation of storm water channels
	Dept. Community Services	Environment	Clearing of spillages
	Dept. Community Services	Sport & Recreation Facilities	Provision for Parks
	Dept. Community Services	Waste	Improve waste collections
	Dept. Community Services	Waste	Removal of illegal dumps
	Dept. Elect & Mech Eng	Electricity	Electricity outages

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Elect & Mech Eng	Electricity	Uncover electric meter boxes
	Dept. Elect & Mech Eng	Public Lighting	High mast light not operational
	Dept. Plan & Econ Dev	Human Settlement	RDP houses
	Dept. Plan & Econ Dev	LED	Job creation
	Sector Departments	Sector Departments	Need of new clinic
WARD 5	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Installation of manhole covers
	Dept. Civil Eng	Roads	Paving of airport road
	Dept. Civil Eng	Roads	Revamp - Taxi rank next to Secunda Mall
	Dept. Civil Eng	Roads	Road maintenance
	Dept. Civil Eng	Roads	Speed humps not painted
	Dept. Civil Eng	Roads	Speed humps to be installed in Nelson Mandela as this has become a raceway
	Dept. Civil Eng	Sewer	Upgrading of sewer network and pumpstations.
	Dept. Civil Eng	Sewer	The realigning and re-levelling of the sewerage system, running along Lebombo and Magaliesberg streets
	Dept. Civil Eng	Sewer	Upgrading of sewer pipes
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Environment	Cutting of trees
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of Secunda Stadium
	Dept. Community Services	Traffic Control	Maintenance of Pedestrian robots
	Dept. Community Services	Traffic Control	Maintenance of robots
	Dept. Elect & Mech Eng	Electricity	Maintenance of Electric boxes
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of street lights
	Sector Departments	Sector Departments	School facility (building) for Kristofer Ryan Centre. This centre is for mentally as well as physically handicapped adults, with mind ability of small children.
WARD 6	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Paving of roads in Ext 9 & 10
	Dept. Civil Eng	Roads	Grading and Regravelling of roads.
	Dept. Civil Eng	Roads	Patching of potholes.
	Dept. Civil Eng	Roads	Maintenance of roads in the industrial area.
	Dept. Civil Eng	Roads	Re gravelling of roads Ext. 9 and 10.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Sewer	Upgrade sewer network
	Dept. Civil Eng	Storm Water	Storm water drainage in Ext 9 and Ext 10
	Dept. Civil Eng	Storm Water	Cleaning and clearing of storm water drainages.
	Dept. Civil Eng	Storm Water	Cleaning of stormwater channel in ext. 10.
	Dept. Civil Eng	Storm Water	Cleaning of Ext 17 stream water channel to abattoir.
	Dept. Civil Eng	Water	Water and sanitation in Ext 9
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Cemeteries	repair/replace the fencing around the local cemetery,
	Dept. Community Services	Law enforcement	safety and security,
	Dept. Community Services	Law enforcement	vandalism prevention and aesthetic appeal.
	Dept. Community Services	Public Facilities	Renovation of Difa Nkosi Hall
	Dept. Community Services	Public Facilities	The residents emphasised the need for a functional office to provide essentials and facilities effective community engagement.
	Dept. Community Services	Public Facilities	Reconstruction of Burned office, that the municipality construct a new office to replace the one destroyed by fire in 2010.
	Dept. Community Services	Sport & Recreation Facilities	Stadium constructed, the residents expressed dissatisfaction with the current stadium constructed, lack of community engagement and consultation, community further requested immediate resolution of outstanding issues, regular progress updates and increased community involvement in decision making.
	Dept. Elect & Mech Eng	Public Lighting	Installation and maintenance of high mast light
	Dept. Plan & Econ Dev	TRP	Residential stands.
WARD 7	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Paving of streets in Ext 9
	Dept. Civil Eng	Roads	Speed humps in Ext 4 and 9
	Dept. Civil Eng	Roads	Erect of speed humps next to schools
	Dept. Civil Eng	Roads	Maintenance of passages (Flour Daniel Ground).
	Dept. Civil Eng	Roads	Speed humps (KiriyaSwana carve).
	Dept. Civil Eng	Roads	Maintenance of Ngwempisi road
	Dept. Civil Eng	Storm Water	Storm water channel in Ext 11 and ext. 9
	Dept. Civil Eng	Storm Water	Maintenance Water drainage.
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Public Facilities	Construction of a community hall
	Dept. Community Services	Sport & Recreation Facilities	Renovation of Fluor Daniel Stadium
	Dept. Community Services	Sport & Recreation Facilities	Recreational facility centre
	Dept. Community Services	Waste	Waste removal
	Dept. Community Services	Waste	Illegal dumping site
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	New electricity metres are too expensive (you get less units).
	Dept. Elect & Mech Eng	Public Lighting	High mast lights next to clinic
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of street lights
	Dept. Finance	Finance customer care	Billing system.
WARD 8	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Re-gravelling of Mathobela Street next to cemetery and gravelling of Mayisela Shopping centre to cemetery
	Dept. Civil Eng	Roads	Maintenance of all streets, especially KI Thwala Street
	Dept. Civil Eng	Roads	Regravelling of all gravel roads
	Dept. Civil Eng	Roads	Patching of potholes on the main road (Albert Luthuli)
	Dept. Civil Eng	Roads	Erection of speed humps
	Dept. Civil Eng	Roads	Erection of foot bridge next to Mayisela ground
	Dept. Civil Eng	Roads	Paving of Sthalandwe Drive next KwaMayisela Shopping Centre (is not trafficable during the rainy seasons and is the main road
	Dept. Civil Eng	Roads	Footbridge next to the ground Ext 14
	Dept. Civil Eng	Sewer	Sewer reticulation
	Dept. Civil Eng	Sewer	Maintenance of sewer reticulation next to Gogoda passage (New)
	Dept. Civil Eng	Storm Water	Cleaning of water channels next to Vukuzithathe Primary School
	Dept. Civil Eng	Storm Water	Storm water drainage to be maintained
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Sport & Recreation Facilities	Recreation parks and sport facilities
	Dept. Community Services	Sport & Recreation Facilities	Gymnasium (New)
	Dept. Community Services	Waste	Consistent weekly collection of refuse

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Waste	Cleaning of illegal dumping next to the clinic (New)
	Dept. Community Services	Waste	Waste removal (not done according the weekly schedule)
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of High Mast
	Dept. Plan & Econ Dev	Human Settlement	Allocation of RDP houses
	Dept. Plan & Econ Dev	LED	Job creation
	Dept. Plan & Econ Dev	TRP	Stands allocation
	Sector Departments	Sector Departments	Construction of a Library in Ext 14
	Sector Departments	Sector Departments	Construction of a police station
	Sector Departments	Sector Departments	Secondary and High school (New)
WARD 9	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Road maintenance
	Dept. Civil Eng	Roads	Re- gravelling of roads (especially Ext.22)
	Dept. Civil Eng	Roads	Motor bridge between Welamlambo and Crossroads (as an alternative route to ease traffic congestion between the eMba mall and Welamlambo during peak hours)
	Dept. Civil Eng	Roads	Construction of a bridge between Cross Road and Ext 22
	Dept. Civil Eng	Roads	Creation of roads in Azania
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Sewer	Provision of toilets at Azania
	Dept. Community Services	Cemeteries	Paving of a cemetery at Ext 18
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Sport & Recreation Facilities	Construction of a Library at Ext 22
	Dept. Community Services	Waste	Waste removal
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Public Lighting	High mast lights not working
	Dept. Finance	Finance customer care	Municipality pay point at gate 7
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	LED	Job creation

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	TRP	Residential stands
	Sector Departments	Sector Departments	Application of a Primary school at Ext 22
	Sector Departments	Sector Departments	Construction of a multipurpose centre
	Sector Departments	Sector Departments	Satellite police station
WARD 10	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Construction of speed humps in Charl Cilliers
	Dept. Civil Eng	Roads	Re-gravelling of roads at Ext 15 and Ext 17
	Dept. Civil Eng	Roads	Fixing of Potholes Extension 20 (way to the clinic)
	Dept. Civil Eng	Roads	Re-gravelling of road in Charl Cilliers Cemetery
	Dept. Civil Eng	Roads	Installation of a Foot bridge
	Dept. Civil Eng	Roads	Paving next to Sunrise Crèche structure, Cheap Corner and Maphala Gulube
	Dept. Civil Eng	Roads	Regravelling of all Roads
	Dept. Civil Eng	Roads	Footbridge next to Maphala Gulube School
	Dept. Civil Eng	Roads	Regravelling of road next to Maphala Gulube School
	Dept. Civil Eng	Roads	Regravelling of road next Gugulethu crèche
	Dept. Civil Eng	Roads	Regravelling of road next to Cheap Corner
	Dept. Civil Eng	Roads	Stop sign and speed humps on the Standerton Road
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Water	Speed up the process of a reservoir
	Dept. Community Services	Sport & Recreation Facilities	Sport grounds Maintenance
	Dept. Community Services	Sport & Recreation Facilities	Play Park for children.
	Dept. Community Services	Waste	Illegal dumping site at Ext 16
	Dept. Elect & Mech Eng	Electricity	Electricity challenges
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast lights
	Dept. Elect & Mech Eng	Public Lighting	Installation of High Mast lights in Charl Cilliers
	Dept. Elect & Mech Eng	Public Lighting	Installation f High mast light (Apollo)Extension 20 (at the Kraals)
	Dept. Plan & Econ Dev	Human Settlement	RDP houses
	Dept. Plan & Econ Dev	LED	Job creation on projects that are happening in Ward 10

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	LED	Unemployment.
WARD 11	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Paving on all roads at Extension 7 (only 1 road was paved)
	Dept. Civil Eng	Roads	Potholes
	Dept. Civil Eng	Roads	Tarred roads (Paving bricks are removed by the community)
	Dept. Civil Eng	Roads	Maintenance of all roads
	Dept. Civil Eng	Roads	Megabus busses causing mud and damaging roads.
	Dept. Civil Eng	Roads	Trucks going in and out of Emba Mall damaging the road (gate near BUCO)
	Dept. Civil Eng	Roads	Ash for the roads (re-gravelling)
	Dept. Civil Eng	Sewer	Unfinished sewer projects (open holes left by the contract).
	Dept. Civil Eng	Sewer	Sewer Spillages.
	Dept. Civil Eng	Water	Illegal connection of water in car washing areas in Ext. 7.
	Dept. Community Services	Environment	Grass cutting
	Dept. Community Services	Public Facilities	Upkeeping of land occupied by the hawker in Marabastad next to fire station.
	Dept. Community Services	Sport & Recreation Facilities	Construction of a play ground
	Dept. Community Services	Sport & Recreation Facilities	Refurbishment of Sjongile Ndamase Community Hall.
	Dept. Community Services	Waste	Waste removal
	Dept. Community Services	Waste	Waste removal alongside Emba Mall.
	Dept. Elect & Mech Eng	Electricity	Electricity crisis, switching not done equally (Ext 7 has been divided into 2 in terms of switching/loadshedding)
	Dept. Elect & Mech Eng	Electricity	Maintenance of Dangers
	Dept. Elect & Mech Eng	Electricity	No Varo Test machine for electricity cable issues.
	Dept. Elect & Mech Eng	Electricity	Replacement of old electrical transformers.
	Dept. Elect & Mech Eng	Public Lighting	Street lights (especially at Ext 7)
	Dept. Plan & Econ Dev	Human Settlement	RDP houses
	Dept. Plan & Econ Dev	LED	Job opportunities
	Dept. Plan & Econ Dev	LED	Job opportunities for the elderly as well.
	Dept. Plan & Econ Dev	LED	Sasol and Big Companies to plough back
	Dept. Plan & Econ Dev	LED	Small businesses not recognized (SME's)

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Sector Departments	Sector Departments	Construction of a University
	Sector Departments	Sector Departments	Training centers for skills
WARD 12	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Unfinished bridge.
	Dept. Civil Eng	Roads	Maintenance of roads.
	Dept. Civil Eng	Roads	Re-gravelling of roads
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Sewer	Sewer blockages.
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Elect & Mech Eng	Electricity	Fixing of damaged electrical poles
	Dept. Elect & Mech Eng	Electricity	Electricity outages.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light
	Dept. Plan & Econ Dev	TRP	Stands allocation
	Sector Departments	Sector Departments	Delaying of RDP houses projects where the community have already demolished old structures (because of the appointed contractor).
WARD 13	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Foot bridges
	Dept. Civil Eng	Roads	Roads Maintenance.
	Dept. Civil Eng	Roads	Patching of potholes.
	Dept. Civil Eng	Roads	Paving/tarring of Isithwalande Drive.
	Dept. Civil Eng	Roads	Regravelling of Roads
	Dept. Civil Eng	Roads	Bus stop shelters.
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Sport & Recreation Facilities	Sport grounds
	Dept. Community Services	Waste	Waste collection
	Dept. Elect & Mech Eng	Electricity	No notification when the electricity is been switch off (Sometimes for load reduction and maintenance).
	Dept. Elect & Mech Eng	Public Lighting	High mast lights
	Dept. Plan & Econ Dev	Human Settlement	Low-cost Houses
	Dept. Plan & Econ Dev	LED	Job creation
	Dept. Plan & Econ Dev	TRP	Residential Stands

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	TRP	Stands registration
	Sector Departments	Sector Departments	Multipurpose Centre
	Sector Departments	Sector Departments	Police station
WARD 14	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Road re-graveling and paving
	Dept. Civil Eng	Sewer	Sewer maintenance
	Dept. Civil Eng	Storm Water	Construction of a storm water drainage at Ext 14, 18 and Welas
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Sport & Recreation Facilities	Sport ground maintenance
	Dept. Community Services	Waste	Waste Removal
	Dept. Community Services	Waste	Illegal dumping site
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	Electricity Substation (eMba South) to be upgraded
	Dept. Elect & Mech Eng	Public Lighting	High mast light at Ext 18 maintenance
	Dept. Finance	Finance customer care	Allocation of pay points for the elders
	Dept. Plan & Econ Dev	LED	Job opportunities
	Dept. Plan & Econ Dev	TRP	Provision of stands
	Dept. Plan & Econ Dev	TRP	Allocation of space for farming purposes
	Sector Departments	Sector Departments	Provision of a library
	Sector Departments	Sector Departments	Application for a high school at Ext 18
WARD 15	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Construction of speed humps
	Dept. Civil Eng	Roads	Fixing of pod holes
	Dept. Civil Eng	Roads	Paving of roads
	Dept. Civil Eng	Roads	Re-gravelling of all roads
	Dept. Civil Eng	Sewer	Sewer Maintenance
	Dept. Civil Eng	Sewer	Sewer spillages and maintenance
	Dept. Civil Eng	Storm Water	Maintenance of storm water drainage
	Dept. Community Services	Cemeteries	Maintenance of cemetery
	Dept. Community Services	Environment	Grass cutting next to the stadium for safety purposes.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Sport & Recreation Facilities	Need for Sports facilities (New)
	Dept. Community Services	Waste	Temporary place for waste while trucks not available
	Dept. Community Services	Waste	Waste removal backlog
	Dept. Elect & Mech Eng	Electricity	Upgrading of electrical infrastructure
	Dept. Elect & Mech Eng	Public Lighting	Additional street lights
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses (RDP) (New)
	Office MM	Management	Application for NHNR (New)
	Office MM	Management	Rotation of EPWP's and Ward Committees (New)
	Office MM	Management	Constant Communication with the community and feedback (New)
WARD 15 - Farms			
	Dept. Civil Eng	Roads	Roads not trafficable during rainy seasons
	Dept. Civil Eng	Roads	Provision of Re-graveling farm roads
	Dept. Civil Eng	Sewer	Sucking of toilets
	Dept. Civil Eng	Sewer	Maintenance of toilets
	Dept. Civil Eng	Water	Boreholes and wind mills not working. (Water is a main problem)
	Dept. Civil Eng	Water	Water tankers for Wibili farm, geluk farm, hirseaw farm and other surrounding farms
	Dept. Community Services	Public Facilities	Building of new toilets
	Dept. Elect & Mech Eng	Electricity	Electrification of houses
	Dept. Elect & Mech Eng	Public Lighting	Installation of High Mass light
	Dept. Plan & Econ Dev	Human Settlement	Allocation of low costs houses
	Dept. Plan & Econ Dev	LED	Employment opportunities
	Dept. Plan & Econ Dev	LED	LED projects
	Sector Departments	Sector Departments	Drug Rehabilitation Centre (Establishment of Rehabilitation Centre)
	Sector Departments	Sector Departments	Mobile clinic
WARD 16			
	Dept. Civil Eng	Roads	Construction of speed humps
	Dept. Civil Eng	Roads	Fixing of potholes
	Dept. Civil Eng	Roads	Paving of roads
	Dept. Civil Eng	Roads	Re-gravelling of all roads
	Dept. Civil Eng	Sewer	Sewer Maintenance
	Dept. Civil Eng	Sewer	Sewer spillages and maintenance

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Storm Water	Maintenance of storm water drainage
	Dept. Community Services	Cemeteries	Maintenance of cemetery
	Dept. Community Services	Environment	Grass cutting next to the stadium for safety purposes.
	Dept. Community Services	Sport & Recreation Facilities	Need for Sports facilities (New)
	Dept. Community Services	Waste	Temporary place for waste while trucks not available
	Dept. Community Services	Waste	Waste removal backlog
	Dept. Elect & Mech Eng	Electricity	Upgrading of electrical infrastructure
	Dept. Elect & Mech Eng	Public Lighting	Additional street lights
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses (RDP) (New)
	Office MM	Management	Application for NHNR (New)
	Office MM	Management	Rotation of EPWP's and Ward Committees (New)
	Office MM	Management	Constant Communication with the community and feedback (New)
WARD 16 - Farms			
	Dept. Civil Eng	Roads	Roads not trafficable during rainy seasons
	Dept. Civil Eng	Roads	Provision of Re-graveling farm roads
	Dept. Civil Eng	Sewer	Sucking of toilets
	Dept. Civil Eng	Sewer	Maintenance of toilets
	Dept. Civil Eng	Water	Boreholes and wind mills not working. (Water is a main problem)
	Dept. Civil Eng	Water	Water tankers for Wibili farm, geluk farm, hirseaw farm and other surrounding farms
	Dept. Community Services	Public Facilities	Building of new toilets
	Dept. Elect & Mech Eng	Electricity	Electrification of houses
	Dept. Elect & Mech Eng	Public Lighting	Installation of High Mass light
	Dept. Plan & Econ Dev	Human Settlement	Allocation of low costs houses
	Dept. Plan & Econ Dev	LED	Employment opportunities
	Dept. Plan & Econ Dev	LED	LED projects
	Sector Departments	Sector Departments	Drug Rehabilitation Centre (Establishment of Rehabilitation Centre)
	Sector Departments	Sector Departments	Mobile clinic
WARD 17			
	Dept. Civil Eng	Roads	Fixing of potholes

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Storm Water	Storm water drainage management
	Dept. Civil Eng	Water	refurbishment
	Dept. Civil Eng	Water	Water purification plant refurbishment
	Dept. Civil Eng	Water	Uninterrupted water supply
	Dept. Civil Eng	Water	Fence & light in reservoirs and all GMM Infrastructure for security purposes (MIG
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Environment	Grass cutting
	Dept. Community Services	Traffic Control	Traffic signs
	Dept. Community Services	Waste	Fencing at landfill site at Kinross
	Dept. Community Services	Waste	Waste removal
	Dept. Community Services	Waste	Refuse removal contingency plan
	Dept. Elect & Mech Eng	Electricity	Public lighting at Sakhisizwe
	Dept. Elect & Mech Eng	Public Lighting	Fixing of street lights
	Sector Departments	Sector Departments	Multi-purpose centre with a library and clinic
	Sector Departments	Sector Departments	ECD centre/ Disable skills Centre
WARD 18	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Road maintenance
	Dept. Civil Eng	Roads	Fixing of potholes
	Dept. Civil Eng	Roads	Maintenance of roads in the residential area.
	Dept. Civil Eng	Roads	Reprinting of the street names.
	Dept. Civil Eng	Sewer	Replacement of all stolen manholes covers
	Dept. Civil Eng	Sewer	None functional of sewer pump to be fixed
	Dept. Civil Eng	Sewer	Closing of open manholes.
	Dept. Civil Eng	Storm Water	Storm water drainage
	Dept. Civil Eng	Water	Water losses
	Dept. Civil Eng	Water	Water leakages – water loss
	Dept. Community Services	Environment	Trimming of trees
	Dept. Community Services	Public Facilities	Public toilets at Evander Lapa
	Dept. Community Services	Sport & Recreation Facilities	Fencing at Evander Lapa
	Dept. Community Services	Sport & Recreation Facilities	Maintain the palisade fence at Evander Stadium
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of Thistle Groove Park

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Sport & Recreation Facilities	Kinross golf course grass to be cut.
	Dept. Community Services	Waste	Sign board for 'No dumping'
	Dept. Community Services	Waste	Maintenance of Kinross Dumping side
	Dept. Elect & Mech Eng	Electricity	Broken or open electrical boxes to be fixed.
	Dept. Elect & Mech Eng	Public Lighting	Lighting at Evander Lapa
	Dept. Elect & Mech Eng	Public Lighting	Street light maintenance
	Dept. Plan & Econ Dev	LED	EWP workers to be placed in town to clean.
	Dept. Plan & Econ Dev	TRP	Shopping centre
	Office MM	Management	Contingency plan to address challenges
	Sector Departments	Sector Departments	Clinic is too small for the community of Thistle Groove
WARD 19	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Roads rehabilitation
	Dept. Civil Eng	Roads	Reconstruction of Allan Makhunga.
	Dept. Civil Eng	Roads	Re-gravelling of roads.
	Dept. Civil Eng	Roads	Patching of potholes.
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Water	Maintenance of Water Drainage
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Waste	Waste Removal
	Dept. Community Services	Waste	Illegal dumping site
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Public Lighting	High mast light
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	LED	Lack of youth employment, job opportunities and business opportunities for young people be prioritised as well
	Dept. Plan & Econ Dev	LED	Job creation.
	Dept. Plan & Econ Dev	TRP	Residential Stands
WARD 19 - Farms (KwaSlevana, Roodebank, Leeuwpan, KwaSmith(klipdrift), Rhino Lodge, Kubo Mtsweni, Kwamfundisi)			
	Dept. Civil Eng	Water	Provision and maintenance of windmills and boreholes in the farms.
	Dept. Civil Eng	Water	Provision of water, sanitation (toilets) and electricity.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Water	Provision of water tanks in the farms
	Dept. Civil Eng	Water	Suction of toilets
	Dept. Plan & Econ Dev	Human Settlement	Provision of low costs houses
	Dept. Plan & Econ Dev	LED	Job creation projects
	Dept. Plan & Econ Dev	TRP	Land for agriculture project/purposes
	Sector Departments	Sector Departments	Crèche
	Sector Departments	Sector Departments	Construction of a library for the community in the farms
WARD 20	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Foot bridges
	Dept. Civil Eng	Roads	Gravelling of roads
	Dept. Civil Eng	Roads	Construction of taxi rank
	Dept. Civil Eng	Roads	Re gravelling of roads Ext 10 and Ext 16
	Dept. Civil Eng	Roads	Mandela - speed hump down the cycle
	Dept. Civil Eng	Roads	Phase two paving of roads from Chicken Eyakho to Brendan Road.
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Storm Water	Maintenance of storm water drainage from the traffic circle to White City section
	Dept. Civil Eng	Storm Water	Mandela - open trench to be closed
	Dept. Civil Eng	Storm Water	Stormwater channel not cleaned.
	Dept. Civil Eng	Storm Water	Floods in Extension 16.
	Dept. Civil Eng	Water	Water metre malfunctional.
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Public Facilities	Construction of a Hall
	Dept. Community Services	Sport & Recreation Facilities	Upgrade of sport ground at Ext 10
	Dept. Community Services	Waste	Waste collection.
	Dept. Elect & Mech Eng	Electricity	Mandela – open Dangers
	Dept. Elect & Mech Eng	Public Lighting	Installation High mast light
	Dept. Elect & Mech Eng	Public Lighting	Maintenance on high mast light at Ext 10
	Dept. Finance	Finance customer care	Flat rate.
	Dept. Plan & Econ Dev	Human Settlement	Removal of asbestos houses Extension 10.
	Dept. Plan & Econ Dev	LED	Agricultural programs
	Dept. Plan & Econ Dev	TRP	Provision of stands
	Sector Departments	Sector Departments	High school in ext. 10 (greenfield)

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Sector Departments	Sector Departments	Construction of Rehab for drug users
WARD 21	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Street Names & House Numbers: Problem: Emergency services struggle to locate specific addresses due to unclear or missing street names and house numbers. Need: Installation of clear, visible street name plates and house numbers to ensure that emergency services can locate addresses quickly. By-laws should be enforced to ensure residents maintain visible house numbers.
	Dept. Civil Eng	Roads	Public Lighting, Street Infrastructure & Ø: Potholes are widespread in several roads across Ward 21, posing safety risks for pedestrians and drivers, and contributing to road deterioration. Need: Immediate repair of potholes on key roads in the ward to prevent accidents, enhance road safety, and reduce vehicle damage. Regular maintenance should be scheduled to prevent further deterioration.
	Dept. Civil Eng	Roads	Traffic Management and Road Safety Traffic Calming Measures: Problem: Heavy traffic congestion, particularly in Joe Slovo Street near the Lifestyle Centre, makes it difficult for residents to safely exit their properties. Need: Installation of traffic calming measures such as speed bumps, pedestrian crossings, or traffic signals to manage traffic flow and improve safety for residents.
	Dept. Civil Eng	Sewer	Aging Infrastructure (Top Priority) Sewer a Problem: The sewer infrastructure is aging, outdated, and increasingly prone to malfunctions, leading to service disruptions and potential health risks. Need: Immediate upgrading and replacement of aging sewer and water systems to ensure reliable service delivery, prevent leaks, blockages, and accommodate growing demand.
	Dept. Civil Eng	Storm Water	Stormwater Drainage System: Problem: The stormwater drainage system is insufficient and blocked in several areas, unable to handle large quantities of water, leading to flooding during heavy rains.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Water	Aging Infrastructure (Top Priority) Water System Problem: The water infrastructure is aging, outdated, and increasingly prone to malfunctions, leading to service disruptions and potential health risks. Need: Immediate upgrading and replacement of aging sewer and water systems to ensure reliable service delivery, prevent leaks, blockages, and accommodate growing demand.
	Dept. Civil Eng	Water	Reservoirs and Water Supply Infrastructure: Problem: Water reservoirs, particularly in Extension 22, are deteriorating and not adequately safeguarded, leading to potential service disruptions. Need: Repair and maintenance of reservoirs to ensure a consistent water supply and better protection from vandalism and theft.
	Dept. Community Services	Environment	Recreation and Public Spaces• Playgrounds: Problem: Existing playgrounds are in poor condition and insufficient to meet the needs of the growing population. Need: Refurbishment of current playgrounds and the development of new ones to provide safe recreational spaces for children. Fencing should be installed around playgrounds for safety
	Dept. Elect & Mech Eng	Electricity	Electrical Infrastructure: Problem: Electrical infrastructure, including electrical boxes, is outdated, with many boxes having damaged covers or faulty components, creating safety hazards. Need: Immediate repair and maintenance of electrical boxes and related infrastructure. Damaged covers must be replaced, and outdated systems need to be upgraded to ensure safety and reliability.
	Dept. Elect & Mech Eng	Public Lighting	Public Lighting, Street Infrastructure & Pothole Repairs (Priority 2) Streetlights: Problem: Many streetlights are damaged or malfunctioning, which results in poor visibility and compromises safety for pedestrians and drivers. Need: Immediate repair and replacement of damaged streetlight bulbs and poles to improve public safety, visibility at night, and reduce crime in poorly lit areas.
	Dept. Elect & Mech Eng	Public Lighting	Public Lighting, Street Infrastructure & Pothole Repairs (Priority 2)

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
			Traffic Lights at Key Intersections: Problem: Key intersections, such as PDP Kruger and Danie Theron Streets near the Fire Station, lack traffic lights, leading to congestion and safety risks.ü Need: Installation of traffic lights at critical intersections to improve traffic flow, reduce accidents, and facilitate smoother movement of vehicles and pedestrians.
	Dept. Elect & Mech Eng	Public Lighting	Public Lighting, Street Infrastructure & Pothole Repairs (Priority 2) Crash Barricade on Walter Sisulu Road: Problem: The crash barricade at the entrance to Secunda (Walter Sisulu Road) is damaged, creating a safety risk for road users. o Need: Repair and repainting of the crash barricade to ensure road safety and improve the aesthetics of the entrance to the area.
	Sector Departments	Sector Departments	Social Upliftment and Community Amenities (Priority 3) • Frail Care Centre: Problem: There is a lack of care facilities for elderly and vulnerable residents, particularly in low-cost housing areas. Need: Establishment of a frail care centre to provide healthcare and support services for elderly and disabled residents, improving their quality of life.
	Sector Departments	Sector Departments	Social Upliftment and Community Amenities (Priority 3) Community Centre/Hall in Extension 23: Problem: The absence of a community hall or gathering space in Extension 23 limits opportunities for social engagement and community activities.o Need: Construction of a community centre, shopping centre, and playground in Extension 23 to provide a hub for social activities and local services.
WARD 22	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Khethelo foot bridge
	Dept. Civil Eng	Foot & Vehicle Bridge	Permanent bridge & Amadlelo Aluhlaza
	Dept. Civil Eng	Roads	Rehabilitation of Victor Khayiyane Road
	Dept. Civil Eng	Roads	Speed humps
	Dept. Civil Eng	Roads	Paving of roads
	Dept. Civil Eng	Roads	Fixing of Potholes
	Dept. Civil Eng	Roads	Regravelling od roads.
	Dept. Civil Eng	Roads	Sidewalks in Victor Khayiyane Road.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Sewer	Sewage and Water infrastructure: The Reservoir in ward 22, Ext 22 requires repairs/ maintenance/ refurbishments due to non-functionality
	Dept. Civil Eng	Sewer	VIP Toilets -Victor Khayiyane
	Dept. Civil Eng	Sewer	Sewer spillages.
	Dept. Civil Eng	Storm Water	Storm water drainage
	Dept. Civil Eng	Water	Water shortages
	Dept. Civil Eng	Water	Reservoir leaking
	Dept. Civil Eng	Water	Leaking water reservoir
	Dept. Civil Eng	Water	Connect water & sewer to houses
	Dept. Community Services	Cemeteries	Maintenance of cemetery facilities
	Dept. Community Services	Cemeteries	Cemetery by Law to be reviewed
	Dept. Community Services	Cemeteries	New cemeteries extension 4 area
	Dept. Community Services	Sport & Recreation Facilities	Parks
	Dept. Community Services	Sport & Recreation Facilities	Recreational facilities
	Dept. Community Services	Sport & Recreation Facilities	Sports ground at extension 4 & 5
	Dept. Elect & Mech Eng	Electricity	Electricity challenges
	Dept. Elect & Mech Eng	Public Lighting	High mast light
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of high mast light,
	Dept. Plan & Econ Dev	Human Settlement	Request for RDP's
	Dept. Plan & Econ Dev	Human Settlement	RDP House.
	Dept. Plan & Econ Dev	TRP	Stands for residential purposes
	Sector Departments	Sector Departments	Phase 2 of multipurpose centre.
	Sector Departments	Sector Departments	Phase Two of the multipurpose Centre
	Sector Departments	Sector Departments	Application for a primary school
	Sector Departments	Sector Departments	Primary school extension 4
	Sector Departments	Sector Departments	Multipurpose centre (Priority).
WARD 23	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Foot bridge to be constructed next to Khethelo High School
	Dept. Civil Eng	Roads	Paving of Shongwe Street.
	Dept. Civil Eng	Roads	Paving / regravelling of roads

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Speed humps near Sakhisizwe and road maintenance
	Dept. Civil Eng	Sewer	Conversion of VIP toilets (Azapo and Kanana).
	Dept. Civil Eng	Water	Maintenance of water drainages
	Dept. Civil Eng	Water	Leaking water reservoirs,
	Dept. Community Services	Cemeteries	By Laws on cemeteries to be looked at i.e., TLB & Fees.
	Dept. Community Services	Sport & Recreation Facilities	Parks needed
	Dept. Community Services	Sport & Recreation Facilities	Sports grounds
	Dept. Community Services	Waste	Illegal dumping sides
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	Electrification of informal settlement (Malema ext. 4).
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of Street lights
	Dept. Plan & Econ Dev	LED	Job creation
	Dept. Plan & Econ Dev	TRP	Registration of F stands and ext. 10
	Dept. Plan & Econ Dev	TRP	Establishment of residential stands
	Dept. Plan & Econ Dev	TRP	Provision of land for cemeteries
	Dept. Plan & Econ Dev	TRP	Township establishment/formalisation in Ext. 8 and Malema.
	Sector Departments	Sector Departments	Phase 2 of multipurpose centre.
	Sector Departments	Sector Departments	Libraries at extension 4 & 5 to be built.
	Sector Departments	Sector Departments	High School.
WARD 24	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Rehabilitation of Tambo Ext. 7 pavements
	Dept. Civil Eng	Roads	Rehabilitation of Victor Khayiyane Road
	Dept. Civil Eng	Roads	Maintenance of roads
	Dept. Civil Eng	Roads	Speed humps at Victor Khayiyane
	Dept. Civil Eng	Roads	Potholes
	Dept. Civil Eng	Storm Water	Fixing of storm water channel ext.2
	Dept. Civil Eng	Water	Maintenance of water drainages
	Dept. Civil Eng	Water	Water shortages
	Dept. Community Services	Waste	Illegal dumping site
	Dept. Elect & Mech Eng	Electricity	Electricity outages

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Elect & Mech Eng	Public Lighting	High mast lights
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	Title deed Transfers	Title deeds
	Dept. Plan & Econ Dev	TRP	Residential stands.
WARD 25	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Roads to farming communities are in a poor state
	Dept. Civil Eng	Roads	Tarring/ paving of Clinic parking in Trichardt – The current gravel road is a serious safety risk for emergency vehicles.
	Dept. Civil Eng	Roads	Tarring/ paving of Library Parking in Trichardt – Next to the clinic (also relates to safety risk, as well as the need of development of road infrastructure)
	Dept. Civil Eng	Roads	Tarring of gravel roads in Trichardt town – Van Belkum Street, Grove Street (also for decreased safety risk of emergency vehicles travelling to Highveld Medi Clinic), Ebrahim Daya Street
	Dept. Civil Eng	Roads	Upgrade of R580 (Trichardt/Evander road) – potholes a serious safety risk on this busy road connecting with the N17, especially between Secunda and Trichardt
	Dept. Civil Eng	Roads	Barrier should be replaced at the corner of Grey and R580 (also be made more visible at night time)
	Dept. Civil Eng	Roads	Upgrade of road P216-1 -Nelson Mandela Drive (Secunda to Emba) from a single carriage way to a dual carriage way road
	Dept. Civil Eng	Roads	Potholes – Helen Joseph, Vincent Tshabalala, Ruth First (posing a safety risk to children crossing the streets/riding bicycles), Carolus, Trichardt/Evander road (R581), Rapportryer Street, Richter Street, Bekker Street, Lehman Street, Broadbent Street other areas of Trichardt and Secunda
	Dept. Civil Eng	Roads	Evander/Secunda/Trichardt road (R585) around Trichardt is a major problem, It is imperative that this road be upgraded to have more lanes so as to deal with the growing traffic
	Dept. Civil Eng	Roads	Secunda's potholes to be fixed and not only on the main roads, specially in the residential areas. Specifically where repairs was on on water or electrical problems and roads had to be damaged

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Ditch on the border of Ward 25 and 21 needs to be maintained and upgraded in terms of safety concerns as it is a severe danger to drivers at night pulling off the road and has caused fatal accidents in the past.
	Dept. Civil Eng	Sewer	Sewage and Water infrastructure Waste water treatment plants and sewer pump stations- Upgrading of Trichardt plant.
	Dept. Civil Eng	Sewer	Sewage blockages/ manhole overflows
	Dept. Civil Eng	Sewer	Upgrade of Sewage system and sewage infrastructure – Pumpstation at the corner of Ebrahim Daya and Vincent Tshabalala streets in Trichardt has been repaired but shortly after malfunctioned again. The infrastructure of Trichardt town cannot handle its continuous growth. Infrastructure is in a poor state and heavily outdated.
	Dept. Civil Eng	Storm Water	ALL Roads and stormwater infrastructure need maintenance
	Dept. Civil Eng	Storm Water	Stormwater provision on Ebrahim Daya
	Dept. Civil Eng	Storm Water	Roads especially Ebrahim Daya Street, which receives the flowing water of the entire town as it is the lowest road
	Dept. Civil Eng	Storm Water	Upgrade of Storm water system and storm water infrastructure (Trichardt & Ext 22) – cannot handle large loads of water in the raining season, as well as the continuous development of the town in Trichardt. The storm water systems are also mostly blocked, causing for water to ruin the roads and make potholes during the rainy seasons.
	Dept. Civil Eng	Water	Water leak maintenance the whole of Ward 25 – we need to spare all the water we can. Infrastructure in Trichardt is too old and often causes water leaks due to pressure changes. Field in Helen Joseph Street (close to Albany) often has water leaks where water runs down the street for days. Water leaking in Van Schalkwyk Street (in front of Villa Tritoma) on and off for more than a year. Ext 22 Colenso Street often has water leaks as well.
	Dept. Civil Eng	Water	Water provision in farming communities
	Dept. Civil Eng	Water	Fix reservoir in Ext. 22,
	Dept. Community Services	Cemeteries	Cemetery fence needs replacement, upkeep of cemetery grounds
	Dept. Community Services	Cemeteries	There is a need for a cemetery.
	Dept. Community Services	Environment	Old Trichardtsfontein Combined School building demolished and field maintained

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Environment	Field/green strip maintenance – next to Highveld Park Primary School, Senecta Centre (for the safety of school children walking through the field), Sasol Secunda Junction, nursery
	Dept. Community Services	Environment	Tree pruning – most parts of the ward, is a danger to safety and road safety
	Dept. Community Services	Law enforcement	Water wastage and recycling management – Businesses use too much water cleaning vehicles etc, in Trichardt especially at the end of Paul Kruger Street (no wash bays/ water usage plans implemented). By laws need to be applied here.
	Dept. Community Services	Law enforcement	By Law Enforcement By-Law enforcement regarding illegal vendors in Trichardt (Especially on the Trichardt/Evander road across Sasol Secunda Junction); as well as throughout Trichardt there are illegal caravans parked in several locations, conducting business
	Dept. Community Services	Law enforcement	A vehicle for the By law enforcement unit is needed in order to tend to reported by law contraventions in Trichardt.
	Dept. Community Services	Public Facilities	Community hall needed
	Dept. Community Services	Sport & Recreation Facilities	Trichardt Tennis court needs upgrading and maintaining, as well as the field surrounding it.
	Dept. Community Services	Sport & Recreation Facilities	Park in Trichardt, Bekker Street needs maintaining, upgrading – Trucks from Timber City currently using it as parking area
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of cemetery parks
	Dept. Community Services	Traffic Control	Roads and Road Safety Road and Traffic signs and signals - Traffic signs in Trichardt town need desperate maintenance, and in some areas should be replaced where they are missing, specifically a “dead-end” sign at the end of Grey street as this relates to road damages due to trucks turning around when realising it is a dead end – also damages the fencing of the cemetery. Stop signs all of Trichardt Street name poles/boards – The whole of ward 25
	Dept. Community Services	Traffic Control	A robot or four-way stop is needed at richardt entrance (Grey Street) from Trichardt/ Evanderroad
	Dept. Community Services	Traffic Control	R580 to be painted

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Traffic Control	Speedbumps in Nelson Mandela Street to be painted
	Dept. Community Services	Traffic Control	Robot in Nelson Mandela Street (L/S Goedehoop) to be fixed/replaced (children are currently regulating the traffic here as scholar patrols). Same situation in Helen Joseph street pedestrian Robot
	Dept. Community Services	Traffic Control	Speedbumps in front of L/S Trichardt to be painted (Ruth First Street)
	Dept. Community Services	Waste	Illegal dumping on the corner of Einstein and Erasmus streets.
	Dept. Elect & Mech Eng	Electricity	Lamp poles falling over and bent in Trichardt, as well as across Kuipersaam Gastehuis Ext 22– severe safety risk with legal and cost implications. Since the IDP was approved, Trichardt lamp poles have deteriorated significantly. An audit is needed with regard status and life span of the electricity and lamp poles in Trichardt.
	Dept. Elect & Mech Eng	Electricity	Electricity Electrical box maintenance – Electric boxes are accessible and often times completely open – serious safety concern to children in streets. Also malfunction when it rains causing power outages.
	Dept. Elect & Mech Eng	Electricity	Electrical boxes need locks all over Trichardt and Secunda
	Dept. Elect & Mech Eng	Electricity	Power Substation upgrade and maintenance. Causes regular power outages especially with rainy or stormy weather. Cables often breaking or malfunctioning.
	Dept. Elect & Mech Eng	Public Lighting	R580 (Evander/Trichardtroad) also in dire need of lighting – street lamps / high mast lights. The road cannot be seen at night time. This is the only road connecting Secunda town to the hospital in Trichardt. This street is also a HIGH ACCIDENT ZONE
	Dept. Elect & Mech Eng	Public Lighting	Road lighting by street lamps/ High Mast lights in front of Highveld Medi clinic for emergency vehicle and pedestrian safety
	Dept. Elect & Mech Eng	Public Lighting	Street lights to be fix,
	Dept. Plan & Econ Dev	TRP	Infrastructure needed at informal settlement next to Terreblanche warehouse (close to old Trichardtsfontein combined school)
	Sector Departments	Sector Departments	Drug Rehabilitation Centre (Establishment of Rehabilitation Centre)
	Sector Departments	Sector Departments	Other A new High School in Trichardt

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
WARD 25 - Farm- Holfontein			
	Office MM	Management	There are no basic services (water, sanitation, electricity)
	Dept. Plan & Econ Dev	LED	Most residents are unemployed and disadvantaged and in need of job opportunities
	Dept. Elect & Mech Eng	Public Lighting	There is a need for lighting for the safety of the residents
	Dept. Civil Eng	Water	Residents complain about extremely low water pressure and very few taps. They are in need of a JOJO tank or perhaps a water tanker that could supply water once a week
	Dept. Civil Eng	Sewer	Residents request assistance from the municipality in digging holes with a TLB that could enable them to construct their own toilets since there are none
	Dept. Civil Eng	Roads	The main gravel road entrance to the community is often washing away in the rainy season. This road must be temporarily fixed, by laying new dolerite and grading it.
	Dept. Plan & Econ Dev	Human Settlement	Residents were informed that infrastructure is being installed at a new site next to Adullam to which the community will be moving. No timeframe for this move was provided.
(WARDS 5,21,25,30)	Dept. Civil Eng	Roads	Nelson Mandela to Helen Joseph Street should be upgraded to deal with traffic congestion
	Dept. Civil Eng	Roads	Traffic circle (or alternative solution) is required at Tugela Street entrance to relieve traffic congestion for motorists taking their kids to the primary school
	Office MM	Management	With the new residential developments (at Albany, X23, Silkaatzkop); the bulk infrastructure must be upgraded and/or maintained to deal with the growing load
	Dept. Civil Eng	Water	Water reservoirs in Secunda must be upgraded or maintained to deal with problems from Rand Water that are often experienced. The reservoir at x22 is a white elephant that must be addressed.
	Dept. Civil Eng	Roads	An alternative should be considered to the traffic congestion in Oliver Tambo Street by the Secunda Mall. Taxis
	Dept. Civil Eng	Roads	Bad Road: infrastructure Road in Secunda is in a bad condition. Due to all the potholes, the roads are unsafe for motorists following reports of serious damage to their cars (mainly tyres and rims)
WARD (WARDS 5,21,25,30)			
	Dept. Civil Eng	Sewer	SEWERAGE Longtom Sewage pumping station has

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
			been in disrepair for more than five years. The existing sewage network needs to be upgraded before there is further development done to extension 75.
	Dept. Civil Eng	Water	DRINKING WATER SUPPLY Upgrades to the existing network needs to be done in order to facilitate the new development of extension 75. Repair and reinstatement of the reservoir in extension 22 is needed. There is no infrastructure left due to theft and vandalism
	Dept. Elect & Mech Eng	Electricity	ELECTRICITY Upgrade of the electricity ring sub network is needed. A lot of the substations are overloaded and this causes electrical failures. Ringsub 3 needs to be repaired. It is only temporarily fixed after a fire broke out two years ago. Electrical boxes need to be repaired and locking mechanisms need to be put in place. These boxes are open targets for criminals and is costing the municipality money.
	Dept. Civil Eng	Roads	ROADS The Following roads needs repairs or resurfacing: Nelson Mandela Drive, Oliver Tambo Drive, Helen Joseph Drive, Walter Sisulu Road, Tugela Street on the corner of Tugela and Renosterberg streets, Umfolozi Street, Wolwespruit street, Steenkoolspruit street, Krokodilrivier street, Bloekom street, Jakaranda Street, Bergrivier Street, Coen Brits Street, Springbok Street
	Dept. Community Services	Sport & Recreation Facilities	PARKS, GREENSTRIPS AND CEMETERIES Parks and Green strips are not maintained. Grass is long and it is unsafe for people to travel through or utilize these areas. The equipment or playground areas are also not maintained and is becoming unusable
	Dept. Community Services	Cemeteries	The cemeteries are not maintained in any GMM towns and the ablution facilities are vandalized to such extent that they are unusable.
	Dept. Community Services	Waste	LANDFILL SITES : Landfill site in Secunda is in extremely poor condition and pose major risks to the environment, as well as the health of the community. These issues include: 1. Security and access control are non-existent because the site is not enclosed

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
			with a proper fence. 2. Signage surrounding the landfill sites is non-existent. 3. Refuse is not covered with soil on a daily basis and unpleasant odours arise from the landfill site. 4. The health and safety of the community are in jeopardy, as fires are started at the landfill sites. 5. There are several reclaimers at the landfill sites. They are allowed to reclaim waste without a proper plan, and their employment is in contravention of applicable labour legislation. This leads to fears about their health and safety, as well as that of other people in the area. 6. Spontaneous combustion and fires occur on the site. 7. Refuse is being dumped outside the landfill sites. If left untreated, waste that is produced by any urban community not only becomes an aesthetic problem, but also poses serious health risks. This can be aggravated if the waste contains hazardous materials. Very often such environmental injustices are unfairly borne by those in society who do not have the means to do anything about it, as is the case in Secunda. The present situation at the Secunda landfill sites is unacceptable.
WARDS ALL TOWNS/ AREAS:SECUNDA AND SURROUNDING AREAS			
	Dept. Civil Eng	Storm Water	Dysfunctional storm water infrastructure causes pollution into the water bodies and blockages of stormwater. Dysfunctional sewer infrastructure causes overflowing into water bodies. https://interestingengineering.com/australian-city-uses-drainage-nets-to-stop-waste-from-polluting-waterways
	Dept. Civil Eng	Water	Reservoirs in Evander, Kinross can also be upgraded/maintained to address the gravitational issue whenever Rand Water is not pumping. In addition, manual pumps should be upgraded to become automatic as neglect to switch them on/off often leaves communities without water. Thistle Grove town is also often left without water for weeks.
	Dept. Community Services	Fire	Emergency services are lacking. There is no fire truck
	Dept. Elect & Mech Eng	Electricity	Services are not rendered when there is no electricity, this could cost lives.
	Dept. Elect & Mech Eng	Electricity	Municipal call centre needs an alternative electricity solution in case of loadshedding or other outages.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Environment	"Green Strips" are not maintained. This is a safety hazard not only for houses which are risking being burgled, but also kids walking to school, joggers and bikers.
	Dept. Community Services	Public Facilities	General maintenance of municipal assets are a concern. Municipal low-cost housing are often housing elderly and are in a poor state. The theatre, licencing buildings, clinics. Museums, historical sites, municipal fleets and equipment need refurbishing and consistent maintenance.
	Dept. Elect & Mech Eng	Public Lighting	Street lights
	Dept. Community Services	Waste	Landfill sites, the maintenance, management and fencing of landfill sites.
	Dept. Civil Eng	Sewer	Sewer infrastructure in Leslie, Embalenhle are a major concern.
	Dept. Community Services	Cemeteries	The state of Cemeteries is a general concern, ablution facilities are vandalised. Security is lacking.
	Dept. Civil Eng	Roads	Fixing and upgrading the roads.
	Dept. Civil Eng	Roads	The municipality to budget accordingly in the new financial year and allocate sufficient funds to fix potholes and upgrade the roads.
	Dept. Civil Eng	Sewer	Sewage: Sewage treatment in Govan Mbeki is not up to standard. Treatment plants and pump stations not working. Raw sewage is spilling into various streams and rivers all across the municipal area. Extra funding needs to be allocated to alleviate this problem.
	Dept. Community Services	Waste	Refuse: Refuse removal not regularly remove refuse. People subsequently dump their refuse illegally on vacant land and pollution, as well as blockages in stormwater drains, are caused by the ever-present rubbish. The municipality should implement the requisite bylaws to address the illegal dumping of rubbish.
	Dept. Elect & Mech Eng	Electricity	Electrical Distribution: The Electrical distribution network is insufficient to supply the municipal area. Towns expanded beyond the current capacity of this network. This is also worsened by the loadshedding that is caused by the NMD issue. Extra funding needs to be allocated to repay Eskom Debt and upgrade the current network to a sufficient state.
	Dept. Community Services	Environment	Parks and Public areas maintenance
	Dept. Community Services	Cemeteries	1. Cemeteries and Fencing on the cemeteries needs to be repaired for:

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
			a. Secunda cemetery building to be refurbished, ablution facilities provided, and the area cleaned. b. Trichardt cemetery needs cleanup. c. Evander cemetery needs to be cleaned up. d. Embalenhle cemetery needs to be cleaned up. e. Kinross cemetery needs to be cleaned up. f. Leandra cemetery needs to be cleaned up. g. Bethal cemetery needs to be cleaned up.
	Dept. Civil Eng	Roads	2. General road maintenance.
	Dept. Civil Eng	Sewer	3. Wastewater treatment plants and sewer pump stations: Wastewater treatment plants and sewer pump stations: a. Upgrading of the Trichardt plant. Outstanding since 2011. b. Upgrading of the Leandra plant. Does not cater for the new developments. c. Progress on the refurbishment of the Evander plant and pump stations. d. Progress on the Embalenhle plant and pump stations. e. Progress on the construction of the Charl Cilliers plant. f. Feedback on the commissioning date of the Kinross plant. Feedback on the status of refurbishing the pump stations. g. Progress on the refurbishing of the Bethal plant and pump stations. h. Progress on the Eendracht system. Is it catered for at the Leandra plant? The plant is currently operating over design capacity. i. Secunda pump stations and system: What is the maximum agreed flow to the SASOL plant? How is it measured? j. Wastewater treatment plants' outlet quality measurement and results to be made available for public comment (this is a legal requirement). Logbooks to be available for incidents occurring. These incidents must be reported at the Waterval Catchment Forum and the Upper Olifants River Catchment Forum.
	Dept. Civil Eng	Water	4. Secunda drinking water reservoir system.
	Dept. Civil Eng	Water	5. Embalenhle X15 reservoir and system. The residents sit for weeks without water.
	Dept. Civil Eng	Water	6. Drinking water quality measurements and reports to be available for public comments. This is a legal requirement.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Waste	7. Scavengers/Reclaimers at Secunda and Kinross sites pose a hazard to the public. Kinross closure of the landfill site.
	Dept. Civil Eng	Water	8. New pre-paid meters:
	Dept. Civil Eng	Water	a. Calibration of the meters.
	Dept. Civil Eng	Water	b. Competence of the installers.
	Dept. Civil Eng	Water	c. COC certificates for the property owner after installation.
	Dept. Finance	Finance customer care	d. Problems with the system loading tokens.
	Dept. Finance	Finance customer care	e. Illegal sales are still taking place. The new system has already been corrupted.
	Office MM	Management	9. Skills and qualification audit to be done on all municipal employees and councilors.
	Dept. Civil Eng	Roads	10. Alternative route to Trichardt: Suggestion to plan the road from Mynpad to Trichardt to be tarred and fixed as an alternative route to reduce congestion during peak traffic.
	Dept. Plan & Econ Dev	TRP	11. New developments in Secunda:
	Dept. Civil Eng	Sewer	a. Ext 23 (Phineas City): Where is the infrastructure upgrading? The current sewer lines are not capable of accommodating the additional flow.
	Dept. Civil Eng	Sewer	b. Silkaatzkop: The sewer system is also not sufficient to accommodate the flow.
	Office MM	Management	12. Emergency services equipment in very poor condition. Personnel are willing, but the equipment is not always serviceable.
	Office MM	Management	13. Lifestyle audit on all councilors as well as municipal employees.
	Office MM	Management	14. Each town should manage their own municipal infrastructure.
	Office MM	Management	15. Ring-fencing of funds should be implemented.
WARD 26	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Potholes
	Dept. Civil Eng	Roads	Paving of Cow Village main road
	Dept. Civil Eng	Roads	Regravelling of roads
	Dept. Civil Eng	Roads	Speed Humps (Standerton Road)
	Dept. Civil Eng	Roads	Maintenance of roads
	Dept. Civil Eng	Sewer	Construction of toilets in Chris Hani
	Dept. Civil Eng	Storm Water	Maintenance of Storm water channels
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of eMzinoni Stadium
	Dept. Community Services	Sport & Recreation Facilities	Sport facilities

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Waste	Large Street Bins
	Dept. Community Services	Waste	Waste removal
	Dept. Community Services	Waste	Waste collection (Ext11 and Ext 8)
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	Human Settlement	Relocation of peace village community
	Dept. Plan & Econ Dev	Title deed Transfers	Title Deeds
	Dept. Plan & Econ Dev	TRP	Formalisation of new areas Ext 11
	Dept. Plan & Econ Dev	TRP	Residential stands
	Dept. Plan & Econ Dev	TRP	Township establishment / Formalisation Ext 11
	Sector Departments	Sector Departments	Clinic/mobile clinic ext. 11
	Sector Departments	Sector Departments	Skill development centre
	Sector Departments	Sector Departments	Primary and High school.
WARD 27	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Ext 2 Police station Road to install paving (Victor Khayiyane)
	Dept. Civil Eng	Roads	Potholes
	Dept. Civil Eng	Roads	Standerton Road (Speed Humps) construction
	Dept. Civil Eng	Roads	Road maintance
	Dept. Civil Eng	Storm Water	Storm water drainage maintenance
	Dept. Civil Eng	Storm Water	Storm water next to eMzinoni Stadium
	Dept. Community Services	Sport & Recreation Facilities	Upgrade of eMzinoni Stadium
	Dept. Community Services	Sport & Recreation Facilities	Proposal for the Development of a Community Sports Centres in Bethal/Emzinoni
	Dept. Community Services	Waste	Illegal dumping site
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Public Lighting	High mast lights
	Dept. Finance	Finance customer care	Indigent
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	Title deed Transfers	Title Deeds
	Dept. Plan & Econ Dev	TRP	Residential stands
	Dept. Plan & Econ Dev	TRP	Formalisation of new areas
WARD 28	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Reconstruction of roads
	Dept. Civil Eng	Roads	Maintenance of roads
	Dept. Civil Eng	Roads	BAD ROAD INFRASTRUCTURE: Roads are in a shockingly bad condition due to all the potholes,. The roads are unsafe for motorists following reports of serious damage to their cars (mainly tyres and rims). Municipality need to start fixing and upgrading the roads and allocate sufficient funds to fix potholes and upgrade the roads.
	Dept. Civil Eng	Roads	Some of the main roads that need urgent attention are as follows: • Buffel Street • Blesbok Street • Waterbok Street • Gembok Street • North Avenue • Station Road • Simon Street • Kleijnhans Street • Du Plooy Street • Chris Hani Street • Jabulani Selepi Street • Clerq Street
	Dept. Civil Eng	Sewer	SEWAGE: Pumpstation at Mark Street is not functioning adequately or not at all. Request that the infrastructure of the sewerage lines gets maintained, as well as the pump stations, and that the municipality ensures that the pumpstation is up and running at all times.
	Dept. Civil Eng	Storm Water	Maintenance of Storm water drainage system
	Dept. Civil Eng	Storm Water	Maintenance of storm water channel next police station
	Dept. Civil Eng	Water	Infrastructure is old. Needs upgrading
	Dept. Community Services	Environment	Cutting of trees
	Dept. Community Services	Environment	Cleansing and Grass Cutting: People are employed to assist with grass cutting and cleansing, but they lack the necessary equipment. Request that this issue be rectified and until that time arrives that these individuals be used to clean areas where illegal dumping take place.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of Bethal Dam, Town Hall, License Department
	Dept. Community Services	Sport & Recreation Facilities	Sport facilities
	Dept. Community Services	Waste	Waste collection (Ext11 and Ext 8)
	Dept. Community Services	Waste	REFUSE REMOVAL_: Complaints that the municipality does not regularly remove refuse. People subsequently dump their refuse illegally on vacant land and pollution, as well as blockages in stormwater drains, are caused by the ever-present rubbish. Request that the municipality use the plan and budget accordingly in order to purchase all the necessary equipment needed to deliver these services.
	Dept. Community Services	Waste	Lack of refuse removal trucks - Lack of maintenance on vehicles - Protesting by Landfill Sites Furthermore, the municipality should implement the requisite bylaws to address the illegal dumping of rubbish.
	Dept. Community Services	Waste	LANDFILL SITES: The landfill site in Bethal is in extremely poor condition and pose major risks to the environment, as well as the health of the community. These issues include: 1. Security and access control are non-existent because the site is not enclosed with a proper fence.
	Dept. Community Services	Waste	2. Signage surrounding the landfill sites is non-existent.
	Dept. Community Services	Waste	3. Refuse is not covered with soil on a daily basis and unpleasant odours arise from the landfill site.
	Dept. Community Services	Waste	4. The health and safety of the community are in jeopardy, as fires are started at the landfill sites.
	Dept. Community Services	Waste	5. There are several reclaimers at the landfill sites. They are allowed to reclaim waste without a proper plan, and their employment is in contravention of applicable labour legislation. This leads to fears about their health and safety, as well as that of other people in the area.
	Dept. Community Services	Waste	6. Spontaneous combustion and fires occur on the site.
	Dept. Community Services	Waste	7. Refuse is being dumped outside the landfill sites

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Community Services	Waste	ILLEGAL DUMPING: The following areas are regularly plagued by illegal dumping: • Empty Field by Malherbe and Spruit street. Empty Land next to Moses Kotane (N17) and Total Jan Mari. • R38 Standerton Bethal Road next to the road. Danford Street by the park between Simon and Kleijnhans street. Joubert Street by Jabulani Selepistreet. Corner of West Street and R38
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	Electrical boxes: all are standing open and huge safety risk for children. Gets water when it rains and power failures occur. household's electrical
	Dept. Elect & Mech Eng	Public Lighting	Street light maintenance
	Dept. Elect & Mech Eng	Public Lighting	High Mast Lights
	Dept. Plan & Econ Dev	Human Settlement	Relocation of peace village community
	Dept. Plan & Econ Dev	Title deed Transfers	Tittle deeds cow village
	Dept. Finance	Budget and reporting	To budget and allocate funds to: Put up a sign stating that illegal dumping is not permitted, and wrongdoers will be prosecuted. Put up short wooden poles that will prevent people from driving into the area with their cars to dump their garbage.
	Sector Departments	Sector Departments	High School
	Sector Departments	Sector Departments	Clinic/mobile clinic ext. 11
	Sector Departments	Sector Departments	Skill development centre
WARD 29	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Paving of roads
	Dept. Civil Eng	Roads	Re gravelling of streets
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Water	Maintenance of Water drainage system
	Dept. Civil Eng	Water	Maintenance of water channels
	Dept. Community Services	Sport & Recreation Facilities	Sport grounds needed
	Dept. Community Services	Sport & Recreation Facilities	Maintenance of Khotso Hall
	Dept. Elect & Mech Eng	Electricity	Electricity outages

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Elect & Mech Eng	Public Lighting	High mast lights
	Dept. Plan & Econ Dev	Human Settlement	Low-cost houses
	Dept. Plan & Econ Dev	LED	Job Creation
	Dept. Plan & Econ Dev	TRP	Residential stands
	Sector Departments	Sector Departments	Youth development office to be visible
WARD 30	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Resurfacing of all roads in Ward 30
	Dept. Civil Eng	Sewer	Upgrading of Sewage system to avoid pollution
	Dept. Civil Eng	Water	Replacing of asbestos water pipes with plastic piping
	Dept. Community Services	Sport & Recreation Facilities	Upgrade and resurface of the Secunda Stadium.
	Dept. Community Services	Sport & Recreation Facilities	Park facilities upgrades, Bathrooms, play areas and inclusion of adult recreational gym equipment.
	Dept. Elect & Mech Eng	Public Lighting	Upgrading of street lights to solar as 80% of lights are not working
	Sector Departments	Sector Departments	Implementation of a functional Overnight Shelter
WARD 31	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Roads	Regravelling of roads
	Dept. Civil Eng	Roads	Speeds humps Albert Luthuli Street.
	Dept. Civil Eng	Sewer	Sewer spillages
	Dept. Civil Eng	Storm Water	Maintenance of storm water channels.
	Dept. Community Services	Waste	Water Low pressure in ext. 15 and Ext. 17
	Dept. Community Services	Waste	Illegal kraal in Ext 20
	Dept. Community Services	Waste	Illegal dumping
	Dept. Elect & Mech Eng	Electricity	Electricity outages
	Dept. Elect & Mech Eng	Electricity	Electricity poles leaning over houses.
	Dept. Elect & Mech Eng	Electricity	New electricity metres.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance and installation of High mast lights
	Dept. Finance	Finance customer care	High billing
	Dept. Plan & Econ Dev	Human Settlement	Low-cost Houses
	Dept. Plan & Econ Dev	Title deed Transfers	Request for title deeds.

FY2022/2023 -2025 /2026 IDP WARD NEEDS AND ISSUES			
WARD NUMBER	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Plan & Econ Dev	TRP	Residential stands
	Sector Departments	Sector Departments	Foot bridges in ext. 15, 17 and 20
WARD 32	DEPARTMENT	SECTION	ISSUES RAISED
	Dept. Civil Eng	Foot & Vehicle Bridge	Overhead bridge is needed for the safety of school kids.
	Dept. Civil Eng	Roads	All streets are not trafficable, re-gravelling is needed and paving to some streets.
	Dept. Civil Eng	Roads	Maintenance of speed humps.
	Dept. Civil Eng	Sewer	Sewer spillages.
	Dept. Civil Eng	Storm Water	Storm water drainage to be maintained
	Dept. Civil Eng	Water	Huge water spillages are caused by small pipe connections.
	Dept. Civil Eng	Water	Maintenance of water channel (Ext.11 main road to Megabus be priorities due to coming rainy season)
	Dept. Civil Eng	Water	Water metre malfunctional.
	Dept. Community Services	Sport & Recreation Facilities	Play parks for children
	Dept. Community Services	Sport & Recreation Facilities	Sport grounds
	Dept. Community Services	Waste	Waste collection.
	Dept. Elect & Mech Eng	Electricity	Bracken Village electrification project is not benefiting ward 32
	Dept. Elect & Mech Eng	Electricity	Electricity outages due to not connected to Bracken Substation.
	Dept. Elect & Mech Eng	Public Lighting	Maintenance of street lights
	Dept. Elect & Mech Eng	Public Lighting	Maintenance high mast light
	Dept. Plan & Econ Dev	Human Settlement	Provision of low costs houses
	Dept. Plan & Econ Dev	LED	Job opportunities in the community
	Dept. Plan & Econ Dev	Title deed Transfers	Title Deeds are long overdue.
	Dept. Plan & Econ Dev	TRP	Clear demarcation of residential stands to avoid encroaching.
	Sector Departments	Sector Departments	Application for a primary and high schools
	Sector Departments	Sector Departments	Social responsibility projects

5.2 WARD DEVELOPMENT PRIORITIES

This section presents a summarised analysis of ward development priorities recorded over the past five financial years (2022/2023 to 2025/2026).

These priorities represent the cumulative service delivery demands that remain applicable to all wards and form the foundation for the FY 2026/2027 IDP planning process. The below table with all ward development priorities still remain and applies to all wards.

The consolidation of priorities ensures that persistent challenges are not overlooked in favour of newly raised issues, but rather integrated into a comprehensive ward development agenda.

FY2022/2023 -2025 /2026 WARD PRIORITIES		
WARD 1	1) Allocation of residential stands – township establishment 2) Maintenance of roads. 3) Clinic 4) Street lights should be maintained. 5) Construction of a multipurpose Centre.	
	Eendracht 1) Make provision of sewer network 1 2) High mast light and street lights 2 3) Roads maintenance and tared 3	Farms 1) Toilets Drainage 1 2) Provision of water 2 3) Regraveling of roads 3
WARD2	1) High school 2) Clinic 3) Paving of roads 4) Construction of a multi-purpose centre 5) Allocation of residential stands – township establishment	
WARD 3	1) Allocation of residential stands – township establishment 2) Paving of roads (ext.12 Vukuqhakaze Road, Ext5 loan home and Bester Road and ext.6 Maziya Road) 3) Clinic 3 4) Construction of a multipurpose Centre.	
WARD 4	1) Paving of Nkosi Street, Mthuphi Street, and Velabahleka Street Phase 3; Malaza and Thomas Nkosi Street 2) Maintenance of Sewer pump station in Ext 25 3) Allocation of residential stands	
WARD 5	1) Maintenance of street lights 2) Paving of airport road 3) The realigning and re-levelling of the sewerage system, running along Lebombo street 4) Fixing of potholes 5) Fixing of robots 6) Upgrading of sewer network and pumpstations. 7) School facility (building) for Kristofer Ryan Centre. This centre is for mentally as well as physically handicapped adults, with mind ability of small children.	
WARD 6	1) Provision of stands 2) Maintenance of cemetery facilities 3) Grading and Re-gravelling of roads.	
WARD 7	1) Maintenance of roads. 2) Storm water channel in Ext 11 and ext. 9 3) Renovation of Fluor Daniel Stadium	
WARD 8	1) Electricity outages 2) Road maintenance 3) Sewer spillages 4) Waste Removal 5) Maintenance of cemetery facilities	

FY2022/2023 -2025 /2026 WARD PRIORITIES		
WARD 9	1) Sewer spillages 2) Re- gravelling of roads (especially Ext.22) 3) Paving of Roads 4) Motor bridge between Welamlambo and Crossroads (as an alternative route to ease traffic congestion between the eMba mall and Welamlambo during peak hours)	<u>Farms (KwaSlevana, Roodebank, Leeuwpan, KwaSmith(Klipdrift), Rhino Lodge, Kubo Mtsweni, Kwamfundisi)</u>
		1) Provision of electricity. 2) Provision and maintenance of windmills and boreholes in the farms. 3) Mobile Clinic
WARD 10	1) Paving of roads (cheap corner road) 2) Speeds humps (cheap corner road) 3) Footbridge next to Maphala Gulube school 4) Installation of High Mast lights in Charl Cilliers	
WARD 11	1) Sewer spillages 2) Electricity outages 3) Regravelling of roads 4) Waste removal	
WARD 12	1) Sewer spillages 2) Reconstruction of the bridge ext. 19 (Ekhevini) 3) Roads Maintenance 4) Completion of Mphafa Roads	
WARD 13	1) Sewer spillages 2) Residential Stands 3) Regravelling of Roads	
WARD 14	1) Electricity outages 2) Road maintenance 3) Sewer spillages 4) Waste Removal 5) Illegal dumping site	
WARD 15	1) Electricity outages 2) Roads maintenance 3) Maintenance of storm water drainage 4) Sewer Maintenance 5) Sewer spillages Farms 1) Electrification of houses 2) Building of new toilets 3) Boreholes and wind mills not working. (Water is a main problem) 4) Allocation of low costs houses	
WARD 16	1) Reconstruction of Community Hall 2) Renovation of Municipal Offices 3) Clinic 4) Upgrading and Provision of water 5) Electricity upgrading and public lighting 6) Waste removal services 7) Sanitation infrastructure upgrading 8) Safeguarding of Municipal infrastructure 9) Grass cutting around schools and entire area 10) Road's maintenance and re-gravelling 11) Sport & Recreation Facilities: Parks to Open again 12) Asset management 13) Traffic signs 14) Library services 15) Health Services, Clinic	

FY2022/2023 -2025 /2026 WARD PRIORITIES	
	16) Contingency plan to address all challenges 17) Skills development <u>Vaalbank Farm</u> 1) Electrification of houses 2) Sucking of toilets 3) Mobile clinic 4) Borehole <u>Grootpan Farm</u> 1) Electrification of houses 2) VIP Toilets 3) Mobile Clinic
WARD 17	1) Sewer pump not working 2) Fixing of street lights 3) Fixing of electrical boxes 4) Grass cutting around schools and greenstrips 5) Health services upgrades 6) Library services 7) Road maintenance and re-graveling
WARD 18	1) Sewer pumps station be maintained 2) Street lights 3) Traffic signs 4) Sewer spillages 5) Waste removal
WARD 19	1) Rehabilitation of Allen Makhunga 2) Sewer spillages (Because Illegal Dumping Site blocking the Pipe) <u>Farms (KwaSlevana, Roodebank, Leeuwpan, KwaSmith(klipdrift), Rhino Lodge, Kubo Mtsweni, Kwamfundisi)</u> 1) Electricity 2) Provision and maintenance of windmills and boreholes in the farms. 3) Regravelling of roads
WARD 20	1) Provision of stands ext.10 and ext 16 (construction of infrastructure of floods RDP) 2) Fixing of poor planned sewerages infrastructure and addressing of sewerage spillages . (Poor planning from municipality, houses are built on top of the sewer pipes and the community connect for themselves to sewer pipes.) 3) Phase 2 of road paving from chicken Eyakho to bracken road 4) Gravelling of roads 5) High mast light
WARD 21	1) Maintenance of Street Light 2) Fixing Potholes 3) Tree Trimming
WARD 22	1) Victor Khayiyane road 2) Phase Two of the multipurpose Centre 3) Electricity challenges 4) Roads maintenance 5) Side walks at Victor Khayiyane
WARD 23	1) Conversion of VIP Toilets (Azapo and Kanana) 2) Paving of Shongwe street 3) Electricity outages 4) Road maintenance 5) Registration of stands extension 10 6) Phase Two of the multipurpose Centre 7) New Township Establishment 8) Waste removal 9) Stadium 10) Parks needed 11) Stands for residential purposes

FY2022/2023 -2025 /2026 WARD PRIORITIES	
	12) Job Creation 13) Foot bridge to be constructed next to Khethelo High School
WARD 24	1) Electricity outages 2) Maintenance of roads (paving roads) 3) Storm water drainage (3 rd street EH) 4) Stadium 5) Flat rate
WARD 25	1) Roads and Road Safety 2) Sewage and Water infrastructure/ Upgrade of Sewage system and sewage infrastructure /Sewage blockages/ manhole overflows 3) Upgrade of Storm water system and storm water infrastructure (Trichardt & Ext 22) 4) Water reservoirs in Secunda must be upgraded or maintained 5) Water leak maintenance the whole of Ward 25 6) Water provision in farming communities 7) Electricity/Electrical box maintenance/ 8) By-Law enforcement 9) A new High School in Trichardt 10) Maintenance of cemetery parks 11) There is a need for a cemetery./Cemetery fence /Community hall needed 12) Tree pruning – <u>HOLFONTEIN</u> 1) There are no basic services (water, sanitation, electricity) 2) Most residents are unemployed and disadvantaged and in need of job opportunities 3) There is a need for lighting for the safety of the residents (WARDS 5,21,25,30) 1) Nelson Mandela to Helen Joseph Street be upgraded to deal with traffic congestion 2) Traffic circle 3) The bulk infrastructure must be upgraded and/or maintained to deal with the growing load 4) Water reservoirs in Secunda must be upgraded or maintained 5) An alternative should be considered to the traffic congestion in Oliver Tambo Street by the Secunda Mall. Taxis ALL TOWNS: 1) Dysfunctional storm water infrastructure causes pollution into the water bodies and blockages of stormwater. Dysfunctional sewer infrastructure causes overflowing into water bodies. 2) Reservoirs in Evander, Kinross can also be upgraded/maintained to address the gravitational issue whenever Rand Water is not pumping 3) Emergency services are lacking. There is no fire truck. Services are not rendered when there is no electricity, this could cost lives. 4) Municipal call centre needs an alternative electricity solution in case of loadshedding or other outages. 5) “Green Strips” are not maintained. 6) General maintenance of municipal 7) STREET LIGHTS 8) Landfill sites, the maintenance, management and fencing of landfill sites. 9) Sewer infrastructure in Leslie, Embalenhle are a major concern. 10) The state of Cemeteries is a general concern, ablution facilities are vandalised. Security is lacking.
WARD 26	1) Electricity outages 2) Road's maintenance 3) Formalisation of Peace village and Chris Hani 4) Formalisation of new areas Ext 11 5) Maintenance of eMzinoni Stadium
WARD 27	1) Electricity outages 2) Roads Maintenance 3) Request for stands 4) RDP houses 5) Upgrade of eMzinoni Stadium

FY2022/2023 -2025 /2026 WARD PRIORITIES	
WARD 28	1) Electricity outages 2) Reconstruction of roads 3) Maintenance of Storm water drainage system
WARD 29	1) Maintenance of Water drainage system 2) Sport grounds 3) RDPs 4) Stands
WARD 30	1) Upgrading and maintenance of Secunda stadium 2) Full Audit on RSBs in the ward and rectifications and upgrades on these Ringfeed systems 3) Strategic planning on the upgrade of water systems and piping in the ward. 4) Rectification of the system to reinstate areas across roads that was dug up for repairs of waterpipes 5) With assistance from Local and Provincial assist development of High schools to accommodate more learners as this is a large concern in Secunda. 6) Repairs be done on streetlights 7) Road maintenance be done to repair potholes 8) To devise a system to alleviate refuse picking and routine collections 9) Sewer systems needs cleaning and upgrades done where required including stormwater drains.
WARD 31	1) Electricity outages 2) Sewer spillages 3) Roads Maintenance 4) Paving of roads
WARD 32	1) Huge water and sewer spillages 2) Reconstruction/Regravelling/Paving Makhathini Road 3) Electricity outages 4) Demand for flat rate for all in GMM to address the non-payment problem.

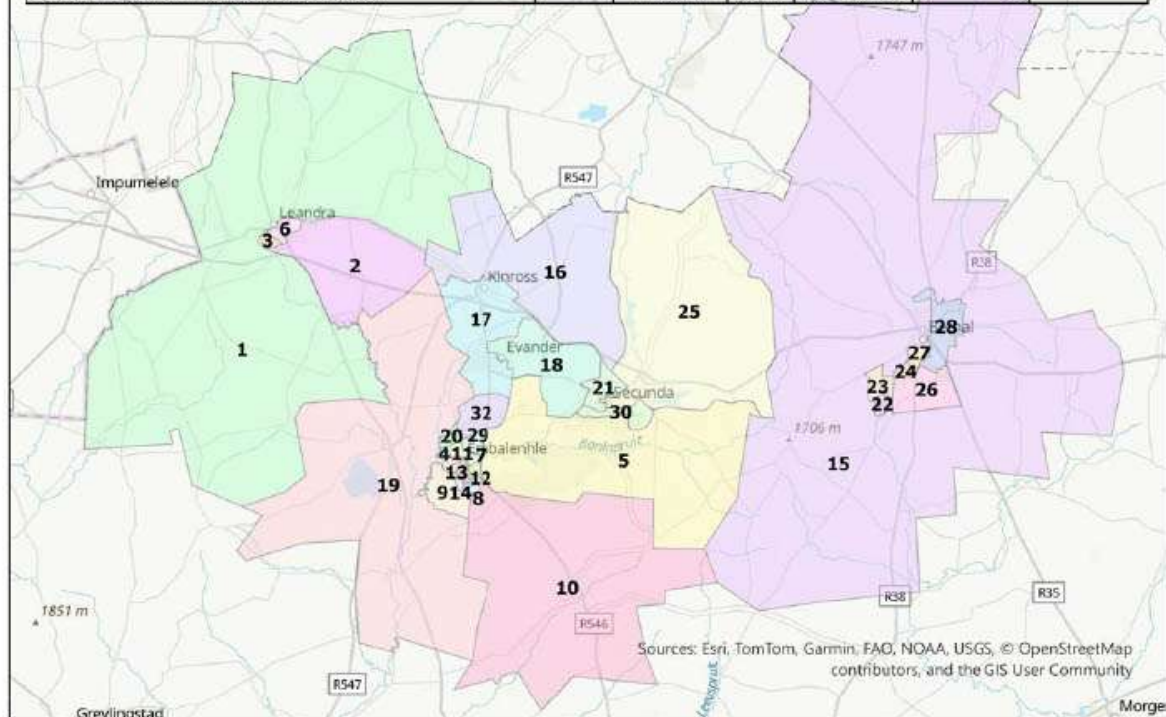
The five-year ward priorities summarised above remain and formally incorporated into the FY 2026/2027 IDP Analysis Phase.

The consolidation of five-year ward priorities confirms that Govan Mbeki Municipality faces persistent, structural service delivery challenges.

The integration of these priorities with newly raised issues ensures that the FY 2026/2027 IDP is built on a comprehensive understanding of community needs, enabling evidence-based resource allocation and realistic service delivery planning.

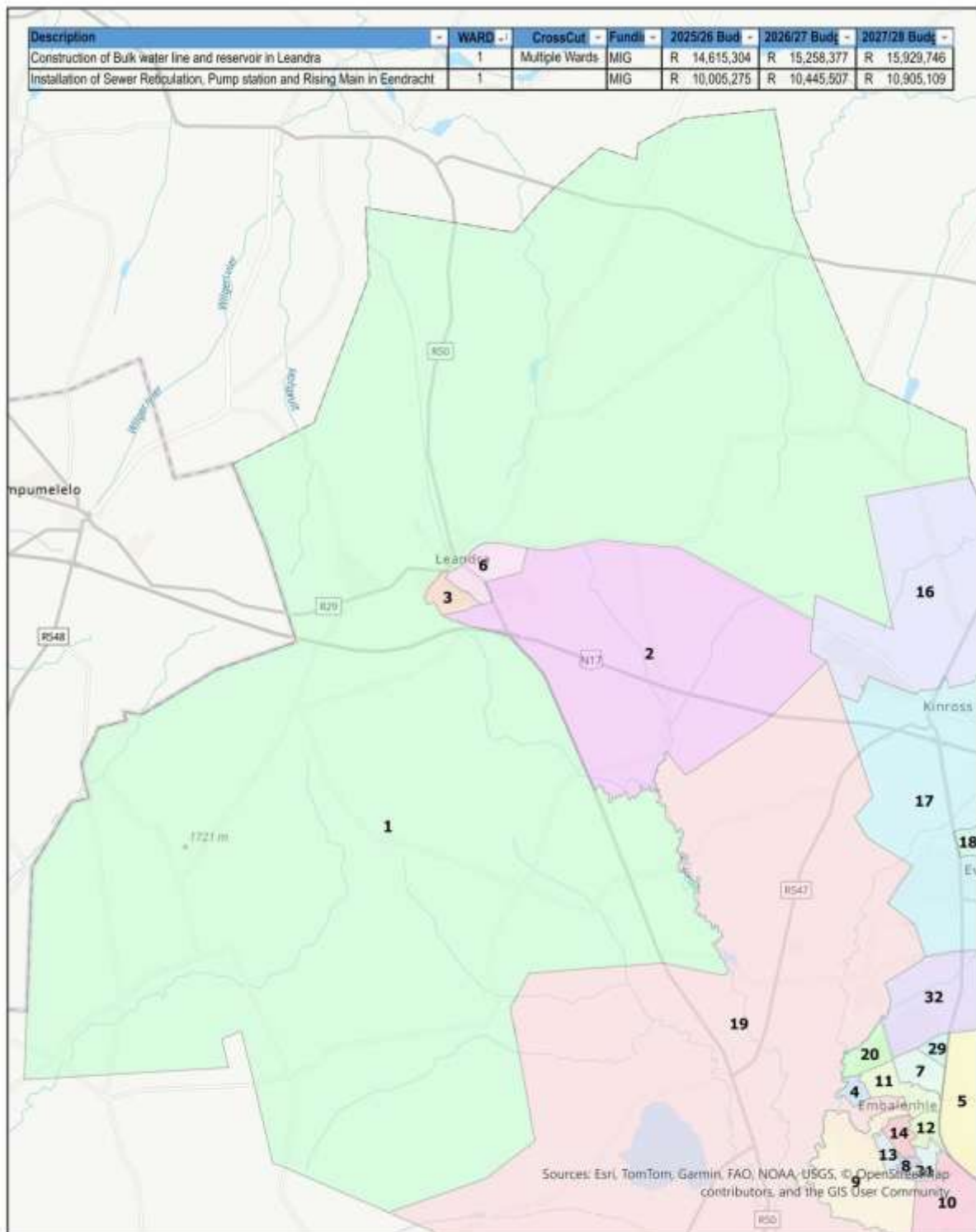
5.3 SPATIAL MAPPING OF WARD CAPITAL PROJECTS

Description	WARD	CrossCut	Fundin	2025/26 Bud	2026/27 Bude	2027/28 Bude
The Procurement of Specialised Vehicles for Waste Management	All Wards	All Wards	MIG	R 17,684,542	R 18,462,662	R 19,275,019
Cameras	All Wards	All Wards	Revenue	R 100,000	R 104,400	R 108,994
Furniture and Equipment (MM)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (Speaker)	All Wards	All Wards	Revenue	R 200,000	R 261,000	R 272,484
Furniture and Equipment (Planning)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (Finance)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (Mayor & Council)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (Corporate Services)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (Community Services)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment Civil Engineering)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Furniture and Equipment (energy)	All Wards	All Wards	Revenue	R 100,000	R 156,600	R 163,490
Computers & Laptops	All Wards	All Wards	Revenue	R 2,000,000	R 2,088,000	R 2,179,872
Insurance assets replacement	All Wards	All Wards	Revenue	R 5,000,000	R 5,220,000	R 5,449,680
Smart Meters Acquisition	All Wards	All Wards	Revenue	R 30,000,000	R 31,000,000	R 33,000,000
Air conditioners	All Wards	All Wards	Revenue	R 2,000,000	R 3,132,000	R 3,269,808
Resealing of Roads	All Wards	All Wards	Revenue	R 15,000,000	R 15,660,000	R 16,349,040
Cable Fault Locator (Thumper)*2	All Wards	All Wards	Revenue	R 3,000,000	R 3,132,000	R 3,269,808
Temper-proof ground and pole mounted boxes	All Wards	All Wards	Revenue	R 10,000,000	R 10,440,000	R 10,899,360
Acquisition of water Meters	All Wards	All Wards	Revenue	R 9,000,000	R 9,366,000	R 9,809,424
Procurement of books	All Wards	All Wards	Revenue	R 100,000	R 261,000	R 272,484
Electrification		Unidentified	EEDG			R 4,000,000
Boreholes		Unidentified	Revenue	R 1,000,000	R 1,044,000	R 1,089,936
Brush Cutter *		Unidentified	Revenue	R 800,000	R 835,200	R 871,949
Reconstruction of technical storeroom		Unidentified	Revenue	R 3,000,000	R 4,176,000	R 4,359,744
Installation Water storage tanks		Unidentified	Revenue	R 500,000	R 522,000	R 544,968
Mobile Toilet		Unidentified	Revenue	R 288,000	R 300,672	R 313,902
Equipment (EPWP)		Unidentified	Revenue	R 1,000,000	R 1,044,000	R 1,089,936
Refurbishment on Bethal Stores		Unidentified	Revenue	R 3,500,000	R 3,654,000	R 3,814,776
Completion Replacement of asbestos Evander pipeline		Unidentified	Revenue	R 5,000,000		



IDP CAPITAL PROJECTS:
WARD BASED
ALL WARDS

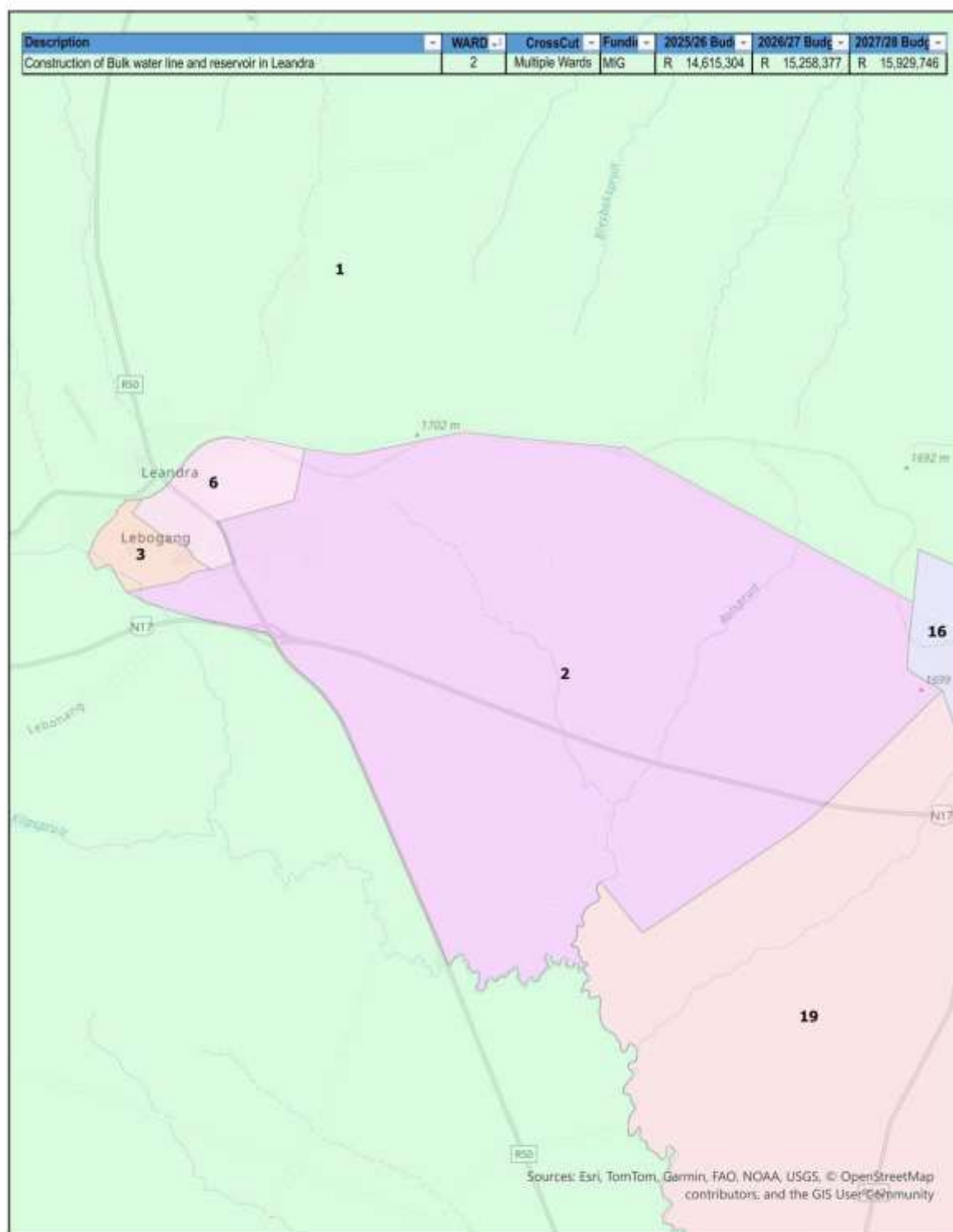




IDP CAPITAL PROJECTS:
WARD BASED

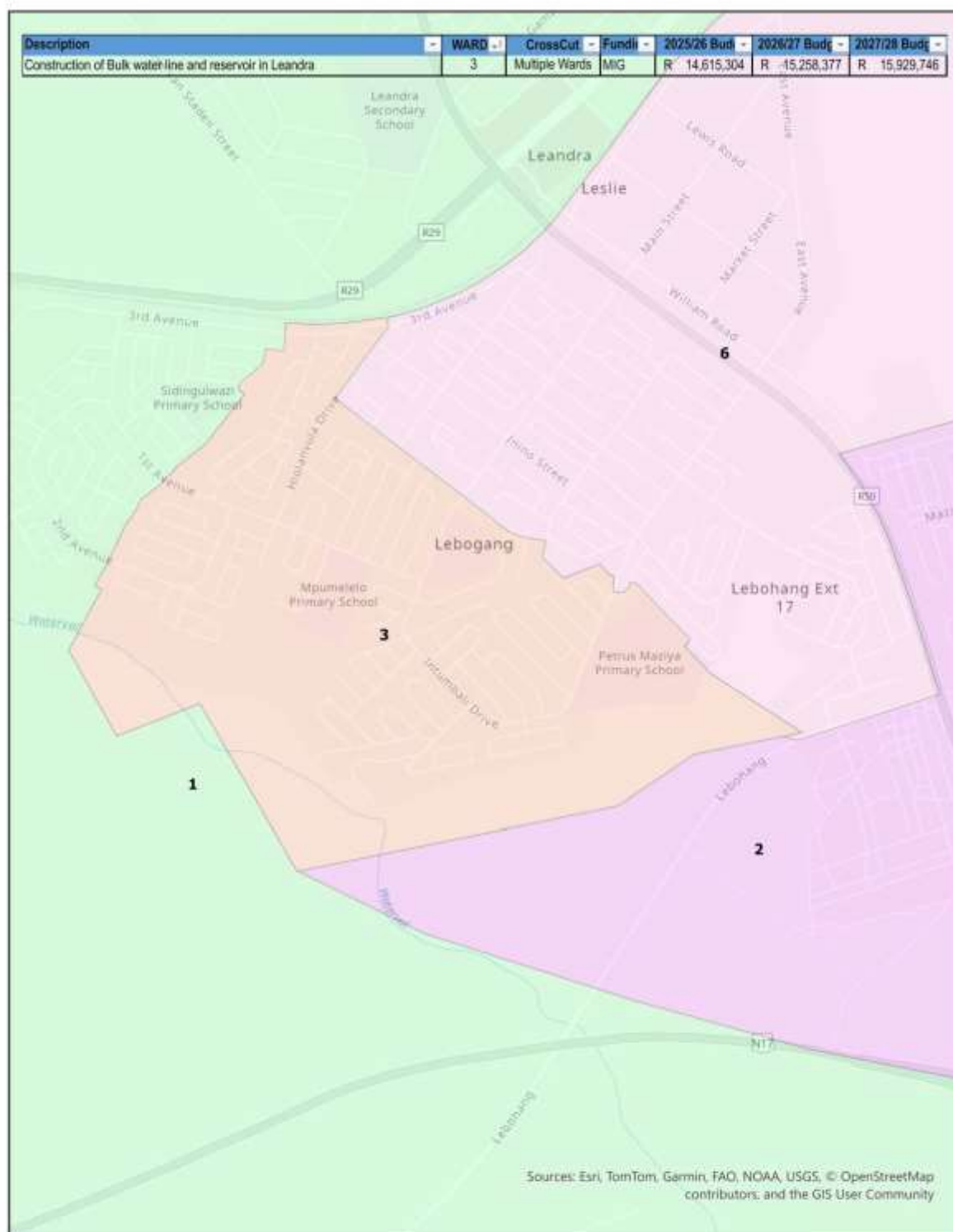
WARD 1





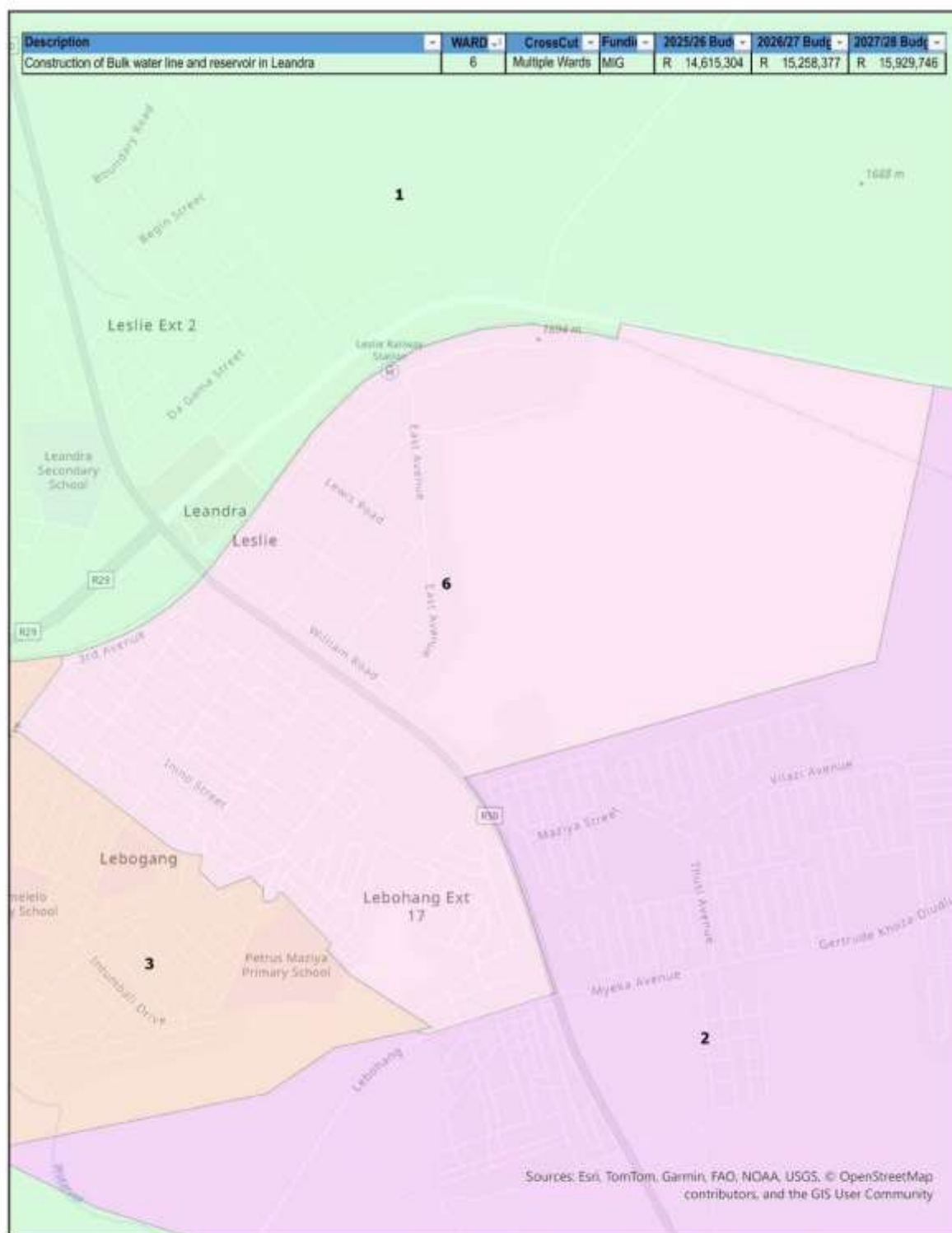
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WARD 2





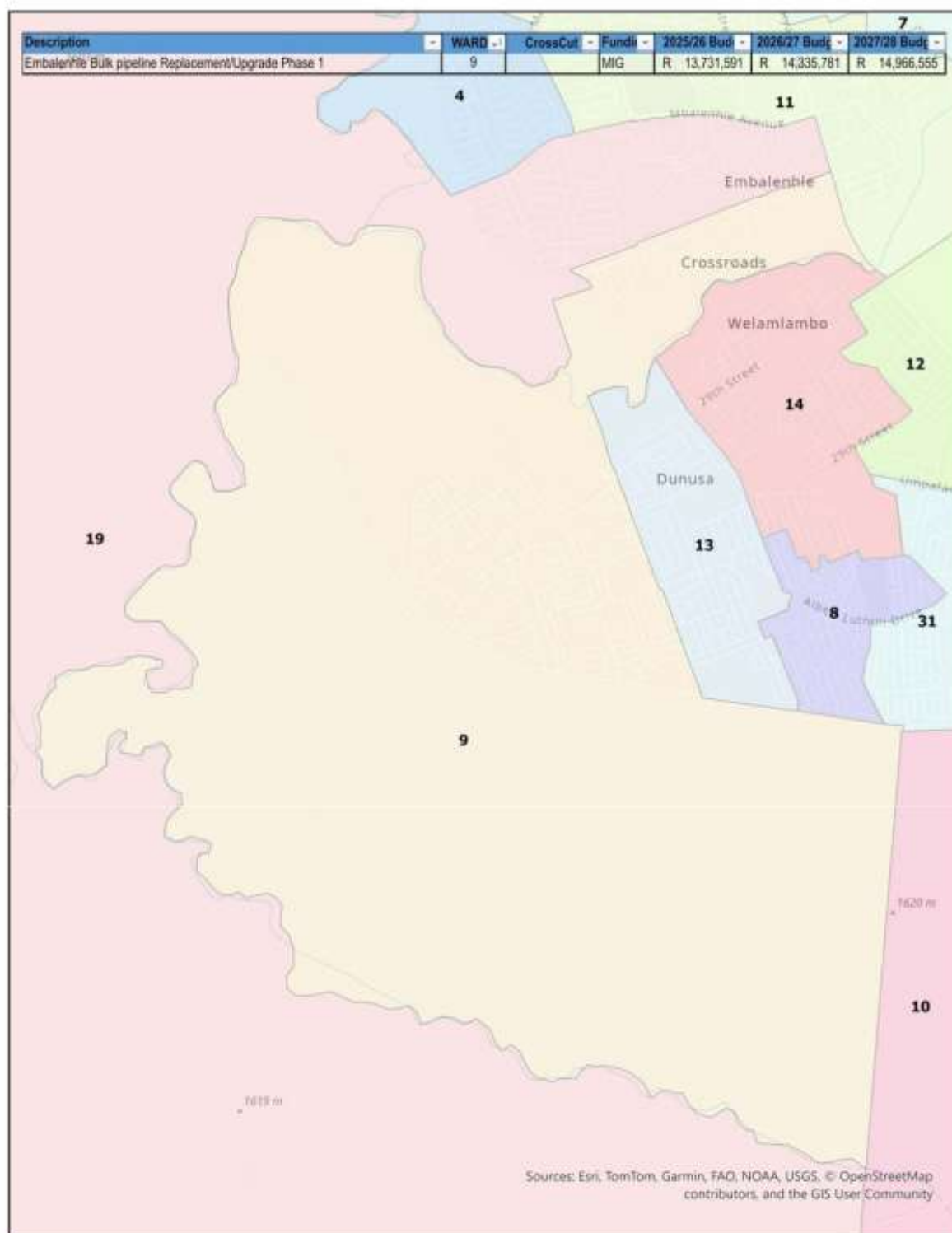
IDP CAPITAL PROJECTS:
WARD BASED
WARD 3





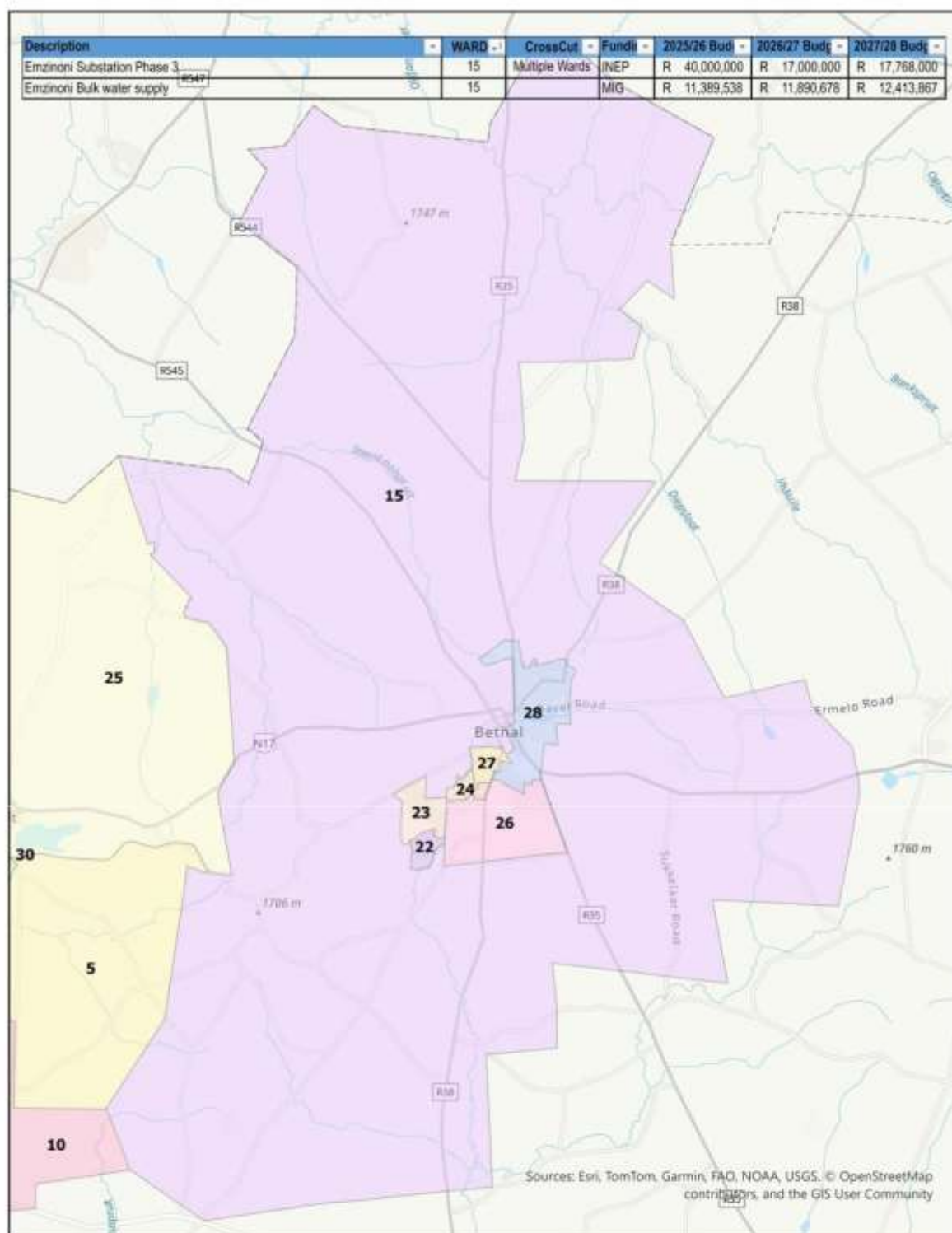
IDP CAPITAL PROJECTS:
WARD BASED
WARD 6





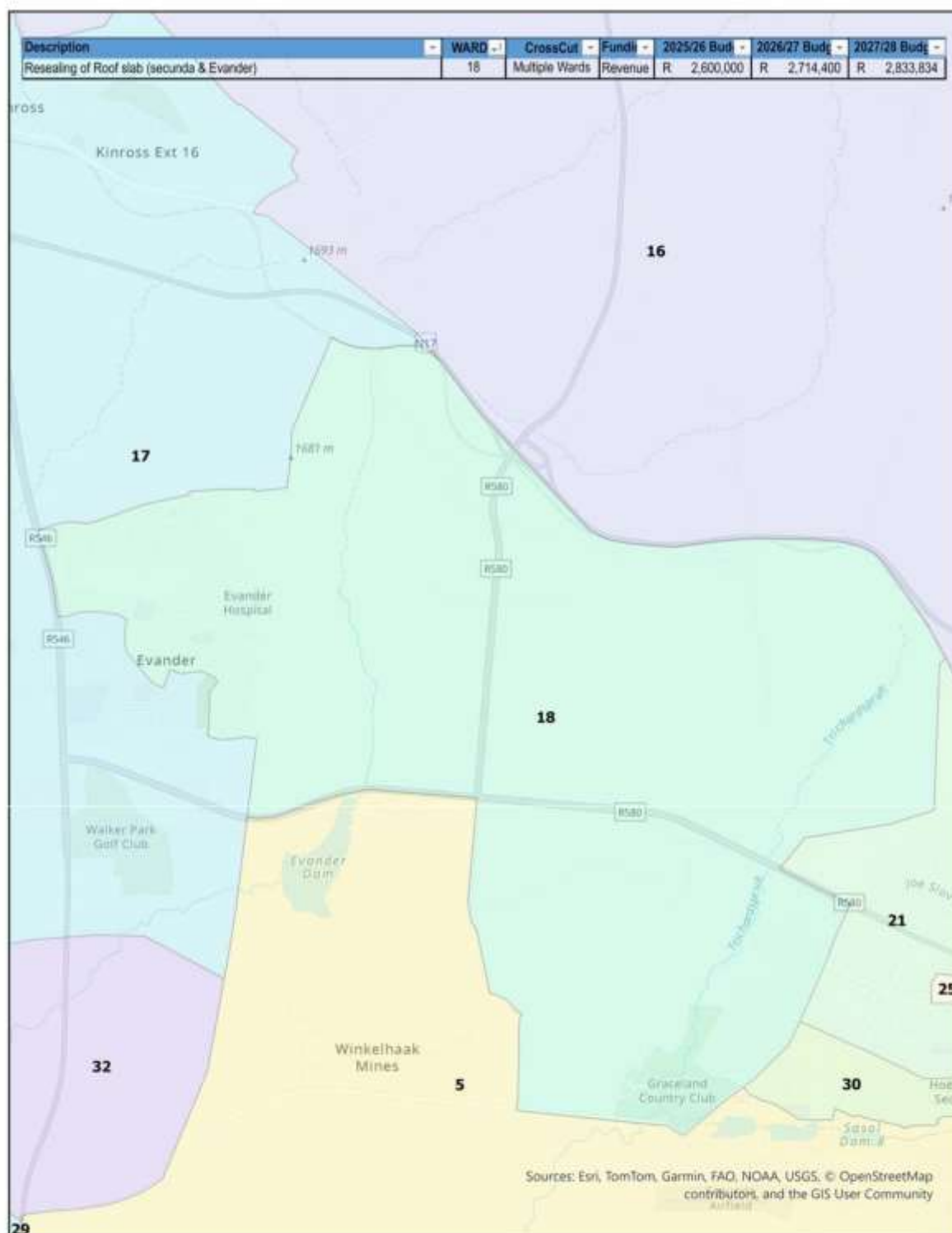
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WARD BASED
WARD 9





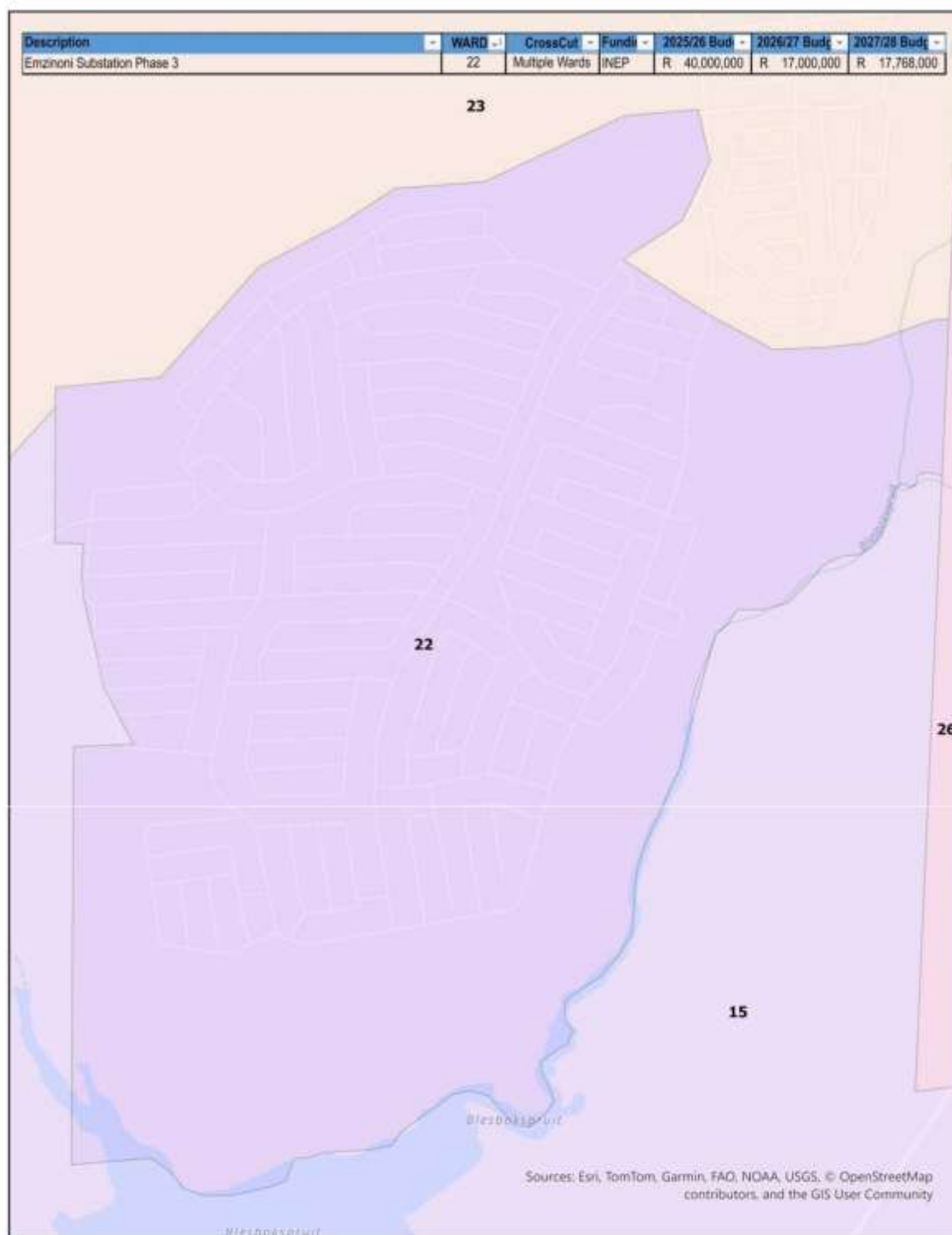
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WARD 15





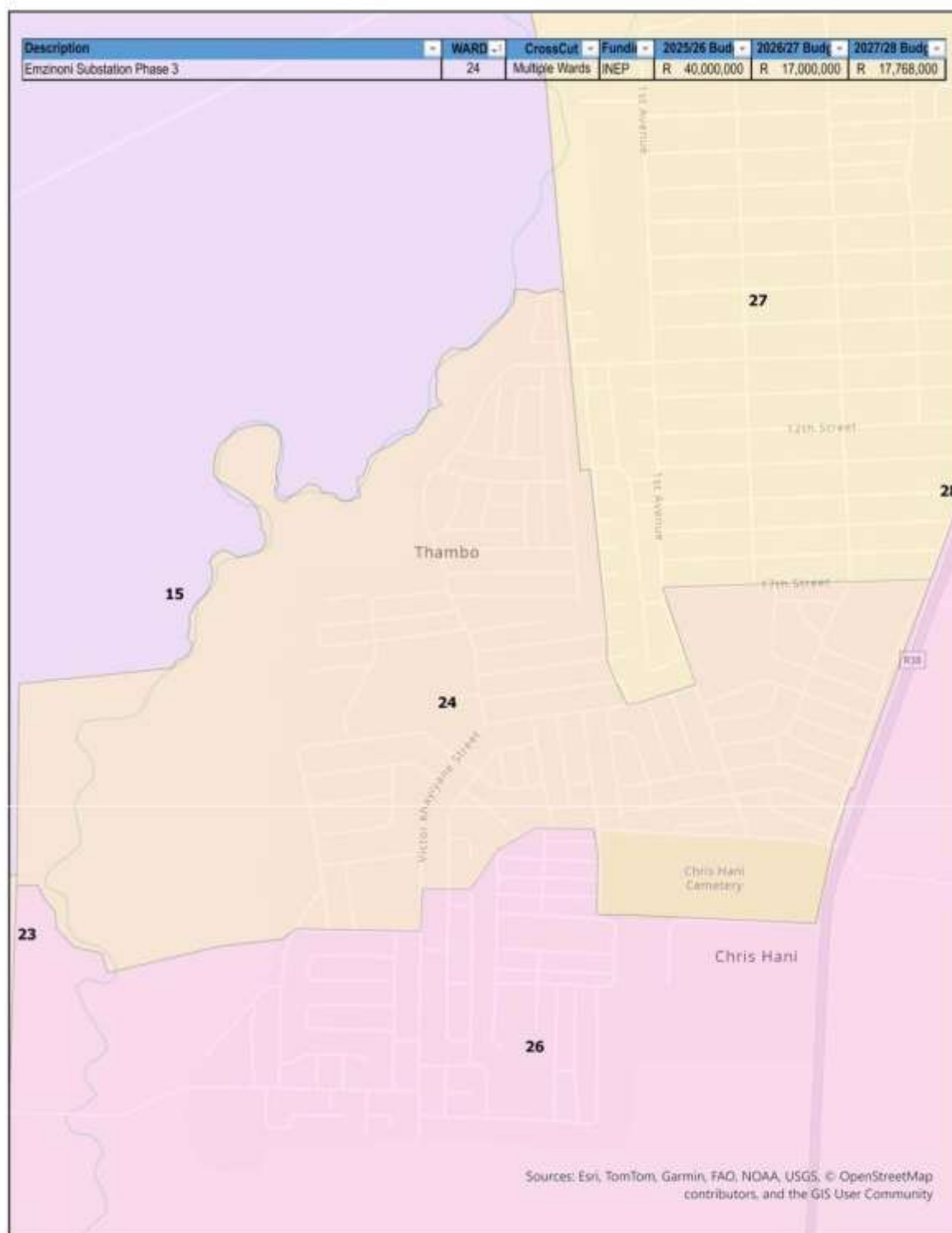
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WARD BASED
WARD 18





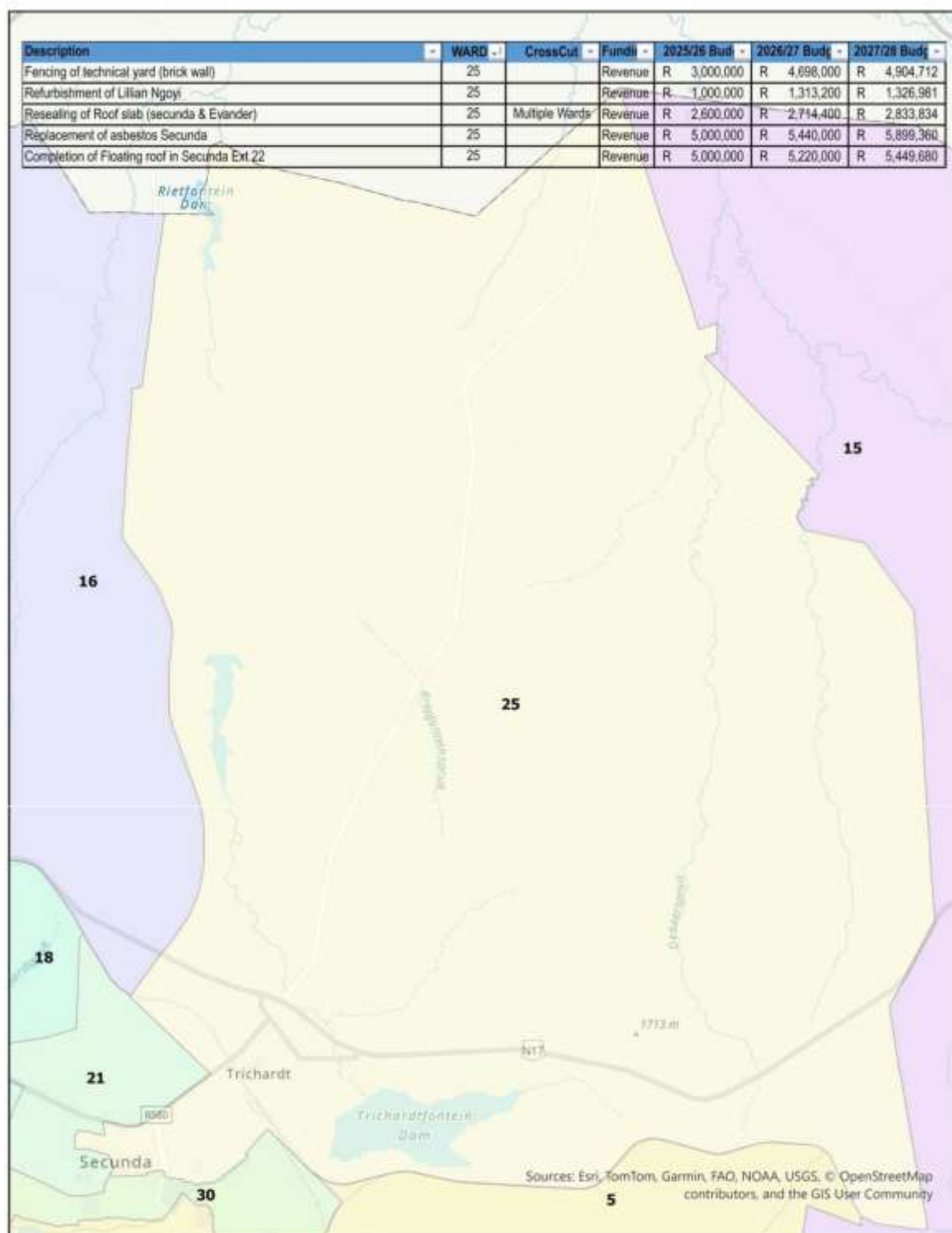
IDP CAPITAL PROJECTS:
WARD BASED
WARD 22





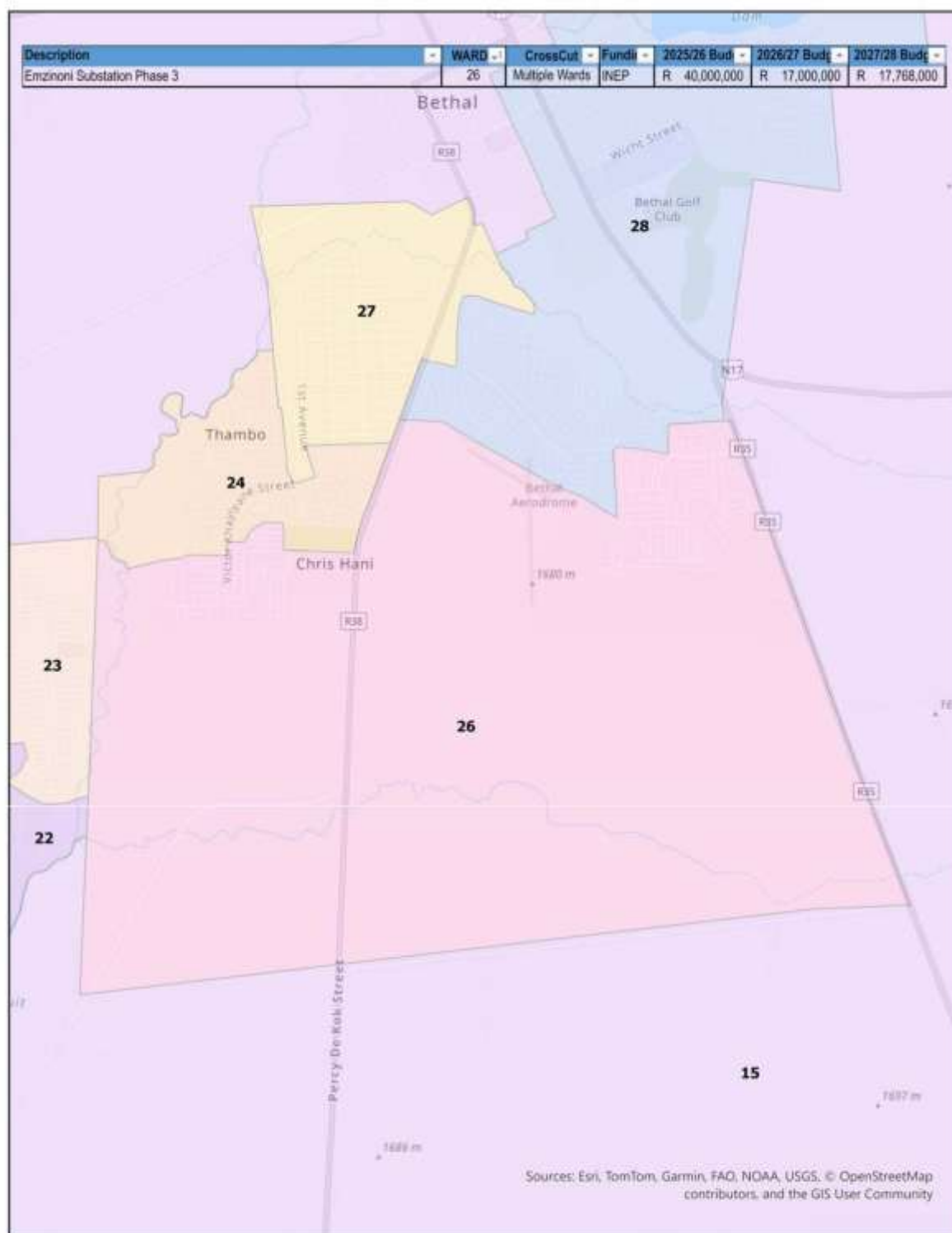
IDP CAPITAL PROJECTS:
WARD BASED
WARD 24





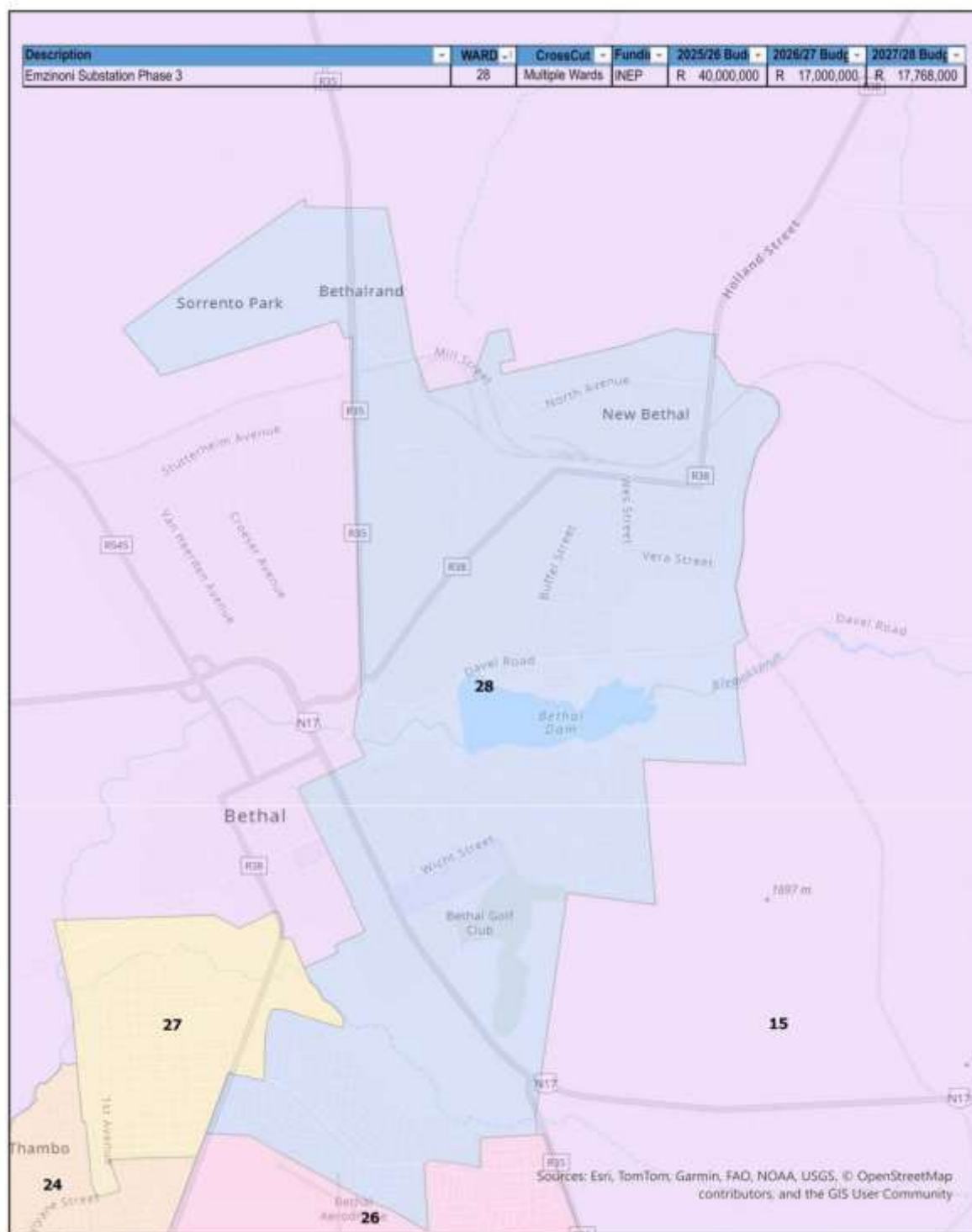
IDP CAPITAL PROJECTS:
WARD BASED
WARD 25





IDP CAPITAL PROJECTS:
WARD BASED
WARD 26





IDP CAPITAL PROJECTS:
WARD BASED

WARD 28



5.4 WARD OPERATIONAL PLANNING

The Ward Operational Plan below for Govan Mbeki Municipality, is a Generic Ward Operational Plan with set targets annually cut across all 32 wards for implementation as it incorporates structured activities applicable across all 32 wards for the financial year July 2024 – June 2025. It serves as a strategic framework to ensure effective governance, community engagement, and service delivery.

The Generic Ward Operational Plan Ward Operational Plan herein, is structured to ensure alignment with municipal development priorities, supporting data-driven decision-making in municipal administration. It also integrates relevant legislative frameworks that guide municipal operations, reinforcing compliance and transparency in governance. It outlines key program areas, applicable across all 32 wards their objective with targeted quarterly activities, ensuring progress tracking and accountability throughout the year.

The operational plan encompasses the following core programs, ensuring comprehensive ward-level participation and execution:

Ward Profiling & Household Assessment

- ☐ Establishes a detailed socio-economic profile of each ward, covering:
- ☐ Housing conditions (RDP houses)
- ☐ Community facilities (schools, clinics, recreational centres, tuck-shops, ECDs, and churches)
- ☐ Vulnerable groups (indigent families, child-headed households, people living with disabilities)

Awareness Campaigns

- ☐ Focuses on community education regarding:
- ☐ Public health issues (HIV/AIDS, cancer awareness)
- ☐ Crime prevention and GBV intervention
- ☐ Substance abuse recovery programs
- ☐ Youth empowerment initiatives (sports development, education support)
- ☐

Information Dissemination

- ☐ Ensures community access to municipal programs, including:
- ☐ Integrated Development Plan (IDP) and budget consultation processes
- ☐ Indigent policy registration and municipal project updates
- ☐ Disaster management policies

Community Consultation & Needs Identification

- ☐ Encourages active engagement through 12 ward committee meetings and 4 ward community meetings annually, addressing:
- ☐ Service delivery complaints and queries
- ☐ Illegal water connections and infrastructure development
- ☐ Illegal dumping and waste management concerns

Governance Accountability & Reporting

Requires structured documentation of:

- ☐ Meeting agendas, minutes, and attendance registers
- ☐ Submission of community feedback reports
- ☐ Monitoring ward committees' adherence to participatory governance protocols
- ☐ Poverty Eradication & Free Basic Services
- ☐ Monitors municipal indigent database fluctuations, ensuring:
- ☐ Accurate registration of indigent beneficiaries
- ☐ Access to free basic electricity and related municipal support services

It also integrates relevant legislative frameworks that guide municipal operations, reinforcing compliance and transparency in governance.

The operational plan is directly informed by the following legal and regulatory frameworks:

- ❑ Municipal Systems Act (No. 32 of 2000) – Guides community participation in governance processes.
- ❑ Municipal Structures Act (No. 117 of 1998) – Defines ward committee responsibilities and accountability mechanisms.
- ❑ Municipal Finance Management Act (No. 56 of 2003) – Regulates budget processes and financial transparency.
- ❑ National Development Plan (NDP 2030) – Aligns ward priorities with national socio-economic development objectives.
- ❑ District Development Model (DDM) – Ensures integrated planning and intergovernmental coordination.
- ❑ Disaster Management Act (No. 57 of 2002) – Guides community resilience strategies and

To optimize implementation and incorporate the plan into the Integrated Development Plan (IDP), the following recommendations are proposed:

Strengthen Community Engagement Mechanisms

- ❑ Enhance feedback on ward profiling and community consultation.
- ❑ Improve public participation in IDP and budget processes.
- ❑ Enhance Governance Monitoring & Compliance
- ❑ Implement quarterly performance reviews for ward committees.
- ❑ Standardize reporting formats for municipal oversight.

Expand Data-Driven Decision Making

- ❑ Align ward profiling data with socio-economic indicators to refine municipal planning.
- ❑ Leverage external tools like S&P Global ReX for enhanced infrastructure and service delivery analysis.
- ❑ Improve Resource Allocation for Indigent Support
- ❑ Conduct regular indigent database audits to minimize registration gaps.
- ❑ Expand awareness campaigns to enhance community outreach.

By integrating this operational framework into the IDP, the municipality can effectively align service delivery objectives with governance priorities while enhancing public sector accountability.

5.4.1 WARD OPERATIONAL PLAN: CUT - ACROSS ALL 32 WARDS

WARD OPERATIONAL PLAN PERIOD: FINANCIAL YEAR: 01 JULY 2025 TO 30 JUNE 2026						
PROGRAMS	OBJECTIVES	ANNUAL TARGET	1 ST QUARTER 01 JULY TO 30 SEPT 2025	2 ND QUARTER 01 OCT TO 31 DEC 2025	3 RD QUARTER 01 JAN TO 31 MAR 2026	4 TH QUARTER 01 APR TO 30 JUNE 2026
Ward Profiling	To establish credible ward profile	100% Ward profiling: 1. RDP houses 2. Schools and Clinics 3. Community halls 4. Recreational facility 5. Health Facility 6. Tuck-shops 7. ECD's and Churches	25% Ward profiling on RDP houses	25% Ward profiling on Schools, ECD and Clinics	25% Ward profiling on Playing grounds	25% Ward profiling on RDP houses Recreational facility
	Household Ward Profiling	1. Indigent families 2. Child headed families 3. People living with disability 4. Legal Documents	25% Household profiling on Indigent Families & people without legal documents	25% People Indigent Families	25% Child headed families	25% People living with disability Indigent families & people without legal documents
Awareness campaigns	To conduct awareness campaigns on issues of priority concern in the ward	100% awareness campaigns: 1. Substance Abuse 2. Youth sports day 3. Crime Prevention 3. HIV /AIDS and GBVF 4. Cancer Campaign 4. Cleaning Campaign 5. Back to school campaign 6. Teenage pregnancy and drug abuse	25% Awareness campaigns on HIV and AIDS Cancer campaign	25% Crime prevention campaign Drug and substance abuse GBV	25% Back to school	25% awareness campaigns on cleaning crime prevention

WARD OPERATIONAL PLAN
PERIOD: FINANCIAL YEAR: 01 JULY 2025 TO 30 JUNE 2026

PROGRAMS	OBJECTIVES	ANNUAL TARGET	1 ST QUARTER 01 JULY TO 30 SEPT 2025	2 ND QUARTER 01 OCT TO 31 DEC 2025	3 RD QUARTER 01 JAN TO 31 MAR 2026	4 TH QUARTER 01 APR TO 30 JUNE 2026
Information Dissemination	To spread information in the ward concerning municipal participatory issues	100% Disseminate information on municipal priority: 1. Disseminate information on, IDP/ Budget consultation and meetings and Indigent policy. 2. Information on projects	25% Dissemination of information on CBP, IDP consultation meetings and municipal budget	25% Indigent Policy and Registrations	25% Information of Projects in the ward Information on municipality policy (disaster management & burial)	25% Information on projects in the ward Indigent Policy and Registrations
Community consultation / feedback	To regularly receive queries and complaints and provide feedback on municipality's service delivery	100% 12 ward committee meetings per annum (12 ward committee meeting feedbacks)	25% (3 ward committee meeting per quarter)	25% (3 ward committee meeting per quarter)	25% (3 ward committee meeting per quarter)	25% (3 ward committee meeting per quarter)
		100% 12 ward community meetings per annum (4 ward community meetings feedbacks)	25% (1 Ward Community Meeting per quarter)	25% (1 Ward Community Meeting per quarter)	25% (1 Ward Community Meeting per quarter)	25% (1 Ward Community Meeting per quarter)
Needs Identification	To identify needs, conditions and problems affecting the ward	100% 1. Illegal water pipes connections 2. internal streets upgrade	25% Community meetings Door to door visits	25% Community meetings Door to door visits	25% Community meetings Door to door visits	25% Illegal dumping site Street upgrade Door to door visits
Promotion of accountability	To ensure that ward committees account to	100%	25%	25%	25%	25%

WARD OPERATIONAL PLAN
PERIOD: FINANCIAL YEAR: 01 JULY 2025 TO 30 JUNE 2026

PROGRAMS	OBJECTIVES	ANNUAL TARGET	1 ST QUARTER 01 JULY TO 30 SEPT 2025	2 ND QUARTER 01 OCT TO 31 DEC 2025	3 RD QUARTER 01 JAN TO 31 MAR 2026	4 TH QUARTER 01 APR TO 30 JUNE 2026
	their constituencies and to their portfolios.	All scheduled meetings should be attended and submit reports (Ward Community Meetings)	Submission of reports, Agendas, Minutes and Attendance registers	Submission of reports, Agendas, Minutes and Attendance registers	Submission of reports, Agendas, Minutes and Attendance registers	Submission of reports, Agendas, Minutes and Attendance registers
IDP and Budget processes	To ensure that communities participate and influence the 2022/23 annual budget of the municipality	100% Communities should be influenced to fully participate during IDP and Budget processes.	25% Community mobilization	25% Community mobilization	25% Community mobilization	25% Community mobilization
Poverty eradication	To monitor the provision of free basic services	100% Monitor the fluctuation on municipal indigent database - Free basic Electricity - Indigent Registration	25% Identification of beneficiaries Registering on database	25% Identification of beneficiaries Registering on database	25% Identification of beneficiaries Registering on database	25% Identification of beneficiaries Registering on database

5.5 SECTOR RELATED SERVICE DELIVERY CHALLENGES AND DEVELOPMENTS NEED 2026/2027 IDP REVIEW

The below table summarise the sector related key issues emanating from consultations cut across all wards:

IDP Priority	Problem statement (describe the extent of the problem)	Affected wards	Location	Proposed intervention
Department of Mineral Resources and Energy				
Electricity upgrade	☐ Eskom reduced Notified Maximum Demand in 2020 ☐ Ageing infrastructure ☐ Illegal connections.	15, 22, 23, 24, 27 and 28	Bethal	☐ Refurbishment of Electrical Infrastructure ☐ Required assistance and Funding for sector department ☐ The municipality embark on a campaign to root out all illegal connections. ☐ Communities be educated about the effects of illegal connections. ☐ That the ageing infrastructure be upgraded.
Electrification	☐ Resistance from owners of the farms	1,9, 15, 16 and 19	GMM Farms	☐ That farm owners be properly engaged regarding the electrification in the farms. ☐ Funding required and assistance from sector department
High mast light	☐ Lack of maintenance plan/ Lack of Budget ☐ Vandalism of infrastructure ☐ Poor public lighting.	1,2,3,4,6,7,8,9,10,11,12, 13,14,15,16,19,20,22,23 ,24,25,26,27,29,30,31 and 32 (All wards)	Emzinoni Embalenhle Leandra Kinross Ext. 25	☐ That a maintenance plan be drafted and implemented. ☐ That communities be educated on the effects of vandalism. ☐ That communities own the infrastructure as custodians.
Street light	☐ Vandalism ☐ Poor maintenance plan ☐ Poor public lighting.	All wards	GMM	☐ Funding required and assistance from sector department

IDP Priority	Problem statement (describe the extent of the problem)	Affected wards	Location	Proposed intervention
Department of Public Works, Roads and Transport				
Paved Roads Maintenance	☐ Poor rehabilitation of roads ☐ Poor maintenance of potholes and re-gravelling ☐ Lack of adequate working material ☐ Budget constraints ☐ Ageing Infrastructure ☐ Patching of potholes and roads that have reached their lifespan	All wards	GMM	☐ Potholes patches ☐ Rehabilitation of aged infrastructure ☐ That a programme for road maintenance be drafted. ☐ Funding required and assistance from sector department
Unpaved Roads Maintenance	☐ Roads not trafficable ☐ Lack of Budget	All wards	GMM	☐ That road maintenance be prioritised. ☐ Funding required and assistance from sector department ☐
Storm Water Channel	☐ Maintenance inadequate due population growth	All wards	GMM	☐ That a programme for stormwater channels maintenance be drafted and implemented. ☐ Funding required and assistance from sector department
Motor bridge / Foot bridges/ Traffic signs	☐ Traffic congestion ☐ Lack of Foot bridges ☐ Storm water channels prevent that pedestrians to cross the roads which are unsafe	Foot bridges Wards 8,9, 10,20,22,23 and 31 Traffic Signs All wards	Embalenhle (between Welamlambo and Crossroads)	☐ Motor Bridge required to relief traffic congestion. ☐ That foot bridges be erected in areas where pedestrians are prevented from crossing the roads. ☐ Funding required and assistance from sector department

IDP Priority	Problem statement (describe the extent of the problem)	Affected wards	Location	Proposed intervention
Department of Health				
Clinic	☐ One clinic is utilised by a high number of people. This has led to people often turned away because of a single clinic. ☐	1,2,3,4, 10 (Charl Cilliers), 16,17,18, 26, 28	Leandra Kinross Evander Embalenhle	☐ The Provincial Department of Health to build new clinics as well as revamping the existing clinics within the affected wards to accommodate the growing population. ☐ Funding required and assistance from sector department
Mobile Clinic	☐ They are available but not enough cater the population	1, 9,15,16, 19, 26,28	GMM Farms	☐ That the Provincial Department of Health be engaged to provide more mobile clinics for the farms.
Department of Water, Roads and Transport				
Maintenance of Sewer network	☐ Sewer reticulation network is overloaded due to population growth which increases the discharge	1,2,3,4,5,6,8,9,12,13,14, 15,17,18,19,20,22,29, and 31		☐ Repair and maintenance of the sewer lines, uplifting of sewer manholes. ☐ Upgrading of sewer network and outfall lines
Water Sources	☐ Requires Different Water Sources	All wards	GMM	☐ Investigation and Construction of different water sources
Upgrading of Sewerage pump stations	☐ Sewer Pumps are overloaded, vandalised/ Theft and malfunctioning pump stations/or old pumps. ☐	All wards	GMM	☐ Refurbishment and upgrading of pump stations. ☐ Funding required and assistance from sector department
Provision and maintenance of windmills and boreholes in the farms.	☐ No Access to water ☐ Dilapidated windmills and boreholes	1, 9,15,16, and 19	GMM Farms	☐ That the maintenance of windmills and boreholes be prioritised. ☐ That a maintenance plan be drafted and monitored.

IDP Priority	Problem statement (describe the extent of the problem)	Affected wards	Location	Proposed intervention
Department of Sports, Arts and Culture				
Libraries	☐ Libraries are not sufficient to accommodate a high number of school children.	8,9, 10,12, 13, 14,19and 31	Region 3 GMM	☐ That the Provincial Department of Sports, Arts and Culture be engaged on the provision of more libraries in the municipality.
Mobile Libraries	☐ Children from farms cannot access libraries in their schools.	All farms	GMM	☐ That the Provincial Department of Sports, Arts and Culture be engaged to provide library services to all the farms.
Community hall	☐ Need of community halls.	11,18,20,21,24 and 28	Embalenhle Kinross Lebogang Emzinoni	☐ That community halls be built in areas where there is a lack thereof.
Stadium	☐ No Stadiums	2,5,7,24,26,27and 29	Bethal Emzinoni	☐ Old and existing stadiums must be fixed and upgraded ☐ New stadiums be built
Department Of Social Development				
Social responsibility projects/ Multi - purpose centres/ Community halls/ Social Upliftment	☐ Lack of multi-purpose centres as communities needs access to government services under one roof ☐ Phase 2 of Multi -purpose centre Bethal. The centre was built but it remains unfinished due to insufficient budget.	1,2,3,8, 13, 16,17 & 31	Leandra Embalenhle Kinross Emzinoni	☐ That multi-purpose centres be built in areas where there is a lack thereof.
	☐ School facility (building) for Kristofer Ryan Centre) for mentally as well as physically handicapped adults	Ward 5	Secunda	☐ That a centre be built for mentally as well as physically handicapped adults, with mind ability of small children.

IDP Priority	Problem statement (describe the extent of the problem)	Affected wards	Location	Proposed intervention
Department Community Safety, Security and Liaison				
Police station	☐ Due to increase influx of people and high experiences in the number of crime cases reported in the affected area the need arises for more support, interventions and measures to prevent crime.	Parts of ward 9, 10,12, 13, 14, 31,	Embalenhle	☐ New police stations must be constructed and support to combat issues of crime.
Department of Education				
Primary School	☐ The township has grown in such a way that other townships have no school for children to attend to. Children are force to walk long kilometres to attend school in other areas.	8,9 ,22, 26 and 31	Embalenhle Emzinoni	☐ That the Provincial Department of Education be engaged on the building of primary schools needed in these areas.
High School	☐ The township has grown in such a way that other townships have no school for children to attend to. Children are force to walk long kilometres to attend school in other areas.	1,2,8,13,14,16,17,20,23, 24,26 and 28	Embalenhle Emzinoni Leandra Kinross	☐ That the Provincial Department of Education be engaged on the building of high schools needed in these areas.

IDP Priority	Problem statement (<i>describe the extent of the problem</i>)	Affected wards	Location	Proposed intervention
Department of Agriculture, Rural Development, Land and Environmental Affairs				
Waste Removal and Illegal dumping sites	- Backlogs due to downtime of refuse removal trucks. - Illegal dumping due to non-adherence to the refuse removal schedule - Limited airspace at Secunda landfill site - Non-compliance to waste license conditions of landfill sites	All wards	GMM	- Funding required and assistance from sector department - That by-laws be implemented without fear or favour to curb illegal dumping. - That communities be educated about the effects of illegal dumping. - Official dumpsite needed and Waste transfer stations - Funding required and assistance from sector department for waste management infrastructure - Rehabilitation of closed landfill sites
Maintenance and upgrading of cemetery facilities	- Limited burial space, - Lack of Infrastructure include, vandalised ablution facilities, site office, internal roads and designated burial blocks. - Lack of Security	All wards	GMM	- Provision of land for cemeteries - Environmental Authorization required before the cemetery is officially proclaimed - That a maintenance plan for cemeteries be drafted, implemented and monitored. - Funding required and assistance from sector department
Department of Human Settlements				
Provision of low costs houses	- Inadequate allocation of housing subsidies. - Shortage of land. - More allocation of low costs housing due to increase in population and demand	All wards	GMM	- More allocation for human settlement and subsidies. - Land be made available for housing demand
Allocation of residential stands	Demand exceeded the supply	All wards	GMM	More allocation for human settlement
DBSA Projects	DBSA projects implementation	Affected wards	GMM	DBSA project implementation

CHAPTER 6: MUNICIPAL SERVICE DELIVERY

The core business of the municipality is to render services efficiently and effectively to its community, ensuring sustainable development and an improved quality of life for all residents.

This service delivery is aligned with the local government mandate as outlined in the South African Constitution.

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	No	
Building regulations	Yes	
Child care facilities	No	
Electricity and gas reticulation	Yes	
Fire Fighting services	Yes	
Local tourism	Yes	
Municipal airports	Yes	
Municipal planning	Yes	
Municipal health services	No	
Municipal public transport	No	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	
Stormwater management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes - only Cemeteries	
Cleansing	Yes	
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	Yes	
Facilities for the accommodation, care and burial of animals	No	
Fencing and fences	Yes	
Licensing of dogs	No	
Licensing and control of undertakings that sell food to the public	Yes	
Local amenities	Yes	
Local sport facilities	Yes	
Markets	No	
Municipal abattoirs	No	
Municipal parks and recreation	Yes	
Municipal roads	Yes	
Noise pollution	Yes	
Pounds		Yes - SPCA
Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	
* If municipality: indicate (yes or No); * If entity: Provide name of entity		

The Govan Mbeki Municipality is committed to delivering essential municipal services across eight towns, which are divided into 32 electoral wards, covering a vast area of 2,958 square kilometres.

Service delivery remains the municipality's core mandate. Despite persistent challenges, the municipality demonstrated resilience and commitment to reform. Strategic partnerships, targeted interventions, and improved oversight mechanisms have laid a foundation for continued improvement.

Infrastructure and service delivery remain pressing priorities. Roads consistently top community needs, while water and sanitation systems face capacity constraints, aging infrastructure, and vulnerability to vandalism.

To address these, the municipality launched bulk water and sanitation upgrades, reservoir rehabilitations, and demand management initiatives such as meter replacement and leak repairs.

Electrification projects, supported by INEP funding, and the installation of smart prepaid meters improved access, while waste management saw incremental gains. However, challenges persist with ageing fleet availability, staffing shortages, and backlogs in informal settlement upgrading.

Significant progress has been made in water supply projects, including bulk line construction in Leandra and Embalenhle, and asbestos pipe replacement in Kinross. Wastewater treatment works have been upgraded, with pump stations refurbished across multiple areas.

Electricity infrastructure has been strengthened through the installation of smart meters and the construction of a 30 MVA substation.

Waste management services have been enhanced with the approval of the Integrated Waste Management Plan, although landfill operations remain constrained. Sanitation projects continue to address backlogs, with upgrades underway in Embalenhle, Charl Cilliers, and Eendracht.

PUBLIC SATISFACTION WITH MUNICIPAL SERVICES

In accordance with the Municipal Systems Act 32 of 2000, municipalities are mandated to foster sound relationships with their communities and ensure that services are delivered in a manner that is responsive, efficient, and transparent.

In pursuit of continuous service delivery improvement, the Govan Mbeki Municipality has prioritised the measurement of public satisfaction regarding the quality and reliability of municipal services.

The Govan Mbeki Municipality recognises the importance of measuring customer satisfaction as a strategic tool for service delivery enhancement.

To facilitate continuous improvement the municipality has introduced:

- ❑ Feedback/Suggestion/Complaint Boxes at strategic locations. These boxes are placed at the Head Office, Main Regional Offices, Satellite Offices, and Pay Points: Leandra, Evander, Secunda, eMbalenhle, Bethal.
- ❑ The boxes are monitored by an official from the Communications Section under the Municipal Manager's Office. All feedback is reviewed and escalated to the relevant departments for resolution.

The municipality ensures that all information received is handled in compliance with the Protection of Personal Information Act (POPIA). Residents are encouraged to utilise these feedback channels to voice concerns, suggestions, and compliments.

This initiative is part of the municipality's broader strategy to:

- ☐ Understand community needs
- ☐ Improve customer experience
- ☐ Enhance service delivery responsiveness
- ☐ Promote transparency and accountability

Summary of Key Complaint Issues

The following service delivery concerns have been identified through community feedback:

ISSUE	DESCRIPTION	AFFECTED AREAS	ROOT CAUSE
Water Supply	Low water pressure in high-lying areas due to reservoir limitations	Secunda Extension 22/23, Extension 15, Bethal Rand	Inadequate capacity at Extension 15 reservoir
Electricity	Load reduction due to capacity constraints at the main substation	Evander	Limited infrastructure capacity
Roads	Poor road conditions, including potholes and surface degradation	Various residential zones	Deferred maintenance and budget constraints
Sewer Spillages	Overflow and environmental hazards due to vandalised pump stations.	eMbalenhle	Infrastructure vandalism and pump malfunction

The municipality remains committed to:

- ☐ Promptly addressing all complaints and enquiries
- ☐ Improving infrastructure and service reliability
- ☐ Enhancing communication with residents
- ☐ Upholding the principles of good governance and public accountability

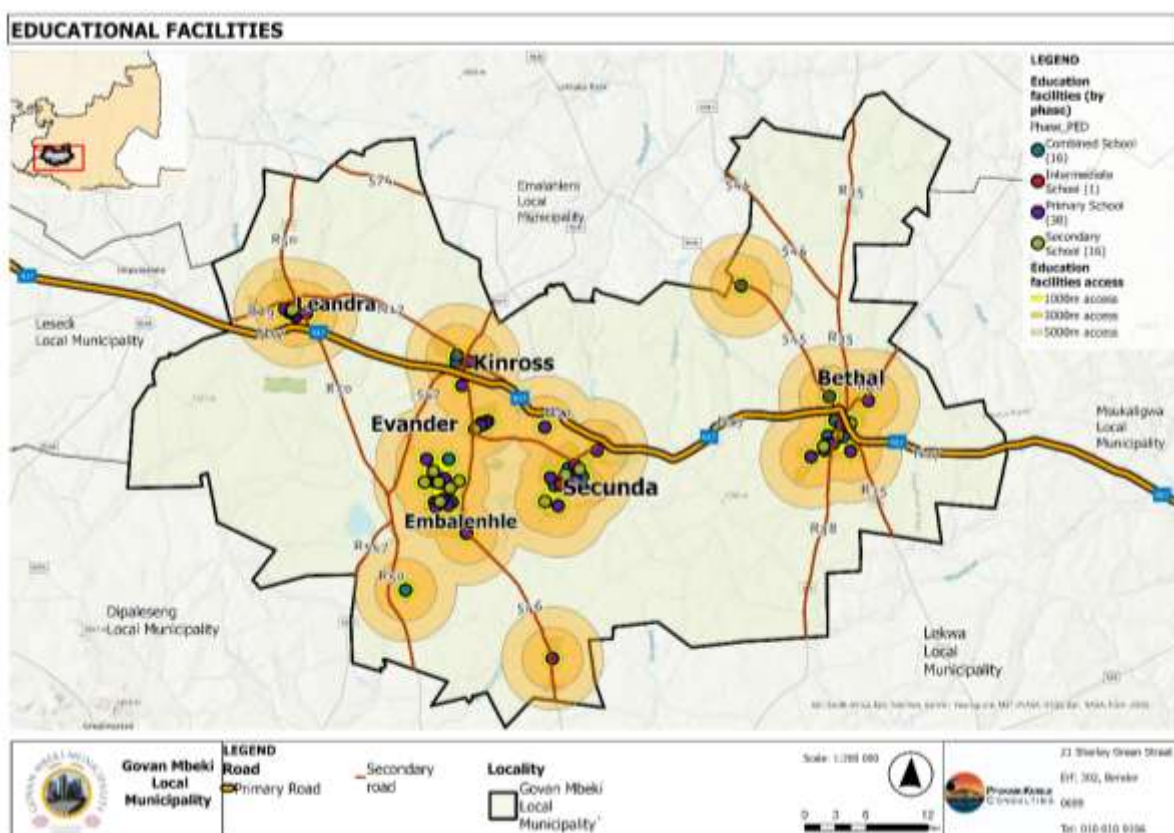
The feedback mechanism introduced is a proactive step towards building a responsive and citizen-centric municipality. The Govan Mbeki Municipality will continue to monitor satisfaction levels, address service gaps, and engage with communities to ensure that service delivery meets the expectations and needs of all residents.

MUNICIPAL SOCIAL INFRASTRUCTURE

Social infrastructure refers to the foundational facilities, services, and systems that support the social well-being and quality of life in a community. This includes essential services like education, healthcare, public transportation, parks, and community centres, as well as housing and social services. Effective social infrastructure fosters social cohesion, enhances access to opportunities, and improves overall community resilience. Investing in these systems is crucial for promoting equity, health, and economic development, ultimately contributing to a more sustainable and inclusive society. This section details the important social infrastructure in Govan Mbeki looking into the spatial distribution, quantity and condition of the existing facilities.

Educational Facilities

The Map below shows the distribution of educational facilities in Govan Mbeki with the distance ranging from 400m to 5km. Seemingly, these institutions are focused more to the parts of Secunda and Evander where seamless mobility through the secondary roads, and primary roads allows them to complement the sustainable element of accessibility. The township has grown in such a way that other townships have no schools for children to attend. Children are forced to walk long distances to attend school in neighbouring townships. This is true for both primary and high schools with Embalenhle and Emzinoni for primary schools and Embalenhle, Emzinoni, Leandra and Kinross for high schools. Another key intervention for the educational facilities in the municipality will be aimed at the lower performing schools to improve their NSC pass rate.



Healthcare Facilities

Healthcare facilities that are within the buffers (light purple) indicate the distance from the healthcare facility at 5 km with anything beyond that distance being inaccessible to the residents of Govan Mbeki. This creates a problem for residents who are out of these buffers and cannot easily access health facilities when they need to. One clinic is utilised by a high number of people which has led to people often being turned away and this occurs in Leandra, Kinross, Evander and Embalenhle. For mobile clinics, they are available but are not enough to cater for the whole population and this occurs in Govan Mbeki farms.

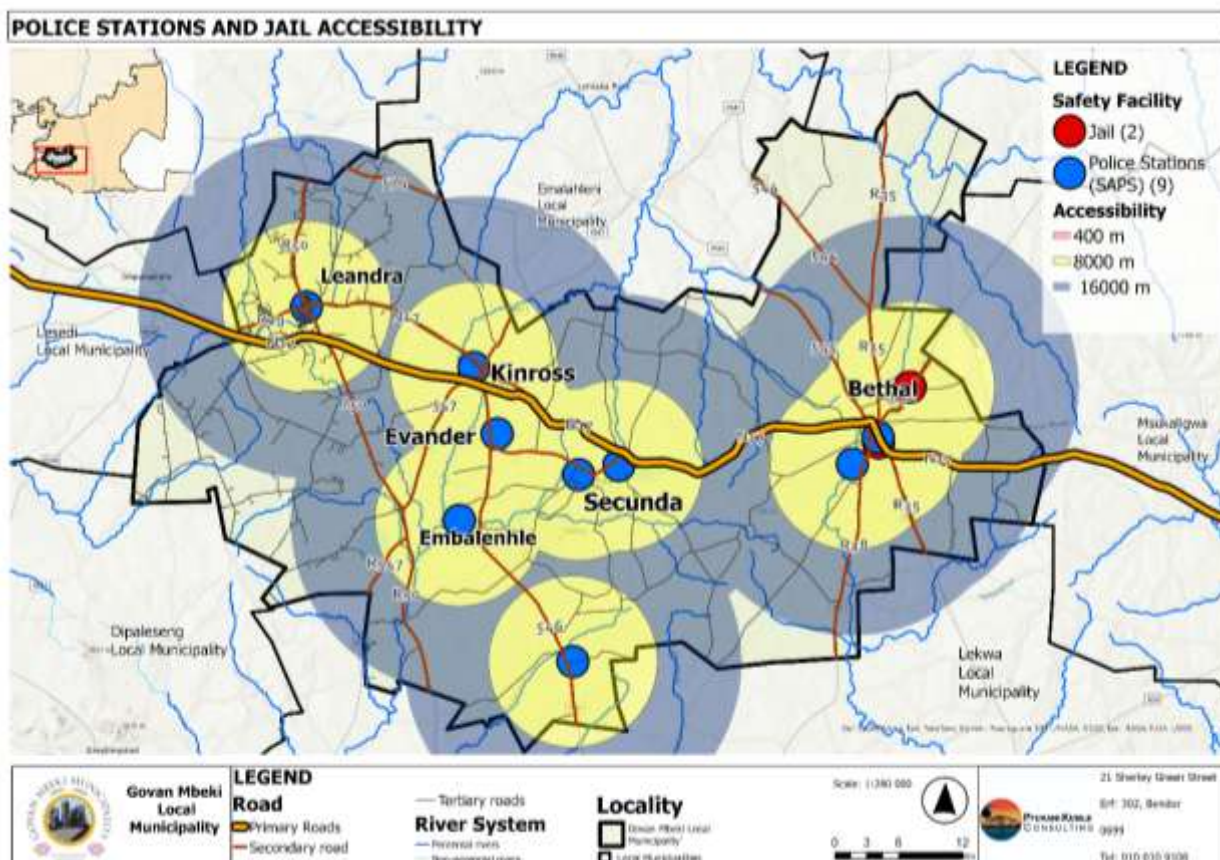


Different Types of Healthcare Facilities in Govan Mbeki.

Type of Healthcare Facilities	Number
National Central Hospitals	0
Provincial Tertiary Hospitals	0
Regional Hospitals	0
District Hospitals	2
Specialised Hospitals (Psychiatric and TB)	0
Other Hospitals	2
Community Health Centres	3
Clinics	9
Other Primary Healthcare Centres	4
Other Health Facilities	2
Total	22

Police Services

In the Map below, police facilities are located within the buffer of 8000m which is not an ideal walking distance for residents who live farther away from police services. Supplementary to the Police facilities, two jails are visible notably in the Bethal area. This increases the number of securities facilities given that the recommendation (CSIR, 2019) is mostly focal to the population of over 60 000 people in the area. Having adequate and fast responding police services might lead to the decrease in crime in Govan Mbeki.



The below table shows the types of crimes are reported within the municipal area.

Govan Mbeki Crime Statistics, 2024.

Type of crime	Total crimes committed as of 2025
Serious and other crimes	9 512
Community reported serious crimes	8 577
Contact crimes	3 033
Property related crimes	2 279
Contact related crimes	470
Robbery with aggravating circumstances	420

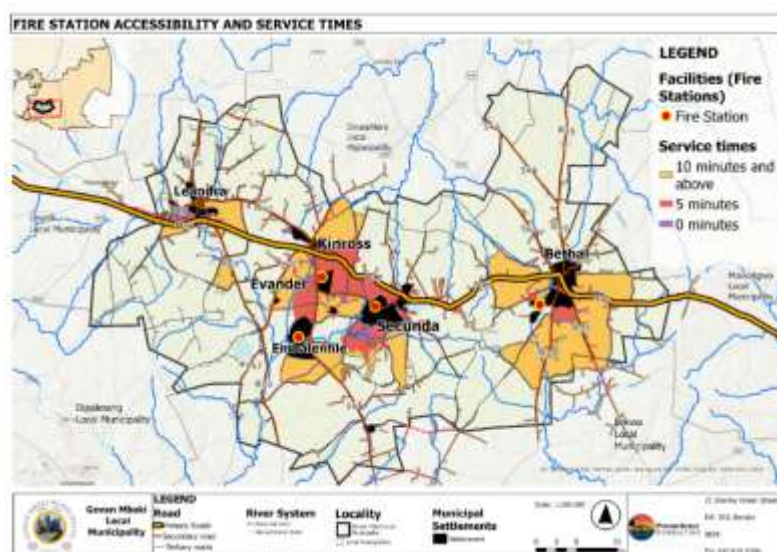
Fire Stations

Mentioned in the Redbook (CSIR, 2019)- accessibility to the local fire stations should be a 23-minute drive in rural areas and 13 minutes in urban areas. From Map below, fire stations are accessible in just over 10 minutes, with cutoff times calculated at the station. The service consists of 6 operational fire stations which are situated at Bethal, Emzinoni, Secunda, Embalenhle, Evander and Leandra fire station.

Govan Mbeki Fire Department is the only fire service in the province that has 6 fire stations including satellite.

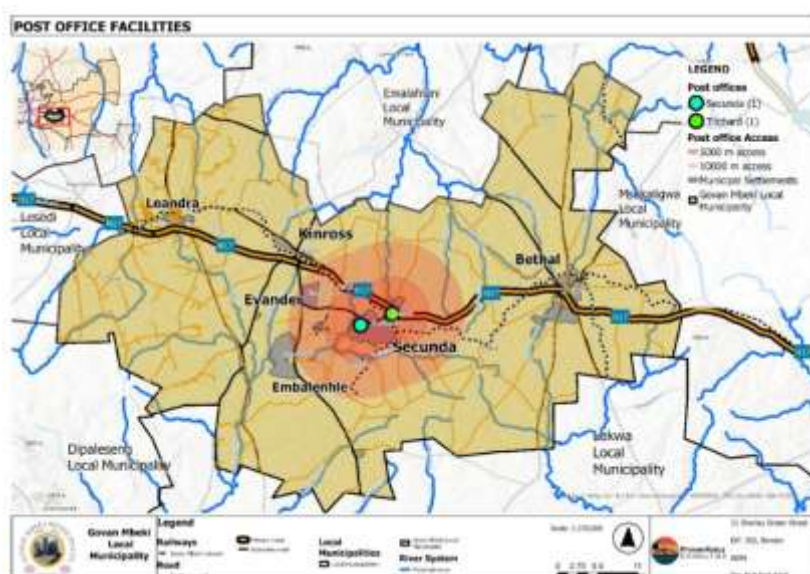
However, the fire department is faced with four challenges:

- ❑ Budgetary constraint
- ❑ Personnel challenges
- ❑ Resource shortage
- ❑ Increasing risks which surpasses the available



Postal Services

Postal services are still relevant in the current age of digitalisation and technology that makes it easier to communicate with people without needing to send a letter. However, the postal service offers much more than the delivery of letters. People are now able to send and receive big gifts through the delivery services that the post office offers. Another resource would be internet and printing access that the residents of Govan Mbeki could utilise that is offered by post offices.

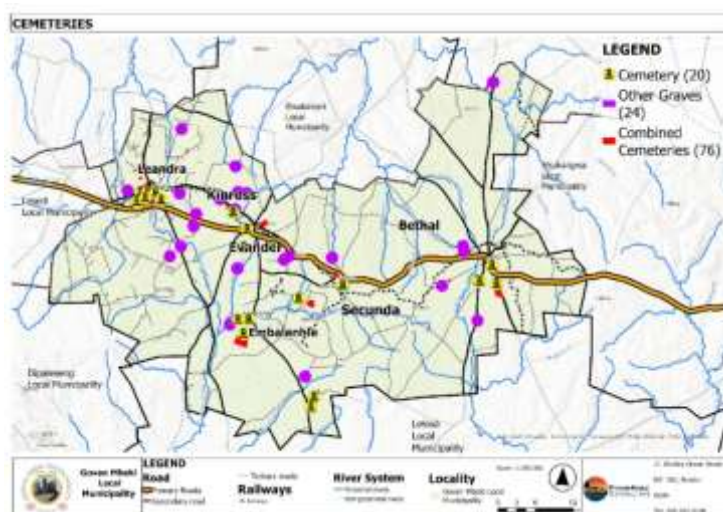


Cemeteries

Cemeteries, like most public spaces, take up large tracts of land and municipalities often have difficulty finding land that is both available and suitable for this use. However, in the context of Govan Mbeki, there remains a largely close correlation of coexistence and convenience brought about by the cemeteries.

For an example, most of these lands are situated near the small towns which are relatively close to service regions, on flat suitable soil and accessible places such as Embalenhle and Leandra.

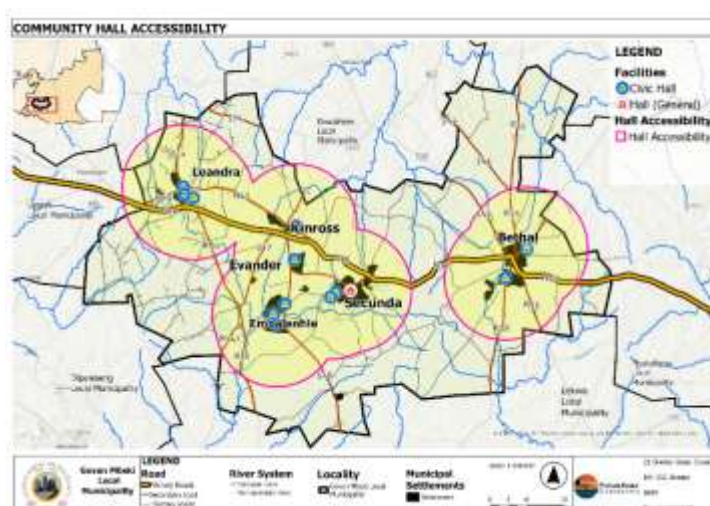
There is a shortage of burial spaces especially within Secunda, Trichardt, Evander and Kinross. However, a new cemetery has been identified which needs to be developed to have the necessary infrastructure required.



Community Halls

Community hall access in Govan Mbeki is given by the number of the accessible halls in the municipality. With the quantity, along with their positioning- such as the Secunda cluster, are mostly made to sustainably service the largest amount of people in the most efficient manner. Along the denser areas, these facilities are found very close to the transportation areas such as secondary and primary pathways- railway stations included.

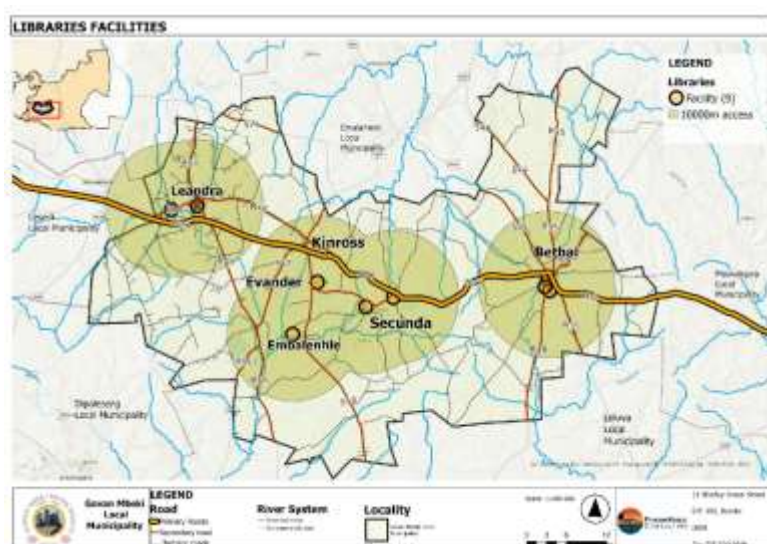
However, Govan Mbeki has a total of 36 facilities that include halls, stadiums, libraries, theatre and museum and out of the 36 facilities, 31 are usable. The challenges that hinder the full functioning of these facilities are inadequate security personnel, inadequate repairs and maintenance and the lack of filling in vacant positions.



The table below shows the number of community halls per area/settlement.

Area	Community Halls (Numbers)
Leandra	1
Lebohang	3
Bethal	1
eMzinoni/Milan Park	1
Kinross	1
Secunda	3
Embalenhle	3
Total	12

Library Facilities



Access to a public facility such as this requires, according to the CSIR (2019), that a 10 000 m or 10 Km radial access through either walking, non-motorized transportation, or the usual public transportation modes. This can be observed in the areas identified with a rather dense populous. These include Secunda, Evander and Embalenhle. The libraries in Govan Mbeki are:

- Secunda Main Library
- Embalenhle Branch Library & Computer Centre
- Thistle Grove Branch Library
- Bethal Branch Library
- Emzinoni Branch Library
- Milan Park Branch Library
- Kinross Branch Library
- Leandra Branch Library
- Lebohang Branch Library
- Evander Branch Library
- Trichardt Branch Library

Service Centres, SASSA and Municipal Offices or Facilities

The Service Centres, SASSA and Municipal Offices or Facilities found in Govan Mbeki are in the Map below.



6.1 WATER PROVISION

Govan Mbeki Municipality, in its capacity as the Water Services Authority and a juristic entity, is compelled by the Water Services Act (Act 107 of 1997) to provide for the rights of access to basic water supply and basic sanitation. Furthermore, the delivery of sanitation services ensures that water resources are protected, used, developed, conserved, managed, and controlled as prescribed by the National Water Act (Act 36 of 1998).

Bulk water is purchased from Rand Water and internally reticulated to all the areas within Govan Mbeki Municipality. Rand Water extracts the raw water from the Vaal River and Vaaldam, purifies it and then provides in bulk to the municipality. The Rand Water main pipeline runs east-west through the municipality following roughly the N17 route alignment.

All the urban areas, with the exception of informal settlements in the townships, are fully reticulated in terms of potable water supply. The Municipality supplies water to all informal and formal settlements in accordance with the National Water Act (Act no 36 of 1998).

The purpose of the National Water Act (Act no 36 of 1998) is to ensure that the Nation's water resources are protected, used, developed, conserved, managed and controlled in ways which take into account factors such as meeting the basic human needs of present and future generations:

- ☐ Promoting equitable access to water;
- ☐ Promoting the efficient, sustainable, and beneficial use of water in the public interest, and
- ☐ Providing for the growing demand for water use.

Communities in the rural and peri-urban areas do not have access to piped potable water supply and uses borehole water. The physical condition of the water service infrastructure in Govan Mbeki Municipality can be described as fair.

Some spare bulk capacity exists to accommodate future development, however in certain areas additional bulk infrastructure capacity needs to be upgraded and developed.

6.1.1 Water Infrastructure and Management

Infrastructure Development & Upgrades: Major projects include the refurbishment of reservoirs (e.g., Secunda Reservoir booster, eMbalenhle Reservoir), construction and upgrade of bulk water supply lines, and the installation of thousands of water meters for revenue enhancement.

Water Treatment & Sanitation: The upgrade of Kinross WWTW is underway, with 40% mechanical completion. Efforts to refurbish and upgrade pump stations, Waste Water Treatment Works (WWTW), and stormwater pipelines have seen meaningful progress.

Water Demand & Loss Reduction: A concerted drive reduced non-revenue water (NRW) from 47% to 40%, and the municipality has installed all scheduled bulk water meters, aiming at increased efficiency.

Planning & Policy Development: Development and review of comprehensive Water Use and Development Plans, Water & Sanitation Master Plans, and operational plans attest to improved strategic oversight. These plans are being actively reviewed and updated to include new developments.

6.1.2 Blue and Green drop Compliance

The municipality strives at all times to ensure that there is compliance with the Blue Drop requirements for our water and Green Drop requirements for our sanitation. The municipality has developed Incident Management Protocol and performs process audits on an annual basis to ensure that there is an improvement on effluent quality.

The Municipality achieved substantial Blue Drop (90.8%), Green Drop (39%), and No Drop (35%) grades. Gaps identified include non-functional reservoirs, leakages, and infrastructure vulnerabilities.

The Blue Drop (BD) Progress Assessment (BDRR) for Water Supply System is regarded as low risk. Govan Mbeki Municipality has participated in green drop full audit and blue drop PAT assessment which was conducted by the department of Water and Sanitation. There is a need for interventions through repairs, refurbishment and upgrading of sanitation infrastructure for improvement of assessment score and effluent quality.

6.1.3 Water Losses

Water losses in the municipality are categorized into **technical losses** (e.g., leaks and faulty infrastructure) and **non-technical losses** (e.g., theft and inaccurate metering)

The water losses incurred are very high within the municipality as mainly due to:

- ☐ Aging infrastructure causing leaks
- ☐ Malfunctioning and inaccessible water meters
- ☐ Vandalism and theft of meters, reservoir level controllers, and hydrant caps
- ☐ Water supply to informal settlements and rural areas

To address this, the municipality is implementing initiatives such as:

- ☐ Replacing leaking pipes and malfunctioning meters
- ☐ Servicing reservoir controls
- ☐ Metering communal taps and rural water supply
- ☐ Drilling boreholes
- ☐ Replacing aging AC pipes

6.2 WASTE WATER (SANITATION) PROVISION

The Municipality's sanitation approach is fundamentally designed to achieve the following critical outcomes:

- ☐ **Effective Management:** The collection, conveyance, and treatment of wastewater.
- ☐ **Environmental Protection:** Reducing and preventing the pollution and degradation of water resources.
- ☐ **Ecological Sustainability:** Protecting aquatic and associated ecosystems and their biological diversity.

The Municipality renders sanitation services primarily to formal settlements. The sanitation infrastructure portfolio that supports this mandate includes:

- ☐ 36 Sewerage Pump Stations
- ☐ 6 Waste Water Treatment Works (WWTW)
- ☐ A formal discharge agreement where Secunda transfers sanitation to the Sasol plant for treatment.

6.2.1 Sanitation service delivery challenges

Sanitation provision remains a challenge, particularly in areas that are not yet formally proclaimed as townships. In these areas, residents rely on VIP toilets and septic tanks, both of which are still serviced by the Municipality.

The primary systemic challenges impacting service delivery include:

- ☐ **Aging Infrastructure:** Deteriorating sewer lines, pump stations, and treatment works.
- ☐ **Resource Constraints:** Shortages of critical resources, including skilled personnel and specialized equipment.
- ☐ **Capital Funding Gaps:** Insufficient capital funding for the necessary upgrading of Waste Water Treatment Works, pump stations, and the replacement of outfall sewer lines.

Measures are put in place to address the challenges such as ageing infrastructure, shortage of resources, lack of capital funding for upgrading of waste water treatment works, pump stations and replacement of outfall sewer lines.

6.2.2 Sanitation strategic interventions and achievements

To address these challenges and enhance service delivery, the Municipality has implemented several key interventions:

- ❑ **Pump Station Refurbishment:** Successful refurbishment of the Leandra N17 pump station.
- ❑ **Capacity Upgrades:** Upgrading of Embalenhle Ext. 22 and Ext. 25 pump stations.
- ❑ **New Infrastructure:** Construction of the new Ext. 5 pump station to accommodate growth.
- ❑ **System Conversion:** Conversion of septic tanks to waterborne sanitation in Eendracht.
- ❑ **Network Integrity:** Raising and repairing of sewer manholes, ongoing maintenance of sewer lines, and refurbishment of various sewer pump stations to prevent spillages.

6.2.3 Wastewater Treatment Capacity

Addressing Overloading: Kinross and Trichardt WWTW have been identified as overloaded. Ongoing projects are focused on expanding capacity.

Key Projects: This includes the upgrade of the Charl Cilliers WWTW and the electrification of various WWTWs to ensure operational reliability and compliance.

Upgrading Wastewater Works: Kinross and Trichardt WWTW have been overloaded, with ongoing projects aimed at expanding capacity (e.g., Charl Cilliers WWTW upgrade, electrification of WWTWs) and refurbishing pump stations.

Stormwater Management: Several stormwater rehabilitation projects have been executed, reducing flooding risks across Bethal, Leandra, and Trichardt.

6.2.4 Environmental and Security Measures

- ❑ **Infrastructure Protection:** Vandalism has been addressed through the installation of fencing at critical installations.
- ❑ **Operational Security:** Improved emergency response protocols and enhanced security measures have been implemented to safeguard assets.
- ❑ **Water Quality:** The Municipality has completed cleaning programs for reservoirs, directly contributing to improved water quality for residents.

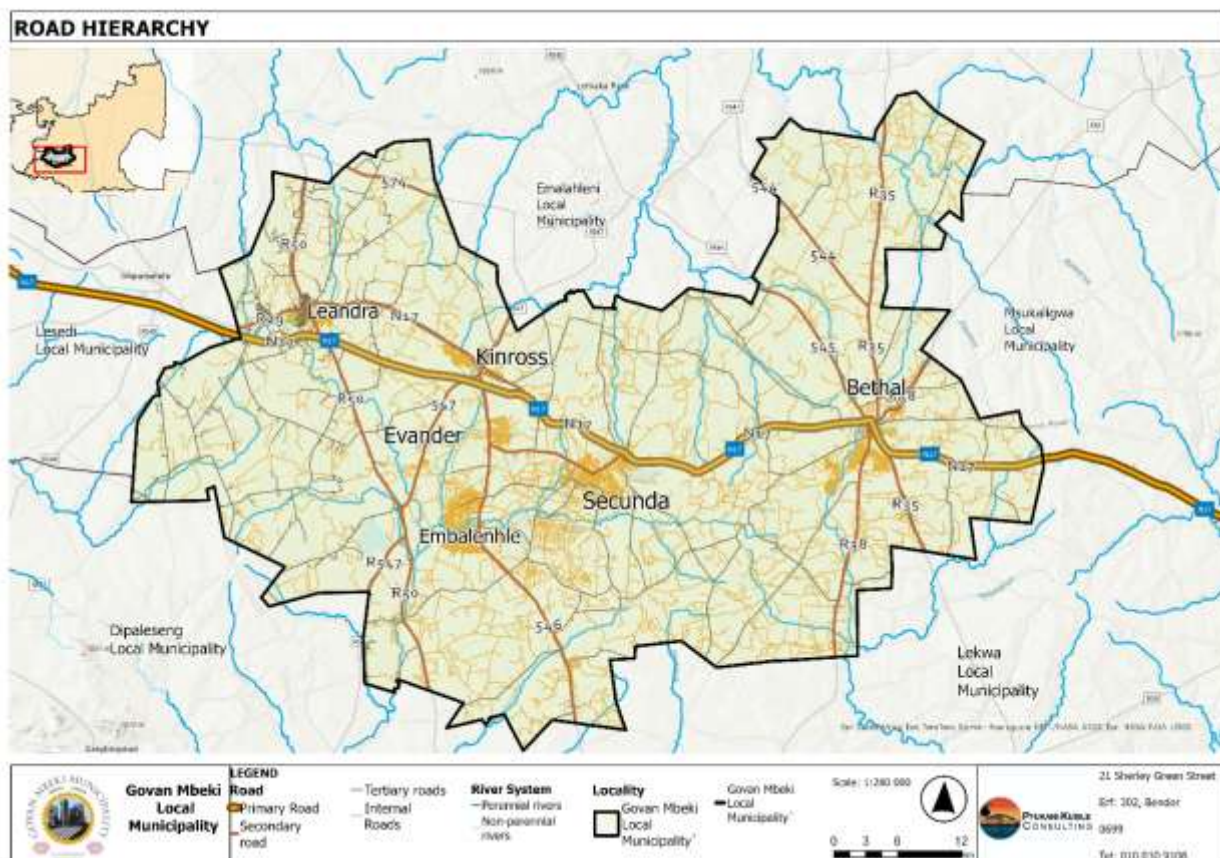
6.3 ROADS & STORMWATER

The road network consists of national, provincial and municipal roads. The N17 is the only national road that passes through Govan Mbeki from Gauteng that leads to Swaziland in the or via the N2 to Richards Bay in the east.

The N17 is the freight corridor that links Gauteng to Richards Bay which is becoming an emerging export port that is competing with Durban for trade.

The provincial roads in Govan Mbeki are:

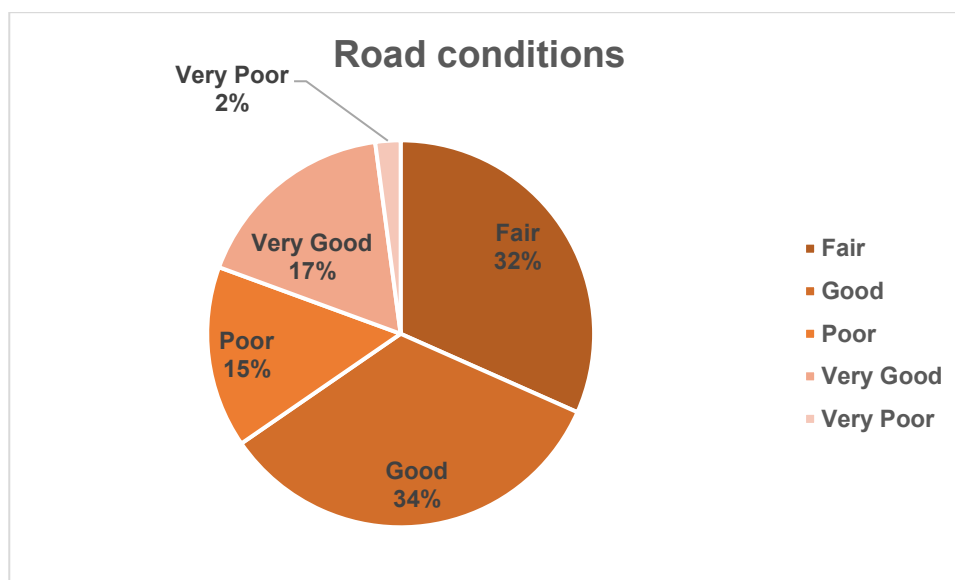
- i. The R50 which links Standerton to the south of Delmas tot the northwest through Leandra.
- ii. The R547 that links Middleburg to the north with the R23 between Standerton and Greylingstad to the south through Kinross.
- iii. The R546 that goes from Kinross to Standerton.
- iv. The R545 from Bethal to Ogies.
- v. The R38 that links Hendrina in the north to Standerton in the south through Bethal.
- vi. The R580 linking Kriel and Delmas with Secunda.
- vii. The R544 that branches off the R35 north of Bethal towards the northwest.



6.3.1 Road Conditions

In terms of the road conditions, there has been investigations showing the conditions in which the secondary and regional roads are in. In Govan Mbeki, five categories are used as illustrated in the table below.

Condition	Definition	Typical Features
Very Good	Road surface is smooth, well-maintained, and fully functional. No visible defects.	Fresh surfacing, clear markings, excellent ride quality, optimal drainage.
Good	Minor wear and tear present but does not affect usability or safety.	Slight fading of markings, occasional hairline cracks, good overall performance.
Fair	Surface shows signs of aging and moderate deterioration. Maintenance advisable.	Light potholes, surface roughness, reduced skid resistance, patchwork repairs.
Poor	Significant damage affecting comfort, safety, and vehicle performance.	Frequent potholes, edge breaks, rutting, drainage issues, uneven surface.
Very Poor	Extensive structural failure. Road is unsafe or nearly impassable.	Severe cracking, exposed subgrade, erosion, impassable sections, urgent rehab needed.



The Roads and Stormwater Section is responsible for maintaining the municipality's road and stormwater infrastructure. It is important to note that the municipality does not have a dedicated transport section these functions are managed within this unit.

Public transport systems are an essential part of the wellbeing of the residents. In some areas, social facilities are not within walking distance thus creating a problem where residents depend on public transport for movement. Public transport services in Govan Mbeki are limited to buses and mini taxis.

6.3.2 The road network is delineated by responsibility and jurisdiction:

Municipal Responsibility

- ❑ Local roads within urban areas. The condition of these roads varies significantly, with paved roads in former "white towns" being reasonably well maintained, while roads in township areas are predominantly unpaved and in a poor state of repair, particularly during the summer rainy season.

Provincial Responsibility

- ❑ The Mpumalanga Province Department of Roads and Transport is responsible for the provincial road network that extends throughout the municipal area.

6.3.3 Municipal road network statistics

The municipal road network comprises the following:

- ❑ Paved Roads: 505.9 km (across all towns)
- ❑ Unpaved Roads: 413 km (across all towns)

6.3.4 Integrated stormwater management

The management of stormwater is integral to the protection of roads, property, and public safety. The current state of the stormwater infrastructure presents a mixed picture of recent improvements and persistent, underlying challenges.

Several stormwater rehabilitation projects have been executed, reducing flooding risks across Bethal, Leandra, and Trichardt.

Component	Status and Interventions
Road Infrastructure	While several streets and stadium upgrades have been accomplished, the broader road infrastructure remains dilapidated in some areas, requiring sustained investment.
Stormwater Systems	New pipelines, culverts, and flood mitigation measures have been installed. However, a significant portion of the stormwater network is aged and heavily dilapidated, requiring urgent and comprehensive refurbishment to prevent future system failures.
Flood Mitigation	Several stormwater rehabilitation projects have been successfully executed. These interventions have proven effective, significantly reducing the risk of flooding across key areas, including Bethal, Leandra, and Trichardt.

6.4 COMPARATIVE ANALYSIS OF SERVICE DELIVERY PERIOD 2021-2026

Between 2021 and 2026, the GMM Civil Engineering Department has undergone significant transformation, focusing on upgrading vital water, sanitation, roads, stormwater infrastructure, and project management capabilities. The period has seen shifts from planning and early implementation stages to the successful completion of critical projects, alongside ongoing challenges that hinder full realization of strategic objectives.

CONCERN	2021 STATUS	2026 STATUS	ANALYSIS & REMARKS
Water Infrastructure	Planning phase for upgrades; limited completed projects; poor NRW management	Significant upgrades completed or underway; NRW reduced to 40%; new pipelines, reservoirs operational	Transition from planning to operational maturity with improved water security and efficiency
Sanitation	Overloaded WWTWs, ongoing expansion; some upgrades completed, still vulnerable	Major projects progressing, some completed; Kinross and Trichardt WWTW upgraded, but overload issues persist	Improved but still facing capacity challenges and needs for further capacity expansion
Stormwater & Roads	Infrastructure dilapidated; stormwater flooding issues frequent	Several stormwater projects executed; road conditions improving but still subpar in some areas	Incremental progress with ongoing need for infrastructure renewal
Project Delivery & Funding	Limited budgets; delays common; over-reliance on external grants	Projects funded by MIG, RBIG, WSIG; some projects delayed; efforts to diversify funding	Improved but financial and resource constraints remain critical pain points
Operational Skills & Resources	Critical shortages of staff and fleet; project delays	Shortages persist but active recruitment, procurement, and restructuring efforts underway	Capacity enhancement efforts ongoing but still a challenge
Security & Vandalism	Significant issues affecting infrastructure integrity	Security measures improved; vandalism remains an issue but less severe	Security remains a critical focus area
Policy & Planning	Basic master and operational plans in place	Plans reviewed, aligned with latest developments; strategic frameworks strengthened	Enhanced planning and compliance, facilitating better project execution
4.	Poor Green and No Drop grades; limited certification	Significant effort to improve grades; some certifications awarded, certification process ongoing	Progress made, but full compliance still evolving

6.5 KEY STRATEGIC INSIGHTS

Progress: The period has seen a marked improvement in infrastructure capacity, operational planning, and project execution, leading to better water security, reduced losses, and enhanced sanitation.

Remaining Gaps: Infrastructure aging, resource shortages, financial limitations, vandalism, and reliance on external agencies continue to challenge sustainability.

Future Focus: Addressing capacity gaps via increased funding, securing infrastructure integrity through security measures, accelerating project completion, and strengthening internal capacity are vital for long-term resilience.

The period from 2021 to 2026 reflects considerable advancement in the municipality's water and sanitation service infrastructure and strategic management. While notable achievements include infrastructure upgrades, project completion, and improved water efficiency, ongoing challenges demand a sustained focus on resource mobilization, asset management, security, and capacity building. Continued alignment

of policies, strategic planning, and proactive investments are essential to realize the vision of a model city of excellence by 2026 and beyond.

6.6 INTERCONNECTED SERVICE DELIVERY CHALLENGES (2021–2026)

The municipality faces a series of interconnected challenges that impact the reliability, efficiency, and sustainability of its services. These are grouped into key thematic areas below.

6.6.1 Infrastructure & Maintenance

- ❑ **Aging Infrastructure:** Critical assets such as reservoirs, pipelines, and pump stations are aging and require urgent refurbishment. Delays in executing necessary upgrades threaten the long-term reliability of service delivery.
- ❑ **Vandalism & Theft:** Infrastructure vandalism, particularly targeting water meters and treatment facilities, continues to hamper progress and significantly increase operational costs.
- ❑ **Resource Constraints:** A shortage of skilled artisans, process controllers, and heavy-duty vehicles hinders the timely delivery of projects and the execution of essential maintenance.
- ❑ **Financial Limitations:** Heavy dependence on grant funding and limited internal budgets restrict the capacity to execute large-scale infrastructure upgrades and respond swiftly to emerging needs.

6.6.2 Capacity & Skills Gap

- ❑ **Operational Efficiency:** Vacant positions in critical units, such as Water Conservation & Demand Management, combined with a shortage of fleet, impair the department's overall operational efficiency and effectiveness.

6.6.3 Dependence on External Stakeholders

- ❑ **Service Delivery Vulnerability:** A heavy reliance on Rand Water (RW) for bulk water supply and Sasol for sanitation treatment introduces significant vulnerability, placing service delivery partially outside of municipal control.

6.6.4 Operational & Policy Gaps

- ❑ **Security Issues:** Limited security measures at installations increase the risk of theft, vandalism, and encroachment on infrastructure, directly impacting service continuity.
- ❑ **Project Delays:** Key projects, such as the Charl Cilliers Wastewater Treatment Works (WWTW), are behind schedule due to contractor defects, delays in procurement processes, and budget constraints.
- ❑ **Environmental & Compliance Risks:** While progress has been made in Blue and Green Drop assessments, the municipality still has significant work to do to meet full regulatory compliance and achieve the desired certification standards.

6.7 PROPOSED INTERVENTIONS BY MUNICIPAL SERVICE

The following table outlines the specific challenges and proposed interventions for each municipal service.

MUNICIPAL SERVICE	CHALLENGES	PROPOSED INTERVENTIONS
WATER	❑ Areas without access to piped water. ❑ Farmers denying access to drill boreholes. ❑ Aged infrastructure leading to water loss. ❑ Increased water demand overwhelming existing systems.	❑ Installation of boreholes and water supply via tankers. ❑ Installation of communal taps. ❑ Replacement of aged infrastructure. ❑ Upgrading of overloaded infrastructure.

MUNICIPAL SERVICE	CHALLENGES	PROPOSED INTERVENTIONS
SANITATION	❑ Maintenance of areas using septic tanks & VIP toilets. ❑ Stormwater ingress into the sanitation system. ❑ Aged and failing infrastructure.	❑ Conversion of VIP toilets & septic tanks to waterborne systems. ❑ Raising, repair, and sealing of manholes. ❑ Replacement of aged infrastructure.
ROADS	❑ Aged and deteriorating infrastructure. ❑ Unpaved roads becoming untrafficable. ❑ Lack of internal resources (fleet, equipment). ❑ Illegal dumping and encroachment on stormwater systems.	❑ Rehabilitation and upgrading of infrastructure. ❑ Upgrading of unpaved roads to paved standards. ❑ Procurement of necessary resources. ❑ Law enforcement and public awareness campaigns.

6.8 KEY PRIORITY AREAS

WATER

- ❑ Secure funding for infrastructure upgrades and new developments.
- ❑ Implement the Water Services Master Plan.
- ❑ Reduce distribution losses through active leak detection and repair.
- ❑ Secure infrastructure against theft and vandalism.
- ❑ Provide a sufficient and ring-fenced budget for the maintenance of existing infrastructure.

ROADS

- ❑ Develop and implement a Pavement Management System (PMS) Master Plan.
- ❑ Secure dedicated funding for road rehabilitation projects.
- ❑ Prioritize the upgrading of unpaved roads.
- ❑ Develop and implement a Stormwater Management System (SMS) Master Plan.
- ❑ Implement the lining of earth stormwater channels to prevent erosion and flooding.

6.9 PROPOSED PROJECTS

6.9.1 WATER PROJECTS

AREA	DESCRIPTION	ESTIMATED PROJECT COST
Kinross	Upgrading of Kinross Bulk Water Supply	R20 million
Embalenhle	Embalenhle Bulk Water Supply upgrade	R104 million
Bethal, Trichardt, Embalenhle	Replacement of Asbestos Cement (AC) pipes	R77 million
Charl Cilliers	Construction of Bulk line and storage tank	R33 million
eMzinoni	Bulk water supply upgrade	R48 million
Bethal	Construction of Bethal East Reservoir	R7 million
Leandra	Upgrading of Leandra bulk water line	R25 million
Secunda	Refurbishment of Secunda Reservoir Pump Station	R4 million

6.9.2 ROADS PROJECTS

AREA	DESCRIPTION	ESTIMATED PROJECT COST
Embalenhle	Rehabilitation of Tarred roads	R56 million
GMM (Municipal Area)	Develop Pavement Management System (PMS) and Stormwater Management System (SMS)	R6 million
GMM (Municipal Area)	Upgrading of Unpaved roads to Paved (Tarred) standards	R180 million

6.9.3 SANITATION PROJECTS

AREA	DESCRIPTION	ESTIMATED PROJECT COST
Embalenhle	Equipment of Embalenhle sewer pump stations (Ext 22 & 25)	R9 million
Trichardt	Refurbishment of 3 wastewater pump stations	R4.1 million
Trichardt	Trichardt Waste Water Treatment Works (WWTW) refurbishment	R3.8 million
Charl Cilliers	Construction of WWTW	R11 million
Leandra	Upgrading of Leandra rising main	R20 million
Evander	Refurbishment of Evander main pump station	R2 million
Bethal / Emzinoni	Refurbishment of Bethal Ext 22 & Millan Park pump stations	R2 million
Eendracht	Installation of Sewer Reticulation, Pump Station, and Rising Main	R30 million
Embalenhle	Upgrading of Embalenhle Bulk line and pump station (Ext 5 PS)	R16 million
Embalenhle	Upgrading of Embalenhle Bulk line and pump station (Ext 24 PS)	R46 million
Embalenhle	Embalenhle Waste Water Treatment Works	R238 million
Emzinoni	Upgrade sewer network & conversion of VIP toilets (Ext 6)	R49 million
Emzinoni	Refurbishment and Upgrading of Emzinoni WWTW and pump stations	R4.2 million
Secunda	Construction of new 15Ml Secunda WWTW	R394 million
Charl Cilliers	Conversion of septic tanks to waterborne sanitation	R20 million
Bethal	Conversion of septic tanks to waterborne sanitation	R15 million

6.10 ELECTRICITY:

6.10.1 Electricity Distribution

The Govan Mbeki Municipality (GMM) procures its electricity as a bulk supply from Eskom. This power is generated and transmitted to the municipality at several key Points of Delivery (POD), which are the main substations serving its various towns.

These substations include:

- ❑ **Bethal Main Substation:** Serving Bethal town and Emzinoni.
- ❑ **Embalenhle Main Substation & Bracken Substation:** Serving Embalenhle township.
- ❑ **Kinross Main Substation:** Serving Kinross town and township.
- ❑ **Evander Main Substation:** Serving Evander town.

Licensed by the National Energy Regulator of South Africa (NERSA), the municipality is authorized to distribute electricity to end-users. It implements Inclining Block Tariffs (IBT) for all customers, in full compliance with NERSA's pricing guidelines.

To promote efficient energy use, initiatives such as energy-saving campaigns and the deployment of automated split and smart meters have been introduced.

6.10.2 Key Priority Areas: Energy

To ensure a stable, sustainable, and financially viable energy future, the municipality is focused on the following strategic priorities:

- ❑ **Reduction of Distribution Losses:** Targeting both technical losses and non-technical losses (including illegal connections, meter tampering, and ghost vending).
- ❑ **Eskom Debt Management:** Mitigating the risk that outstanding debt poses to increasing the Notified Maximum Demand (NMD).
- ❑ **Infrastructure Investment:** Securing funding for the upgrade of aging infrastructure and the development of new assets.
- ❑ **Infrastructure Security:** Protecting critical electrical infrastructure against theft and vandalism.
- ❑ **Maintenance & Planning:** Allocating sufficient budget for proactive infrastructure maintenance and developing comprehensive master plans for the energy sector.

The review of the 2021–2026 period demonstrates substantial progress in transforming the operational and financial performance of the Electrical and Mechanical Engineering Department.

Through strategic investments in smart metering, infrastructure upgrades, and robust revenue protection, the municipality has significantly reduced electricity losses, improved revenue collection, and narrowed its energy service deficit.

While challenges remain, the overall trajectory is one of positive momentum toward a more efficient, financially sustainable, and technologically advanced electricity distribution system.

Sustained investment, continued enforcement, and proactive community engagement will be essential to maintaining this progress and securing the long-term sustainability of municipal energy services.

6.10.3 Reduction of Electricity Distribution Losses

A primary achievement has been the substantial reduction in electricity distribution losses, which include both technical and non-technical losses (such as theft and illegal connections).

From a high of **63.29% in 2021/22**, distribution losses have been reduced to approximately **40.08% by 2025/26**. This represents a reduction of more than **23 %** over the five-year period.

For the 2024/2025 financial year, the municipality recorded an average electricity distribution loss of **48%**. While this represents a significant improvement of 10% from the 58% loss recorded in 2023/2024, it remains a critical area of concern.

These losses are broken down as follows:

- ❑ **Technical Losses:** 10%
- ❑ **Non-Technical Losses:** 44%

To aggressively reduce these losses, the municipality has appointed a panel of service providers to implement radical metering interventions.

These include:

- ❑ Disconnection and reconnection of services to address illegal connections.
- ❑ Installation of new, tamper-proof metering infrastructure and enclosures.
- ❑ Refurbishment of existing metering infrastructure.
- ❑ Comprehensive meter auditing and the rollout of the Token Identifier (TID) rollover project to prevent vending fraud.

This dramatic improvement is a direct result of the strategic interventions implemented: the installation of smart prepaid meters, the systematic removal of illegal connections, the deployment of tamper-proof infrastructure, and strengthened revenue protection measures.

While losses remain above target, the current trend confirms the effectiveness of the municipality's energy management strategy.

6.10.4 Public Lighting Maintenance

Significant progress was made in public lighting maintenance, surpassing the annual target of 70 units. A total of **280 public lights** were repaired or maintained. Additionally, 68 high masts were serviced. The maintenance of remaining dysfunctional high masts was hampered by a lack of specialized lowering equipment, for which procurement is planned in the upcoming financial year.

6.10.5 Smart Meter Rollout and Electrification and Revenue Protection

A key initiative for the year was a large-scale meter installation program. With a target of installing 44,000 new meters across the municipality, this project has directly contributed to an increase in prepaid electricity revenue.

The monitoring of meter purchasing patterns is now a continuous process. Consumers identified with bypassed or tampered meters are systematically fined and disconnected, strengthening revenue protection.

Impact: Smart meters have proven crucial in improving revenue collection, enabling better energy demand management, and reducing opportunities for electricity theft. In Embalenhle, for example,

the programme has achieved approximately **61% coverage**, with over 16,000 of the 26,000 properties metered.

The continued rollout of smart meters remains a cornerstone strategy for improving revenue, reducing illegal connections, and strengthening the municipality's long-term financial sustainability.

6.10.6 Substation Capacity & Demand

During the peak winter season, the Energy division faced significant challenges due to capacity constraints at key substations, with demand approaching or exceeding the Notified Maximum Demand (NMD).

6.10.7 Electricity Consumption and Demand Management

The municipality has successfully managed electricity consumption and demand over the review period.

Consumption: Average monthly consumption has decreased from approximately 46.46 million kWh in 2021/22 to approximately 41.92 million kWh in 2025/26, due to improved energy management, smart metering, and increased consumer awareness.

Demand: The maximum demand across all Eskom Points of Delivery has declined. The municipality currently operates well below its total Notified Maximum Demand (NMD) of 160 MVA, with peak winter demand recorded at approximately 111 MVA.

This provides a comfortable capacity margin of roughly 49 MVA and helped the municipality avoid load reduction measures during the winter of 2025, contributing to improved network stability.

No.	Point of Delivery (POD)	Notified Maximum Demand (NMD)	Current Demand (Approx.)
1	Bethal 11 kV	18.72 MVA	11.86 MVA
2	Emzinoni 22kV	8 MVA	5.74 MVA
3	Albany Sub	60 MVA	33 MVA
4	Evander	12 MVA	7 MVA
5	Kinross Sub	7.72 MVA	7 MVA
6	Embalenhle Substation Main	34 MVA	33 MVA
7	Bracken Substation	20 MVA	13.5 MVA
	Totals	160.44 MVA	111.1 MVA

Note: The table shows demand pressures in areas like Embalenhle, Bethal, and Emzinoni.

6.10.11 Mitigation Measures:

Self-Load Shedding:

The municipality has implemented a self-load shedding protocol managed via the SCADA (Supervisory Control and Data Acquisition) system. This allows for controlled, localized outages to prevent the entire area from being switched off when demand approaches the 18.72 MVA NMD threshold. During the 2024/25 period, demand did not exceed supply, and load shedding was only implemented during national grid crises.

Combating Illegal Connections:

Ongoing operations are being conducted to cut off and remove illegal connections, particularly in informal settlements on the outskirts of Embalenhle, Emzinoni, and Kinross. These operations are carried out without prior notice and require specialized security due to the risk of violence.

Infrastructure Development and Network Upgrades

A sustained program of infrastructure investment has been undertaken to improve network reliability, expand electrification, and modernize the distribution system.

6.10.12 Energy Completed Projects:

- ❑ **Network Strengthening:** Replacement of the main cable from the Eskom substation to Bethal and upgrading of ring substations.
- ❑ **System Modernization:** Implementation of a Supervisory Control and Data Acquisition (SCADA) control room for enhanced network monitoring and management.
- ❑ **Security & Efficiency:** Installation of tamper-proof infrastructure and protective boxes to safeguard network assets.
- ❑ **New Electrification:** Electrification of Embalenhle Extension 22 and Emzinoni Extensions 8 and 9.
- ❑ **Public Lighting:** Installation of solar streetlights.

6.10.14 Ongoing Projects:

- ❑ **New Capacity:** Development of the Emzinoni 88kV substation.
- ❑ **Refurbishment:** Upgrading of the aging Evander substation.
- ❑ **Asset Management:** Replacement of deteriorating overhead line poles across all municipal regions.

These investments are progressively transforming the municipality's electricity grid into a more modern, monitored, and secure network.

6.10.15 Facilities and Mechanical Infrastructure

Beyond the electricity network, the department has overseen key improvements to municipal facilities to enhance operational efficiency and working conditions.

Completed initiatives include the modernization of the municipal mechanical workshop, renovation of technical offices at the Secunda technical yard, refurbishment of the Evander Lapa facility, and upgrades to the Embalenhle Library.

Additionally, air conditioning systems have been installed in multiple municipal buildings, and digital access control systems have been implemented to improve security.

6.10.6 Key Operational Challenges Electrical and Mechanical Engineering

Despite substantial progress, the department continues to face operational challenges that require sustained focus.

Challenge Category	Specific Challenges
Technical	Ongoing Theft & Fraud: Meter tampering, illegal connections, and technical difficulties faced by some customers when purchasing electricity through third-party vendors remain issues that affect revenue and network efficiency.
Financial & Supply Chain	Resource Constraints: Limitations related to budget availability and shortages of critical electrical materials continue to hinder network expansion and maintenance.
Social/Community Resistance:	Community resistance to smart meter installations in some areas and electricity purchasing difficulties through third-party vendors.

6.10.16 Strategic Interventions for the Future

To address these challenges and build on current successes, the department will focus on the following strategic interventions:

- ❑ **Intensified Enforcement:** Continuing and expanding operations to remove illegal connections.
- ❑ **Community Engagement:** Strengthening community awareness campaigns to highlight the benefits of smart meters and the consequences of electricity theft.
- ❑ **Proactive Monitoring:** Enhancing the monitoring of electricity purchasing patterns from installed smart meters to rapidly identify and act on tampering or fraud.
- ❑ **Supply Chain Optimization:** Strengthening collaboration with supply chain management units to improve the availability of critical materials.
- ❑ **System Integration:** Working with service providers to ensure new meters are automatically and seamlessly integrated with all third-party electricity vending systems.

6.10.17 Comparative Analysis: From Traditional Grid to Smart Network

The period under review marks a fundamental transition for the Electrical & Mechanical Engineering Department. The strategic focus has shifted from basic infrastructure provision to the comprehensive modernization of the electricity grid, laying the foundation for a smarter, more secure, and financially sustainable network.

Over the past five years, the department Electrical and Mechanical Engineering has made significant progress in improving electricity distribution efficiency, strengthening municipal revenue collection, reducing electricity losses, and modernizing energy infrastructure. Key initiatives such as the installation of prepaid smart meters, the removal of illegal connections, and the implementation of revenue protection mechanisms have been critical in driving this progress

Area	Early Years (2021-2023)	Recent Years (2024–2026)	Strategic Impact
Infrastructure	Basic electrification projects	System modernization & SCADA implementation	Enhanced network control and real-time monitoring.
Network Protection	Minimal	Tamper-proof structures & enclosures	Reduced vulnerability to theft and illegal connections.
Demand Management	Limited	Smart metering rollout	Enabled precise consumption tracking and demand-side management.

6.10.18 KEY PRIORITY AREAS - ENERGY

- ☐ Reduce Distribution losses (Ghost vending, illegal connections, un-metered connections)
- ☐ Eskom debt poses a risk increase the NMD
- ☐ Increase of NMD
- ☐ Funding for upgrades and new infrastructure
- ☐ Secure Infrastructure against theft and vandalism
- ☐ Provision of sufficient budget on maintenance of infrastructure
- ☐ Development of Master plans

ENERGY CHALLENGES, PROPOSED INTERVENTIONS AND PROPOSED PROJECT

MUNICIPAL SERVICES	CHALLENGES	PROPOSED INTERVENTIONS
ENERGY INTERVENTIONS- REVENUE	Bridged/Bypassed meters/Ghost Vending	Meter installation Changing of the SGC
	Alternative Energy Measures	Natural gas power generation from Sasol - Mozambique gas pipe line Solar power generation on roof top and through IPP – PPP
	Bulk contribution policy	Development of a contribution policy to aid upgrade/build bulk points of supply
ENERGY CHALLENGES INTERVENTIONS- DIST. NETWORK	Old electrical infrastructure and compromised electrical protection	Electrical infrastructure upgrade and modern electrical protection equipment installation
	Master Plan	Finalize Master Plan
	Energy Efficiency Initiatives	Install meters to every public lighting circuit Replace HPS bulbs with energy efficient LED ones

PROPOSED PROJECTS ENERGY		
AREA	DESCRIPTION	ESTIMATED PROJECT COST
Embalenhle	New 30MVA, substation	R105m
Bethal/ Emzinoni	New 40MVA, substation	R120m
Evander	8MVA transformer	R20m
Kinross	10MVA	R25m
Secunda	60MVA	R160m
Energy Summit	Summit	R1m

The department has successfully transitioned from a state of high losses and financial deficits toward a trajectory of operational efficiency and financial sustainability. The structural reforms implemented smart metering, infrastructure modernization, and revenue protection have fundamentally improved energy management, revenue collection, and system reliability.

The improvement can be largely attributed to strengthened planning processes, enhanced monitoring of infrastructure projects, and increased accountability in service delivery execution.

6.11 WASTE MANAGEMENT SERVICES

Govan Mbeki Municipality provides Integrated Waste Management Services to all businesses, households, industries, institutions, etc. Regular awareness and education campaigns on waste minimization, proper waste management techniques, and public participation (i.e., house-to-house) are done, and the operations at the landfill sites daily.

6.11.1 Refuse Collection Services

All proclaimed and certain non-proclaimed residential erven receive a once per week scheduled curb-side refuse collection service.

Only containerized refuse is collected and the waste generator is responsible to provide its own bin, bin liner or container.

In the event where the municipality are unable to adhere to the collection schedule resulting in refuse collection backlogs, the backlog is covered during the weekend or following week, depending on the availability of fleet and resources.

Businesses receives between a once per week up to three times per week refuse collection service, based on the volume of refuse generated and frequency of removal. Our aim is to extent refuse collection services to unserved areas in the next year or two in order to ensure service delivery to all communities.

6.11.2 Waste Disposal (Landfill) Sites

The municipality has 3 licensed operational and 5 licensed closed waste disposal (landfill) sites. Operational sites include Bethal, Secunda and Leandra landfill sites, whereas the closed sites include the Bethal-Morgenzon Road, Evander, Embalenhle, Lebohang, and Kinross landfill sites.

Despite the closure license received for the Kinross site, it is still operational until an alternative disposal facility is developed.

The infrastructure and maintenance at all the waste disposal (landfill) sites does not meet the minimum requirements for waste disposal by landfill and regulations in terms of the Waste Act.

The Secunda waste disposal site has very limited remaining air space available and the Leandra landfill is identified as a central landfill for the municipality, with waste infrastructure such as a central transfer station in Evander and 17 mini-transfer stations across the municipality to address future disposal and landfill site needs. As soon as funds is available, attention will be given to address these needs.

6.11.3 Litter Picking and Illegal Dumping

Litter picking is done daily from Mondays to Fridays in all CBD areas and occasionally during weekends, depending on the need. No permanent litter pickers are available to do litter picking along access routes.

When The Expanded Public Works Programme (EPWP) or Community Work Programme (CWP) employees are available, access roads are prioritized. Illegal dumping of general waste, building rubble and soil are a major problem within the municipality. Illegal dumped waste is removed daily based on a programme and availability of fleet and resources.

Illegal dumping of waste within GMM is an ongoing challenge and the municipality need to spend thousands on clean-up costs. The composition of the illegally dumped waste varies and includes building rubble, domestic waste, tires and ash from coal stoves.

The Section Solid Waste have 5 tipper trucks and two front-end loaders, removing illegally dumped waste in all regions.

6.12 HUMAN SETTLEMENT SERVICES:

Reporting as per FY 2025/2026 remain within this section since Human settlements development remains a key priority for the municipality, as it seeks to address housing demand and improve living conditions.

The municipality has set a target of 52,000 housing opportunities by 2030. to date, approximately 14,799 residential erven have been approved or proclaimed, representing approximately 29% of the overall target.

Several housing projects have been implemented in areas such as eMzinoni, Embalenhle, and Charl Cilliers. Some projects have been successfully completed, while others have experienced delays due to funding constraints, contractor performance issues, and community-related challenges. The upgrading of informal settlements has also been prioritized. For example, the Kinross Extension 33 project resulted in 1,212 residential sites being allocated out of 1,487 available sites.

6.12.1 Housing and Human Settlements Functions:

The functions in relation to housing and integrated human settlements development within the municipality are done and included amongst others as follows:

- ❑ Identification of suitable land for human settlements development: identify and allocate land that is closer to amenities and economic opportunities for human settlement development.
- ❑ Informal settlement upgrading and control: The municipality provides basic services in informal settlements. Through the GMM National Upgrading Support Programme the development of Informal Settlement Upgrading is done as an ongoing exercise of the municipality.
- ❑ Housing subsidy allocation and beneficiary administration: The municipality developed procedures for allocation of subsidies to qualifying beneficiaries through National Housing Needs Register (NHNR).
- ❑ Monitoring of human settlements projects: The municipality also performs monitoring of housing projects delivered by the Mpumalanga Department of Co-operative Governance, Human settlements and Traditional Affairs (COGHSTA'S).
- ❑ The monitoring is done through physical site visits and through the Joint Contractors meetings and through project steering committees forums
- ❑ Facilitation to transfer properties: The municipality assist the COGHSTA with facilitating registration and transfer of low-cost houses to beneficiaries to obtain Title Deeds.

6.12.2 Staff Composition: Human Settlements

Employees: Human Settlements Services				
Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	2	1	1	50%
4 - 6	7	3	4	57%
7 - 9	3	2	1	33%
10 - 12	4	1	3	75%
13 - 16	13	09	4	31%
Total	29	16	13	45%

According to the approved organizational structure, Human Settlements section has 29 posts which 16 posts are already filled with the outstanding of 13 vacant posts.

In this regard, the Human Settlements section prioritized the following posts:

- ❑ Deputy Director (Level 2), Assistant Manager Human Settlements (Level 4),
- ❑ Human Settlement Officer (Level 6),
- ❑ Database Administrator (Level 9),
- ❑ Clerks (Level 10),
- ❑ Field workers (Level 14).

6.12.3 Challenges: Human Settlements

The following Human Settlement challenges exists with Govan Mbeki:

- ☐ Shortage of land for Human Settlement development
- ☐ Slow progress on delivery of houses due to non-payment of contractors appointed by COGHSTA.
- ☐ Illegal invasion of housing some of the human settlement project at Ext 22
- ☐ Legal battles with some community members who are trying to stop the Human Settlement project.
- ☐ Stoppages of CRU projects by tenants

6.12.4 LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT: FORMALIZED INFORMAL SETTLEMENT FY 2024-2030

The below table reflect on current the identified formalised informal settlements for period FY 2024-2033:

INFORMAL AREA	TOWN EXTENSION IN PROCESS	NUMBER OF ERVEN	CHALLENGES
Bethal/eMzinoni	eMzinoni Ext 13	2 686	Services
	eMzinoni Ext 14	2 987	Services
	eMzinoni Ext 15	1 001	Bulk Services and site clearance
	eMzinoni Ext 17	585	Services and site clearance
	eMzinoni Ext 18	907	Services and site clearance
eMbalenle	eMbalenhle Ext 31	619	Environmental Approval and Services
Secunda	Secunda Ext 76	1 261	Services
	Kinross Ext 34	2 033	Bulk Services
	Lebohang Ext 27	1512	Land needs to be transferred Bulk Services
TOTAL ERVEN		13 591	

6.12.5 NATIONAL HOUSING NEED REGISTRY (NHNR)

The National Housing Needs Register is an application that was designed to register households housing needs for people looking for adequate shelter in South Africa.

By registering households' needs on the NHNR application, a database with information of housing needs is created. The table below explain the NHNR process through phases and processes.

Phase name	Purpose of the phase
1. Registration	Focuses on registration of housing needs from respondents
2. Updating	Focuses on viewing and updating the information captured on the NHNR database
3. Allocations	Focuses on selecting people that are eligible for applying for a housing subsidy in terms of an allocation.
4. Searches	Focuses on checking the validity of the information provided by a respondent.

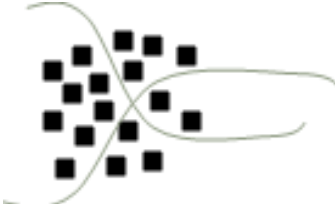
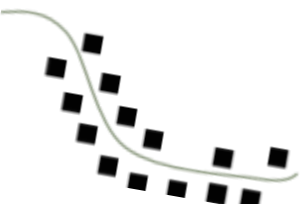
Govan Mbeki Municipality has approved the housing allocation policy that prioritises the poor, disadvantaged groups and special needs categories within Govan Mbeki Municipality. This housing allocation policy applies to all projects undertaken in terms of the Integrated Residential Development Programme (IRDP) and Upgrading of Informal Settlements Programme (UISP). Govan Mbeki Municipality have captured the total 26,922 which increase monthly, which only 5856 respondents are already benefited and the total of 21066 backlog is not yet benefited in terms of housing.

6.12.6 Settlement Types and Pattern

The types of settlement patterns currently found in the municipality are clustered or nucleated settlements, linear settlements, and scattered or dispersed settlements.

Those types of patterns are illustrated in the table below.

Govan Mbeki Settlement Types and Patterns.

Settlement pattern	Settlement Pattern Explained	
Clustered or nucleated settlements 	E.g. Secunda, Evander, Leandra 	Settlements where houses or structures are grouped closely. These settlements often form around a central feature (e.g. intersection, church, public space). These settlements emerge mostly as higher-order nodal areas in the settlement hierarchy.
Linear Settlements 	E.g. Embalenhle 	Linear settlements are characterised by forming houses or structures along a road, river, etc. A very close example would be Embalenhle parts enclosing the Trichardspruit river.
Scattered or dispersed settlements 	E.g. Charls Cilliers 	Scattered or dispersed settlements occur when the houses or structures are built far apart, and the settlement does not appear to follow a particular pattern

6.12.7 Informal Settlements

The spread of informal settlements within the Govan Mbeki Local Municipality is a direct consequence of historical spatial planning disparities, rapid urbanisation, and a persistent backlog in housing delivery.

These settlements are indicative of the widening gap between the demand for affordable housing and the supply of well-located, formally serviced land. Residents are often compelled to occupy land informally as a survival mechanism in the absence of immediate alternatives.

The key drivers contributing to the emergence and growth of informal settlements within the municipal area are as follows:

Housing and Land Accessibility: There is a critical shortage of affordable, formally developed housing stock. The pace of subsidised housing (RDP) delivery remains slow, resulting in lengthy waiting periods for qualifying beneficiaries. Consequently, land invasions occur as a last resort, with residents seeking shelter on vacant land due to the exclusionary nature of the formal property market.

Spatial and Economic Pressures: The geographical location of the municipality, particularly the proximity of areas like Secunda and Bethal to major industrial employers such as Sasol and various mining operations, serves as a significant pull factor. This attracts job seekers and migrant populations from rural areas who are in search of improved livelihoods and access to amenities. This In-migration, coupled with natural population growth, consistently outpaces the municipality's capacity to deliver planned human settlements.

Governance and Planning Gaps: Historical urban planning frameworks have inadequately integrated affordable housing provision. A substantial portion of land is either privately owned or rendered unstable and unsuitable for development due to mining activities, thereby limiting the supply of land for formal expansion. This has resulted in unmanaged urban growth on the urban periphery.

Service Delivery and Tenure Insecurity: A prevailing sense of hope for future formalisation encourages informal occupation. Many residents settle informally with the expectation that government will eventually intervene to legalise tenure and extend basic services. Ironically, even the limited, informal access to water, sanitation, and electricity is sometimes perceived as an improvement compared to conditions in some of the region's rural areas of origin.

The following areas are formally recognised as informal settlements within the municipal jurisdiction:

Enkanini: Comprising approximately 50 households, located opposite the Pan African Gold Mine, approximately 3km from Evander.

Holfontein: Consisting of approximately 1,500 households, situated along the N17 highway between Trichardt and Kinross.

This settlement encroaches upon the railway line servitude adjacent to the N17, presenting significant safety risks and legal impediments to formalisation.

Lebohang Extension 27: This area incorporates the Marikana informal settlement.

Lebohang Extension 28: Also referred to as Leslie Extension 8.

6.12.8 Formalisation and Intervention Strategy

In line with the constitutional mandate to realise the right to adequate housing and the objectives of the Upgrading of Informal Settlements Programme (UISP), the municipality has prioritised the formalisation of informal settlements.

The approach is focused on providing tenure security, facilitating safe and healthy living environments, and integrating these areas into the broader urban fabric through phased upgrading and/or relocation where necessary.

Priority Informal Settlements for Formalisation and Intervention (FY26-27)

Affected Area	Action / Intervention	Key Partners
Leslie Extension 8	Finalise the township establishment process to facilitate the relocation of households from identified informal settlements into a formal, serviced layout.	Govan Mbeki Municipality (GGMP), Department of Human Settlements (DOHS), Local Mining Houses (Social Labour Plans - SLP's)
Embalenhle Extension 11	Formalise individual erven on Erf 28647 and/or facilitate the relocation of informal settlements currently encroaching on Erf 28647.	GGMP, DOHS, Local Mining Houses (SLP's)
Kinross Extension 30	Finalise the township establishment for Kinross Extension 30 to create registered, serviced stands to accommodate relocations.	GGMP, DOHS, Local Mining Houses (SLP's)
Kinross Extension 34	Conduct a status quo assessment to determine the developer (private or public sector) and the applicable formalisation or development pathway	GGMP, DOHS, Local Mining Houses (SLP's)
South of Lebohang Extension 17	Commence the feasibility study and planning phase for the in-situ formalisation of the informal settlement.	GGMP, DOHS, Local Mining Houses (SLP's)
East and South of Lebohang Extension 16	Commence the feasibility study and planning phase for the in-situ formalisation of the informal settlement.	GGMP, DOHS, Local Mining Houses (SLP's)
North and West of Emzinoni Extension 10 & 4	Undertake a detailed assessment to determine the feasibility of in-situ upgrading versus the need to facilitate relocation to a more suitable, serviced location.	GGMP, DOHS, Local Mining Houses (SLP's)

6.12.9 Consumer Education

Govan Mbeki Municipality is accredited Level 1: which administer beneficiary management, subsidy budget planning and allocation and priority programme management and administration. In this regard, the consumer education falls within beneficiary management which is very important that housing consumers are adequately informed and relevant housing information is readily accessible.

Consumer Education is the process of transferring knowledge and skills to consumers, future consumers and potential consumers for individual wellbeing and the public good. The intended outcome of the process is the development of the individual to understand of the services offering them. To ensure that all housing consumers in the entire residential property market understand the government's role in housing provision.

Ensure that consumers understand their rights, duties, responsibilities and obligations working in partnership with government to meet their own housing needs to ensure a more sustainable housing delivery system. The target market for housing consumer education are consumers applying for housing projects that are been provided in Govan Mbeki through various programmes contained in the Housing Code. These projects are as follows.

- ☐ Financed Linked Individual Subsidy Programme (FLISP) (Please help me to buy a house)
- ☐ Social Housing
- ☐ Community Residential units
- ☐ Informal Settlement Upgrading
- ☐ Integrated Residential Development Programme
- ☐ Emergency housing assistant
- ☐ Title deeds
- ☐ National Housing Needs Register

Govan Mbeki Human Settlements have set an annual target of 1000 beneficiaries and prospective beneficiaries that will taken through housing consumer education. These number will be reported quarterly.

6.12.10 Accreditation

Municipalities are accredited housing administrative functions in relation to the national housing programmes included within their respective HSSPs, the level of administrative responsibility devolved will differ in terms of whether the municipality has been awarded:

- ❑ Accreditation Level One: Subsidy budget planning, submission of identified housing projects and programmes to the MEC for approval, beneficiary management, housing subsidy registration, subsidy management, accreditation reporting and document management.
- ❑ Accreditation Level Two: subsidy budget planning, submission of identified housing projects and programmes to the MEC for approval, beneficiary management, housing subsidy registration, subsidy management, accreditation reporting and document management, procurement and appointment of implementing agents, project/ programme management, contract administration, technical quality assurance and budget management.

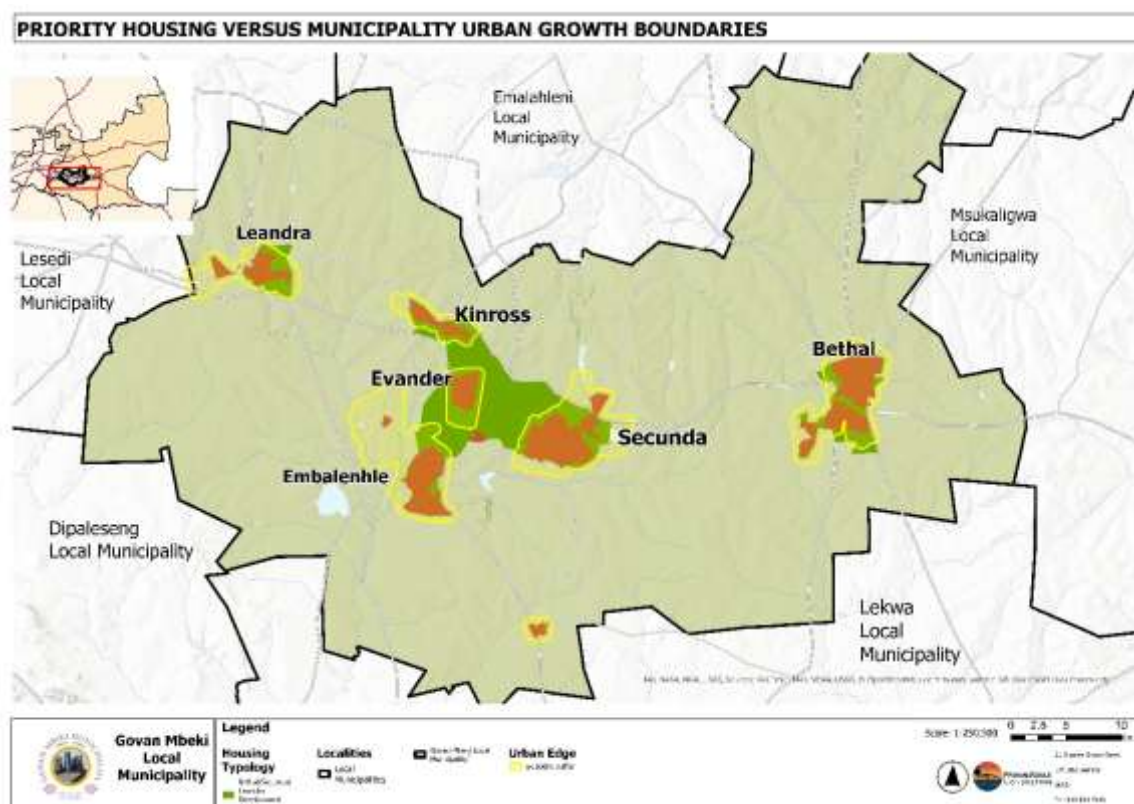
Govan Mbeki is accredited Level One and have signed implementation protocol on the 25 January 2015 for duration of 3 years which is due for review.

6.12.11 Priority Human Settlement and Housing Development Areas (PHSHDA)

On 15 May 2020, The Minister of Human Settlement, Water and Sanitation declared by government gazette notice, in terms of Section 3 of the Housing Act (No.107 of 1997) read in conjunction with Section 7 (3) of the Housing Development Agency Act, 2008 (No. 23 of 2008); the Spatial Planning and Land Use Management Act (SPLUMA) (No. 16 of 2013); and the Infrastructure Development Act (No. 23 of 2014) 136 Priority Human Settlement and Housing Development Areas (PHSHDAs) spread unevenly throughout South Africa. 16 of these PHSHDA are in the Mpumalanga Province which Govan Mbeki Municipality.

The PHDAs programme is a national initiative designed to facilitate spatial transformation integrated development, and development of functional, sustainable, and inclusive human settlements through housing delivery.

It draws on cooperative and collaborative planning and investments among different organs of state to leverage private investment against defined targets and objectives within a designated geographical area.



6.12.12 Intermediate City Municipalities (ICMs)

Again, Govan Mbeki Municipality is part of 39 Intermediate City Municipalities (ICMs) Support Programme which is the implementation vehicle for the IUDF in ICMs. The ICM Support Programme is intended to:

- ❑ Provide support to ICMs to enable them to the urban development challenges.
- ❑ Enhance planning and implementation processes to address the massive spatial disparities.
- ❑ Focus on infrastructure investment to promote the mobility/land use linkage as well as instruments and platforms for aligning infrastructure investments across different spheres of government.
- ❑ Improve governance and financial management in the ICMs to effectively use and leverage both grant and own sources in pursuit of development objectives.

Therefore, for Govan Mbeki Municipality to participate in IUDF grant an application process must be undertaken which certain requirements must be met to qualify for IUDG as follows :

IUDF GRANT APPLICATION REQUIREMENTS		
1	Be classified as an intermediate City Municipality	39 local municipalities have been classified as ICMs based on population density and GVA
2	Meet a set of five minimum conditions	SEE BELOW
3	Prepare a 10-year Capital Expenditure Framework and associated 3-year capital programme	Long term infrastructure investment plan in line with short term priorities of the IUDF
A municipality must meet or exceed the threshold performance on all 5 the indicators in order to qualify for the IUDG		
Qualification indicator		Indicator Description
Top management stability		Number of person days that S56 and S57 posts were unfilled over the past two years of 10% or less as a percentage of person days of S56 and S57 posts
Audit finding		Unqualified audit finding (with or without findings) in the two most recent audits
Unauthorised, fruitless & irregular, wasteful expenditure (UIFWE)		UIFWE of 7.5% or less of operating budget on average over the past two financial years.
Capital budget expenditure		Capital expenditure of at least 70% of budget on average over the past two years
Section 52 (d) performance reporting		Submission of SDBIP performance reporting on time in at least 6 of the 8 quarters in the previous two years.

6.12.13 Human settlement Projects

The below table reflect on current the human settlement projects:

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
EMZINONI								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Current Status Remarks by Municipality
Outlying (rural/peri urban)	Holfontein	18	Require the relocation program intervention as the land is privately owned	600	1500	No application	No proposal	Municipality request to be assisted with the Relocation Programme as this land is privately owned
Outlying (rural/peri urban)	Informal Settlement 3	18	Relocation subsidy	0	30	No application	No proposal	Municipality request assistance with funding to undergo land development preparation and provision of Rural Subsidy Programme
Outlying (rural/peri urban)	Informal Settlement 1	1	Rural programme subsidy intervention	0	30	no application	No proposal	Municipality request assistance with funding to undergo land development preparation and provision of Rural Subsidy Programme

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
Outlying (rural/peri urban)	Informal Settlement 8	15	IRDP	0	30	No application	No proposal	remarks by Municipality request Relocation Subsidy Programme
Emzinoni	Bethal Extension 11	26	IRDP	400	1594	Approved before NEMA came into operation Available	Approved and proclaimed	Municipality request assistance with IRDP.
Emzinoni	Emzinoni Extension 1	26	IRDP	18	50	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP programmes interventions
Emzinoni	Emzinoni Extension 2	24	IRDP	18	50	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested
Emzinoni	Emzinoni Extension 9	27	IRDP	4	130	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested
Emzinoni	Emzinoni Extension 3	24	IRDP	171	508	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested
EMZINONI	Emzinoni Extension 10	23	IRDP	171	508	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
Emzinoni	Emzinoni Extension 8	26	IRDP	86	728	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested
Emzinoni	Emzinoni Extension 6	23	IRDP	113	623	Approved before NEMA came into operation	Approved and proclaimed	IRDP intervention requested
Emzinoni	Emzinoni Extension 2	24	IRDP	18	50	Approved before NEMA came into operation	Approved and proclaimed	IRDP Programmes requested
Emzinoni	Emzinoni Extension 5	26	IRDP	180	2721	Approved before NEMA came into operation	Approved and proclaimed	IRDP requested
Emzinoni	Emzinoni Extension 4	23	IRDP	47	1842	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Emzinoni	Emzinoni Extension 7	24	IRDP	113	623	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP Programme intervention i
Emzinoni	Bethal Extension 23	26	IRDP	82		Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Emzinoni	Emzinoni Extension 16	22	IRDP	180	2721	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP subsidy programme interventions

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
EMBALENHLE								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality
Embalenhle	Embalenhle Extension 25	4	IRDP	250	934	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request IRDP Subsidy programme interventions
Embalenhle	Embalenhle Extension 10	32	IRDP	500	750	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP programme interventions
Embalenhle	Embalenhle Extension 26	19	IRDP	400	1594	yes	Approved and proclaimed	Municipality request programme interventions
Embalenhle	Embalenhle Extension 14	8	IRDP	30	2586	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Embalenhle	Embalenhle Extension 15	10	IRDP	30	3821	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
Embalenhle	Embalenhle Extension 16	20	IRDP	30	2190	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request IRDP intervention
Embalenhle	Embalenhle Extension 17	31	IRDP	30	1264	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Embalenhle	Embalenhle Extension 18	14	IRDP	30	2588	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request IRDP intervention
Embalenhle	Embalenhle Extension 19	12	IRDP	250	875	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP intervention
Embalenhle	Embalenhle 20	12	IRDP	29	1303	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Embalenhle	Embalenhle Extension 21	13	IRDP	9	1184	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Embalenhle	Embalenhle Extension 22	19	IRDP	60	2019	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Embalenhle	Embalenhle Extension 24	11	IRDP	5	104	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP intervention

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
LEBOHANG								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality
Lebohang	Lebohang Extension 12	3	IRDP	86	728	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Lebohang	Lebohang Extension 13	1	IRDP	79	696	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Lebohang	Lebohang Extension 17	2	IRDP	74	719	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Lebohang	Lebohang Extension 9	6	IRDP	43	912	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Lebohang	Lebohang Extension 10	6	IRDP	48	799	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
Lebohang	Lebohang extension 11	3	IRDP	7	67	Approved before NEMA came into operation	Approved and proclaimed	Municipality request IRDP interventions
KINROSS								

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2022/2023-2026-2027								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality
Kinross	Kinross Extension 21	16	IRDP	121	322	Approved before NEMA came into operation	Approved and proclaimed	IRDP
Kinross	Kinross Extension 25	16	IRDP	46	2163	Approved before NEMA came into operation	Approved and proclaimed	IRDP
Kinross	Kinross Extension 33	16	UISP	3000	1457 906	Approved	Not yet, still in process	The Municipality is assisted by consultant appointed by the Provincial Department of Human Settlements. Regarding the Township establishment: Upgraded Informal settlement program
<u>MIXED HOUSING DEVELOPMENT: INTERGRATED INFORMAL SETTLEMENT PROGRAM</u> ➤ KINROSS EXTENSION 30 AND 34 ➤ EMBALENHLE EXTENSION 10 ➤ EMZINONI EXTENSION 11 ➤ SECUNDA EXTENSION 75								
<u>CRU PROJECTS</u> FREEDOM SQUARE TSALANANG								

6.13 LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT

The Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013, serves as a foundational piece of post-apartheid planning legislation in South Africa. Its importance in land use management stems from its role in transforming governance, promoting equity, and enhancing efficiency across all spheres of government.

The implementation of SPLUMA has had a transformative impact on Govan Mbeki Municipality and its communities. Historically, fragmented planning systems and outdated ordinances perpetuated spatial injustice, leaving many areas underserved and limiting development opportunities. SPLUMA introduced a cohesive framework that empowers municipalities to assume responsibility for land use decisions, bringing decision-making authority closer to the communities most affected.

For Govan Mbeki, this legislative shift has resulted in tangible improvements. The adoption of the 2020 Land Use Scheme and the refinement of the Spatial Development Framework (SDF) enabled the Municipality to align land use management with genuine developmental priorities.

Communities have benefited from expanded public participation platforms, transparent rezoning processes, and infrastructure investment focused on strategic growth nodes. Informal settlements have been addressed through more structured planning, while previously neglected areas are now receiving attention through integrated development initiatives.

The primary mandate of Land Use Management is to regulate and control land use and development within the municipal area. This function is principally governed by SPLUMA, which transferred the core responsibility for land use planning and management entirely to local government.

Key responsibilities include:

- ❑ Implementing SPLUMA: Ensuring that all land use and development align with the principles and provisions of the Act.
- ❑ Developing and Implementing Land Use Schemes (LUS): Establishing detailed zoning regulations that determine permitted uses and development parameters—such as building heights, coverage, and setbacks for every property within the municipality. This includes integrating existing diverse zoning schemes into a single, comprehensive Land Use Scheme.
- ❑ Preparing and Updating Spatial Development Frameworks (SDFs): Developing long-term strategic plans that guide future growth, identify desired land use patterns, and allocate resources efficiently. Municipal SDFs must align with provincial and national frameworks.
- ❑ Processing Land Development Applications: Evaluating and making decisions on applications for changes to land use or development rights.
- ❑ Enforcing Land Use Regulations: Ensuring compliance with the Land Use Scheme and other planning regulations.

Challenges have emerged along the way, including legal reviews of specific SPLUMA bylaws, particularly those affecting property transfers, which prompted procedural improvements and greater clarity. **The Municipality is in a process of reviewing the LUS in-house in 2026/27 financial year.**

Nevertheless, SPLUMA continues to guide the Municipality toward a spatially just and inclusive future. It has helped unlock development potential while fostering a planning environment rooted in sustainability, equity, and local empowerment.

Building Control (BC)

The mandate of Building Control is to ensure that all building work within the municipal area is carried out safely, competently, and in accordance with established standards and regulations. The primary legislative framework is the National Building Regulations and Building Standards Act, Act 103 of 1977, and associated municipal by-laws.

Key responsibilities include:

Reviewing and Approving Building Plans: Assessing proposed building plans for compliance with the National Building Regulations, municipal by-laws, and relevant SANS (South African National Standards) codes. This involves checking structural integrity, fire safety, accessibility, and sanitation, among other aspects.

- ❑ Conducting Building Inspections: Visiting construction sites at various stages (e.g., foundation, drainage, completion) to ensure that the work being done adheres to the approved plans and regulations.
- ❑ Issuing Certificates of Occupancy: Granting permission for a building to be legally occupied or used once it has been completed and passed all necessary inspections, confirming it is safe and fit for purpose.
- ❑ Enforcing Building Regulations: Investigating and addressing illegal building work, dangerous structures, and contraventions of building regulations, which can lead to stop orders, fines, or even demolition.
- ❑ Providing Technical Advice: Offering guidance to property owners, builders, and professionals on building regulations and procedures.
- ❑ Outdoor advertising: The function is to approve new applications and to provide equal advertising opportunity for everyone according to the By-Law on outdoor Advertising.

Geographic Information System (GIS)

The mandate of a GIS unit is to manage, analyse, and visualize spatial data to support effective decision-making, planning, and service delivery across various municipal departments. GIS acts as a crucial tool for integrating spatial information.

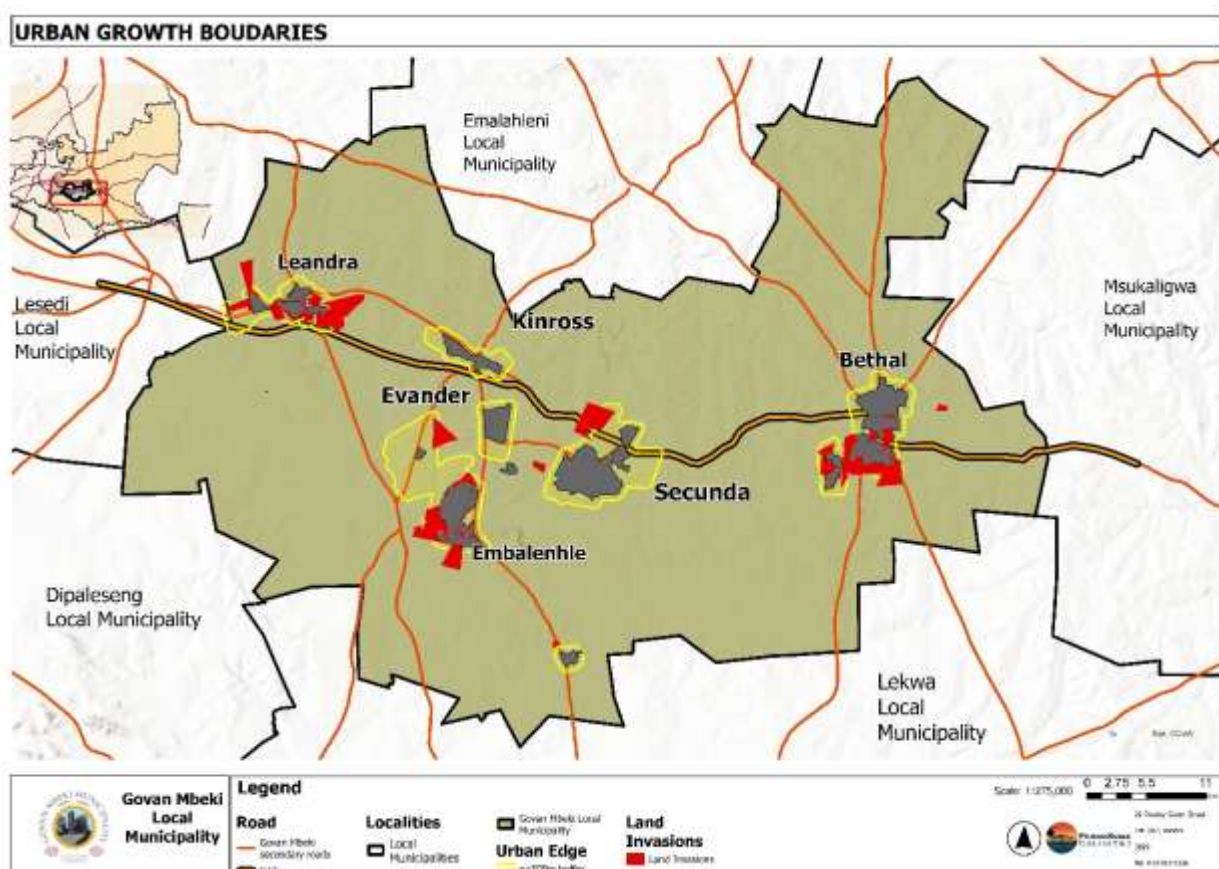
Key responsibilities include:

- ❑ Spatial Data Management: Collecting, capturing, storing, updating, and maintaining a comprehensive spatial database of all geographically referenced information within the municipal area.
- ❑ Map Production and Visualization: Creating various types of maps (e.g., zoning maps, service infrastructure maps, demographic maps) for internal use, public information, and planning documents.
- ❑ Spatial Analysis: Performing complex analyses of spatial data to identify patterns, relationships, and trends that inform planning, resource allocation, and problem-solving.
- ❑ Data Integration and Sharing: Integrating spatial data from different municipal departments (e.g., water, electricity, roads, planning) to provide a holistic view and promote inter-departmental collaboration.
- ❑ Support for IDP and SDF: Providing essential spatial information and analytical support for the development and monitoring of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF).

Urban EDGES

Urban edges are areas that are identified for targeted investment that are close to economic opportunities, public transport and social amenities and Govan Mbeki Municipality has four. These areas are identified with the goal of revitalising urban areas, attract private sector investment and restructure the areas and not just deliver housing. The Govan Mbeki 2025 IDP has recognised the areas with different infrastructural needs that are identified within the urban edges. The land ownership of these identified areas is likely a mix of privately owned residential plots, government-owned land designated for development and land held by traditional authorities.

Urban Growth Boundaries (UGBs) in Govan Mbeki Municipality serve as vital planning tools to manage urban expansion in a sustainable and inclusive manner. By promoting compact development, UGBs help prevent leapfrog growth and reduce the strain on municipal infrastructure and services. They support the aims of SPLUMA and the Spatial Development Framework by aligning development with designated nodes, safeguarding sensitive environmental areas like wetlands and mining zones, and guiding investment toward formal housing and mixed-use precincts in places such as Bethal and Evander. Ultimately, UGBs aim to advance spatial justice, reduce service delivery inefficiencies, and build integrated, resilient communities.



6.13.1 LAND ACQUISITION: FY 2024 to 2030

FY 2024 TO 2030 LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT: LAND ACQUISITION		
AREA	TOWN EXTENSION	NUMBER OF ERVEN
Brendan Village	eMbalenhle Extension 30 and 31	TBC (Transferred)
Greater Leandra Area	Farm Portions Goedehoop 308-IR	759 Ha (In progress)
Secunda West	Farm Driefontein 137-IS Ptn 21	80 Ha (Need funding)
Charl Cilliers	Farm Charl Cilliers 332-IS Ptn 3	170 Ha (Need funding)
Bethal /eMzinoni	Farm Portions Blesbokspruit 150-IS	400 Ha (Need funding)

6.13.2 CATALYTIC PROJECTS AND STATUS OF TOWNSHIP ESTABLISHMENTS

LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT CATALYTIC PROJECTS AND STATUS ON TOWNSHIP ESTABLISHMENT					
Catalytic Land Development	Township Name	Property Description	Challenge	Support required	Status
Secunda West, Integrated Residential Development Programme (IRDP) Classified as Priority Development Area and part of Restructuring Zone	Secunda Ext. 75 (Ward 18) Phase 1: Total: 1370 erven	Portion of Portion 66 of the Farm Driefontein 137-IS	Standard of services not finalised. Installation of services at a slow pace.	None	Service installation in process.
	Secunda Ext. 76 (Ward 5) Phase 2: Total: 1261 erven	Portions of the Farm Driefontein 137-IS (Re/6 and 21)	PDoHS appointed consultant to do Township Establishment	Land acquisition Portion 21 Driefontein 137-IS	Township approved. Wait on General Plans
Integrated Residential Development: Kinross Region Classified as Priority Development Area and part of Restructuring Zone	Kinross Ext.33 (Ward 16) Total: 1488 erven	Rem extent of portion 7 of the farm Zondagskraal 125-IS	Bulk and internal Engineering Services	Engineering Service Design and installation.	Proclaimed Services installations are in process
	Kinross Ext.34 (Ward 16) Total: 2033 erven	Rem extent of portion 7 of the farm Zondagskraal 125-IS	Bulk and internal Engineering Services	Layout approved. General plans submitted for approval	Not Proclaimed. Services are outstanding.
Greater eMzinoni Integrated Residential Development	eMzinoni Ext. 13 (Ward 26) Total: 2686 erven	Portion of the Farm Blesbokspruit 150-IS	Services	Engineering Service Design and installation.	Township Establishment Approved

LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT CATALYTIC PROJECTS AND STATUS ON TOWNSHIP ESTABLISHMENT					
Catalytic Land Development	Township Name	Property Description	Challenge	Support required	Status
Classified as Priority Development Area and part of Restructuring Zone	eMzinoni Ext. 14 (Ward 26) Total: 2987 erven	Portion of the Farm Blesbokspuit 150-IS	Services	Engineering Service Design and installation.	Township Establishment In process Public Participation process
	eMzinoni Ext. 15 *Ward 15) Total: 1001 erven	Remainder of Portion 6 of the Farm Blesbokspuit 150 IS, Registration Division IS	Site clearance Services	Engineering Service Design and installation.	Township Establishment In process Public Participation process
Greater eMzinoni Integrated Residential Development Classified as Priority Development Area and part of Restructuring Zone	eMzinoni Ext. 16 (Ward 23) (NO DESIGN)	Remainder of Portion 8 of the Farm 148, Registration Division IS	Site clearance and Services	Engineering Service Design and installation.	Not submitted
	eMzinoni Ext. 17 (Ward 23) Total: 585 erven	Remainder of Portion 10 of the Farm 148, Registration Division IS	Site clearance and Services	Engineering Service Design and installation.	Township Establishment In process Public Participation process
	eMzinoni Ext. 18 (Ward 23) Total: 907	Remainder of Portion 4 of the Farm 148, Registration Division IS	Site clearance and Services	Engineering Service Design and installation.	Township Establishment In process Public Participation process
Integrated Residential Development Leandra Region Classified as Priority Development Area and part of Restructuring Zone	Leslie Ext. 8 (Ward 1) Total: 3331 erven	Remaining extent of portion 2 of the Farm Goedeheop 308-IR	Additional Budget required for installation of Services	PDoHS appointed consultant to design the engineering services	Service installation in process for approx. 600 sites. Designs approved
	Lebohang Ext.27 (Ward 2) Total: 1512 erven	Ptn 39, 40, 41 and 44 Watervalshoek 350-IR	Outstanding is the public participation, EIA approvals and Power of attorney from the property owners	Land transfer	Draft Layout plan. Await acquisition of land by PDoHS for GMM

LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT CATALYTIC PROJECTS AND STATUS ON TOWNSHIP ESTABLISHMENT					
Catalytic Land Development	Township Name	Property Description	Challenge	Support required	Status
Branden Village – 7000 Restructuring Zone Bethal/Secunda/Leandra Dev. Corridor – Govan Mbeki Municipality Classified as Priority Development Area and part of Restructuring Zone	eMbalenhle X31 (Ward 19) Total: 619 erven (Phase 1)	Portion 12 of the Farm Zandfontein 130-IS	Issues raised by Sasol Holdings with respect to eMbalenhle x 31 and a letter of consent from DMR. Principal agent were informed that DMR is looking for copies of Title Deed.	Engineering Services upgrade	Township establishment approved Environmental Authorisation outstanding
	eMbalenhle X30 (Ward 19) Remainder of property acquired. (Phase 2)	Portion 5 of the Farm Zandfontein 130-IS	Undermining	Mineral rights holders consent required	Draft Layout plan submitted.

6.13.3 Status on the street Naming and Numbering Policy

- ❑ GMM do have a Draft policy call Street Naming and Numbering Policy. This policy does not include naming of new Townships. Should a new name for any Town be considered it must be done in terms of **South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)** and **National Heritage Resources Act, 1999 (Act No. 25 of 1999)**
- ❑ Naming Towns are there not a Municipal function.
- ❑ Any new Establishment of a Town is referred to as an Extension (Ext) followed by a number (numeric numbering). The numbering is recorded in the register of Township When the specific Developer or Municipality of such extension want to name the new Extension as a **New Town name**, then it is done in terms of above-mentioned legislation. applications as required by SPLUMA e.g. Ext 1 or Ext 2. This extension numbering follows the sequence on the Township Register and are never duplicated.

6.13.4 Status on the Municipal Illegal Land Use Strategy

- ❑ The Municipal Illegal Land Use Strategy is contained in this extension numbering follows the sequence on the Township Register and are never duplicated. The Spatial Planning and Land Use Management Act (SPLUMA) and the Municipal SPLUM BYLAW
- ❑ GMM did Promulgated in terms of section 26 of SPLUMA a wall-to-wall Land Use Scheme 2020. The control of illegal Land Use is done in terms of the Scheme and SPLUM Bylaw. In terms of Chapter 9 of the Govan Mbeki SPLUM Bylaw, Compliance and Enforcement are set out in detail and is implemented by the Municipality Since 2016.

PROJECTS GOVAN MBEKI LOCAL MUNICIPALITY WOULD LIKE TO UNDERTAKE UNTIL THE REVIEW OF THE 2030 SPATIAL DEVELOPMENT FRAMEWORK

The table below outlines the projects Govan Mbeki Local Municipality would like to undertake until the review of the 2030 Spatial Development Framework and even beyond.

DEPARTMENT	PROJECT
INFRASTRUCTURE	☐ Integrated Public Transport Hubs ☐ Non-Motorised Transport Corridors (bike lanes, pedestrian zones) ☐ Bulk Water and Sanitation Upgrades ☐ Renewable Energy Integration (solar farms, microgrids) ☐ Stormwater Management Systems ☐ Waste Transfer and Recycling Facilities ☐ Road Hierarchy Upgrades (arterial and collector roads) ☐ ICT Infrastructure Expansion (broadband corridors) ☐ Transit-Oriented Development Nodes ☐ Urban Drainage and Flood Mitigation ☐ Green Infrastructure Networks (urban greening, bioswales) ☐ Smart Metering and Utility Management Systems ☐ Regional Landfill Consolidation ☐ Infrastructure Asset Management Systems ☐ Resilient Infrastructure for Climate Adaption
POLICY	☐ Urban Edge and Densification Policy ☐ Inclusionary Housing Policy ☐ Informal Settlement Upgrading Policy ☐ Climate Resilience and Adaption Framework ☐ Integrated Human Settlements Policy ☐ Urban Agriculture and Food Security Policy ☐ Transit-Oriented Development Policy ☐ Renewable Energy Procurement Policy ☐ Affordable Rental Housing Strategy ☐ Mixed-Use Development Incentive Policy ☐ Environmental Management Overlay Zones ☐ Smart City and Digital Transformation Policy ☐ Land Value Capture and Development Charges Policy ☐ Urban Regeneration and Brownfield Redevelopment Policy
GIS	☐ Municipal Land Use GIS Portal ☐ Cadastral and Ownership Data Integration ☐ Infrastructure Asset Mapping ☐ Informal Settlement Digitisation ☐ Environmental Sensitivity Mapping ☐ Land Use Change Detection (remote sensing) ☐ Spatial Equity and Service Delivery Mapping ☐ Real-Time Utility Monitoring Dashboards ☐ Drone-Based Aerial Surveys

DEPARTMENT	PROJECT
	☐ Spatial Budgeting and Capital Investment Mapping ☐ Urban Heat Island Mapping ☐ Flood Risk and Vulnerability Mapping ☐ Smart Infrastructure GIS Layers ☐ Integrated Transport Network Mapping ☐ GIS-Based Land Use Compliance Monitoring ☐ Mobile GIS for Field Data Collection
SPATIAL PLANNING	☐ Urban Core Densification Strategies ☐ Regional Development Corridors ☐ Mixed-Use Precinct Planning ☐ Strategic Urban Infill Projects ☐ Transit-Oriented Development Nodes ☐ Greenfield Township Establishment ☐ Urban-Rural Interface Management ☐ Growth Management Zones ☐ Urban Regeneration Precincts ☐ Compact City Development Models ☐ Strategic Development Areas (SDA's) ☐ Settlement Hierarchy and Service Thresholds ☐ Integrated Precinct Development Plans ☐ Development Edges and Buffer Zones ☐ Regional Open Space Systems ☐ Activity Street and Corridor Planning ☐ Spatial Targeting for Infrastructure Investment
LAND USE MANAGEMENT	☐ Land Use Scheme Review and Digitisation ☐ Development Application Tracking Systems ☐ Land Use Compliance Monitoring ☐ Mixed-Use Zoning Frameworks ☐ Land Use Conflict Resolution Mechanisms ☐ Environmental Overlay Zones ☐ Land Use Rights Audits ☐ Development Charges and Contributions Policy ☐ Land Use Management Training for Officials ☐ Land Use Scheme GIS Integration ☐ Land Use Monitoring Dashboards

6.14 FIRE AND RESCUE SERVICE

The Municipality manages and operates a comprehensive Fire and Rescue Service, offering firefighting, fire prevention, as well as road and various other rescue operations. Its Community Safety Service delivers an array of law enforcement and public protection services.

The Fire and Rescue Services operates under the Community Services Department, working in parallel with the Disaster Management function. The Chief Fire Officer serves as the accountable officer for all activities and operations related to the fire service function.

Govan Mbeki Municipality boasts six fully operational fire stations and adheres to a legally compliant shift system to ensure alignment with regulated working hours.

Operational fire stations

The six operational fire stations strategically located in:

- ☐ Bethal,
- ☐ Emzinoni,
- ☐ Secunda,
- ☐ Embalenhle,
- ☐ Evander and
- ☐ Leandra.

The Govan Mbeki Fire Department is notable as the only fire service in the province equipped with six fire stations, including satellite facilities.

Legislative Framework

The Fire Brigade Services Act No. 99 of 1987 mandates municipalities to establish and maintain fire services to prevent and combat fires within their jurisdiction.

The core mission of the Govan Mbeki Fire Services is to deliver a community-focused Emergency Management Service aimed at minimizing loss of life and property caused by fires and other emergency incidents.

Key Challenges Fire and Rescue Services

The Fire and Rescue Services is confronted by the following challenges:

- ☐ **Budgetary Constraints:** Limited funding affects operational efficiency.
- ☐ **Personnel Shortages:** Insufficient staffing hinders full coverage and effectiveness.
- ☐ **Resource Deficiency:** A lack of essential equipment impacts service delivery.
- ☐ **Escalating Risks:** Increasing emergency demands exceed current resources.

Despite these challenges, the Govan Mbeki Fire Department continues to perform admirably, achieving minimum response times to emergency calls.

Performance Activities Fire and Rescue Services

The key performance activities are categorized as reactive (emergency) and proactive (preventative) measures.

- ☐ Reactive Activities (Emergency Response)
- ☐ Responding to all emergency incidents.
- ☐ Rescuing and protecting lives and property from fire or other dangers.
- ☐ Providing special and humanitarian services.
- ☐ Assisting in disaster-related duties.

- ☐ Mitigating hazardous incidents.
- ☐ Proactive Activities (Preventative Measures)
- ☐ Conducting fire prevention inspections.
- ☐ Delivering fire safety education and awareness programs.
- ☐ Inspecting and maintaining fire hydrants.
- ☐ Enforcing by-laws and ensuring compliance.
- ☐ Conducting simulation exercises and drills.
- ☐ Participating in special event planning and providing standby services.
- ☐ Reviewing and commenting on building plans in accordance with building regulations.

The Govan Mbeki Municipality Fire Service continues to make significant strides in achieving its mandate. Through its efforts, the department remains committed to ensuring the safety and well-being of the community, despite facing operational constraints.

COMPLIANCE AND BYLAW ENFORCEMENT			
Current status	Challenges	Root causes	Proposed solutions
☐ Enforcement of bylaws within GMM ☐ Issuing of fines ☐ Refresher firearm training course has been provided to all 10-by-law enforcement and traffic officers (2024). ☐ New PPE issued to the officers ☐ Section 56 Books – issuing of fines ☐ Notice books have been requested and the units awaits delivery . This will ensure issuing of notices to the public . (in progress)	☐ None availability of <u>approved</u> fine codes by Magistrate for all bylaws ☐ Fine codes has been approved for Municipal By law. (Waste, Cemeteries Parks & Open Spaces, LED.) ☐ By law enforcement uniform logo to be approved by Council. ☐ New by law enforcement officers don't have peace officer certificates	☐ None availability of fine codes for all GMM bylaws ☐ Shortage of staff ☐ According to legislation any peace officer must be trained as peace officer's	☐ Relevant departments to work on fine quotes and have those approved for implementation by the unit. ☐ Speedy Recruitment process of by-law enforcement officers. ☐ Urgent peace officers' training for the 4 new by law enforcement employees

CHAPTER 7 SECTOR AND OPERATIONAL PLANS

Various national legislative provisions require municipalities to formulate specific sector plans to guide service delivery and development. However, due to financial constraints, the Municipality has encountered significant challenges in both the initial development and periodic review of these mandated sector plans.

The table below outlines the key sector plans and their current status within Govan Mbeki Municipality.

SECTOR / OPERATIONAL PLAN	CURRENT STATUS	IMPLEMENTATING DEPARTMENT
Spatial Development Framework	Developed and approved A21/03/2014 with a reviewed done 2025	Planning and Economic Development
Integrated Transport Plan	Not developed	Community Services
Land Use Macro Plan	Not developed	Planning and Development
Water and Sanitation Services Master Plan	Not developed	Technical Services
Electrical Services Master Plan	Not developed	Technical Services
LED Strategy	Developed and approved A46/02/2015-Due for Review:	Economic
Tourism Development Plan	Not developed	Planning and Economic Development
Human Settlement Development Plan	Developed and approved - Due for Review	Planning and Economic Development
Safety and Security Plan	Not developed	Community Services
Rural Development Plan	Not developed	Planning and Economic Development
Roads and Storm Water Master Plan	Review	Technical Services
Integrated Waste Management Plan	Developed and reviewed	Community Services
Public Facilities Master Plan	Not developed	Community Services
Environmental Management Plan (EMP)	Developed	Community Services
Disaster Management Plan (DMP)	Developed and reviewed	Community Services
Rural Development plan/Strategy	New	Planning and Economic Development
Greenfield township establishment	Not developed	Planning and Development
Bulk Engineering Infrastructure Alignment Plan involving Eskom, RWB etc.	Not developed	Technical Services
Alternative Energy Plan	Not developed	Technical Services
Special Economic Zone Development Plan	Not developed	Planning and Economic Development
Urban Regeneration and Renewal Plan	Not developed	Planning and Economic Development
Detailed Development Plan for Priority Infill Zone	Not developed	Planning and Economic Development
Infrastructure Master Plan	Not developed	Technical Services
Cemetery Master plan	Not Developed	Community services
Integrated Transport Plan	Developed but not reviewed	Community services
Integrated Human Settlement Plan	Developed and approved Reviewed	Planning and Economic Development
Mandatory Sectoral Plans as listed above, as Annexures to the Five-year IDP 2022-2027 and are available on request.		

Despite these statutory requirements, financial limitations continue to hinder the Municipality's ability to develop and update most of these sector plans. To address these challenges, a strategic approach is necessary, including securing alternative funding sources, prioritizing critical plans, and fostering collaborative partnerships.

These efforts will enhance compliance with legislative mandates while promoting sustainable municipal development. Integrated Development Planning (IDP) necessitates the alignment and integration of various sector plans into a cohesive strategy, fostering development initiatives that address municipal priorities.

The sector plans and key policy documents are pivotal in:

- ❑ Supporting service delivery.
- ❑ Providing strategic direction and policy guidance.
- ❑ Addressing sector-specific needs within the local government context.

These plans collectively contribute to:

- ❑ Enhancing municipal efficiency in service delivery.
- ❑ Promoting sustainable community development.
- ❑ Aligning with constitutional and legislative mandates.

The following diagram demonstrates the sequence and interrelation of the sector plans with the municipal Spatial Development Framework (SDF).



The ultimate objective of this one holistic planning approach which commence with development of an SDF (that is inclusive of all cursdfrent and future developments) is to inform and align operational plans ensuring planning is streamlined across sector departments.

This approach eliminates duplication in the planning and budgeting processes ensuring that development transpires in a coordinated manner. In accordance with legislative obligations, municipalities must develop Integrated Development Plans (IDPs) and incorporate sector plans within the IDP framework.

7.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF) / SPATIAL PLANNING AND LAND USE MANAGEMENT (SPLUMA)

Municipal Spatial Development Frameworks (MSDFs) are integral components of the Govan Mbeki Municipality Council-approved Integrated Development Plan (IDP) and serve as the principal strategic planning instruments to guide and inform long-term spatial planning and urban development within the municipality. The Municipality reviews its MSDF every five years to ensure alignment with various municipal strategies and the five-year IDP, which is implemented against the backdrop of the Spatial Development Framework. The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013), requires national, provincial, and municipal spheres to prepare Spatial Development Frameworks (SDFs) that establish a clear vision based on spatial planning principles and long-term development goals and plans.

Furthermore, Section 26(e) of the Municipal Systems Act (MSA), 2000 (Act No. 32 of 2000), states that each municipality is required to prepare an IDP, with the SDF as a core component thereof. Section 34 of the same Act determines that the IDP must be reviewed and amended annually in accordance with an assessment of its performance measurements (in terms of Section 41 of the MSA) and to the extent that changing circumstances demand.

Since the adoption of the Govan Mbeki SDF 2014–2034, significant global, national, provincial, and local spatial and economic developments have occurred, and a range of plans and policy documents have been prepared. Additionally, the COVID-19 pandemic has resulted in significant disruptions and devastation; climate change has impacted the development context; and land development has exceeded what was initially planned in the 2014–2034 SDF.

The SDF review therefore needed to reflect the latest policy documents and plans at the provincial and national levels, including the Mpumalanga Vision 2030, the newly adopted National Spatial Development Framework 2022, the District Development Model (DDM), the Consolidated Rural Development Programme (CRDP), the Medium-Term Strategic Framework 2019–2024, the National Development Plan, and the 2019 Human Settlements Framework for Spatial Transformation and Consolidation.

The Municipality has appointed Pfukani-Kusile Consulting to review the existing SDF and prepare a detailed Spatial Development Framework for the municipal area which was adopted by council. The Spatial Development Framework (SDF) for the Govan Mbeki Local Municipality is undertaken in accordance with a set of policies and legislation emanating from all spheres of government, namely national, provincial and local government, as well as international development policies. Furthermore, these policies and laws will act as guidelines for the development of the SDF.

The need for a policy and legislative review is to guide the development of the SDF in a manner that aligns with the goals and objectives of the spheres of government, as well as international policies. This section of the report provides the policy and legislative framework under which the Govan Mbeki LM SDF is developed.

OBJECTIVES MUNICIPAL SDF:

The objectives of the SDF can be summarised to:

- ❑ Build on the successes and address the limitations of the previous SDF.
- ❑ Provide a spatial dimension and plan to direct investment, growth and development in a manner that can deliver on the desired outcomes of the Municipal IDP and other planning tools.
- ❑ fulfil the legislative requirements of review, noting the requirements of the MSA and SPLUMA.
- ❑ Capture, analyse and utilize the most updated information regarding developmental trends and issues, both within the municipal area, and in wider contexts including international, regional, national, provincial and the Gert Sibande District Municipality.
- ❑ Collect, collate, and reflect on the needs of a range of stakeholders in the municipal area and different spheres of government.

Effective future planning requires a clear understanding of current realities: the place, its people, and the social, economic, and environmental forces driving the trends that shape the Govan Mbeki Local Municipal area.

7.1.1 Govan Mbeki SDF 2025 Vision

To develop a spatial vision for the Govan Mbeki SDF Review 2025, the vision and mission statements of the Mpumalanga SDF 2030, the previous Govan Mbeki SDF 2014-2034, and the current Govan Mbeki IDP 2025, are reviewed as a starting/foundational point.

The future Spatial Vision for the Govan Mbeki Local Municipality is drafted as follows:

Short-term vision (5-10 years):

“Govan Mbeki will be a spatially equitable municipality, guided by inclusive, integrated and sustainable development that fosters equitable access to quality social facilities and promoting Local Economic Development through empowered participation in a diversified economy”.

Long-term vision (10-20 years):

“Govan Mbeki will be a Model City for all who reside in it boasting spatial, social and economic inclusivity”

Integrated, inclusive and sustainable approach to development	Equitable access to quality social facilities and service provision	Local Economic Development through empowered participation in a diversified economy
• Integrated development: Creating a unified and functionally connected spatial area, emphasizing the importance of established nodes and corridors. • Inclusive development: Encourage spatial restructuring to consolidate government investment (spatial targeting) of prioritised urban and rural nodes. • Sustainable development: address spatial injustice and facilitate climate change mitigation and adaptation.	• Creating settlements with an enabled environment with viable infrastructure, social and health services which will in turn assist in the functionality and growth of our communities. • Equity and spatial concentration in the distribution of basic services within the communities, i.e., water, sanitation, roads, waste removal and other services.	• Encourage economic growth and development through diversification in economic activities and markets. • Aimed at promoting economic resilience and sustainability

7.1.2 Growth Projections and Land Use Budget

Growth Projections: 2022 – 2030 – 2050

The table below shows the current and projected future population and households for Govan Mbeki LM based on Census 2022 data. The following is to be noted in this regard:

The existing (2022) population for Govan Mbeki is estimated at 310 117 people. Given the population growth rate of 0,5% per annum (IDP 2025), the population is projected to increase to about 322 741 people by 2030 (12 624 people increment) and to about 356595 people by 2050 (33 854 people increment).

The total population increment for the municipality from 2022 up to 2050 is around 4 6478 people. This translates to an annual increment of 1 578 people up to 2030 and about 1 693 people per annum between 2030 to 2050. The existing 103 864 households in Govan Mbeki is expected to increase by 18 787 households to a total of 122 651 households by 2030, and by a further 63 209 households up to 2050, to bring the total

number of households to 185 860 by 2050. The total household increment for the GMLM from 2022 up to 2050 is 5 460 households.

7.1.3 Govan Mbeki Projected Incremental Population and Households 2022-2050.

	2022 (Census)	2030 (Projection)	2050 (Projection)
Govan Mbeki Population (no.)	310 117	322 741	356 595
Incremental population (no.)	15 579	12 624	33 854
Incremental population p.a. (no.)	1 417	1 578	1 693
Govan Mbeki Household (no.)	103 864	122 651	185 860
Incremental households (no.)	19 995	18 787	63 209
Incremental households p.a. (no.)	1 818	2 349	3 111

7.1.4 Legislative and Policy Context

The Spatial Development Framework (SDF) for Govan Mbeki Local Municipality is informed by a range of policies and legislation drawn from all spheres of government—national, provincial, and local—as well as international development policies. These instruments provide the guiding framework for the SDF's preparation.

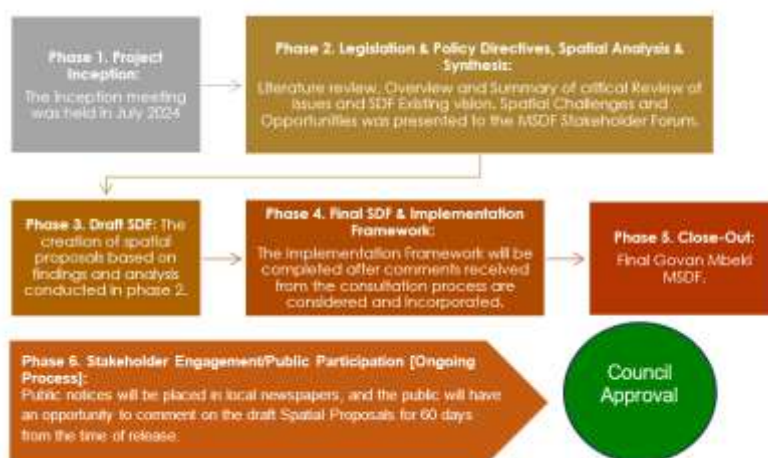
A review of this policy and legislative landscape is necessary to ensure that the SDF reflects the goals and objectives of the various spheres of government and international commitments. This section of the report therefore outlines the policy and legislative framework that shapes the development of the Govan Mbeki LM SDF. The Municipal Systems Act, 2000 (Act No. 32 of 2000) mandates the development of Spatial Development Frameworks (SDFs) as a critical component of Integrated Development Planning (IDP) for municipalities.

Furthermore, the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013, reinforces the legislative obligation for municipalities to prepare and review their Municipal Spatial Development Frameworks (MSDFs) at least every five years from the date of approval.

The MSDFs form an integral part of the Govan Mbeki Municipality's Council-approved IDP and serve as the primary strategic planning instruments that guide and inform long-term spatial planning and urban development within the municipal jurisdiction.

The Spatial Development Framework (SDF) for the Govan Mbeki Local Municipality is developed in alignment with a comprehensive set of policies and legislative frameworks spanning national, provincial, and local government, as well as relevant international development policies. These policies and legal frameworks serve as guiding principles for the formulation and implementation of the SDF.

The Municipal Spatial Development Framework for Govan Mbeki Local Municipality is aligned with and upholds the principles of Spatial Planning and Land Use Management Systems as set out in Chapter 2, Sections 7 and 8 of the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013.

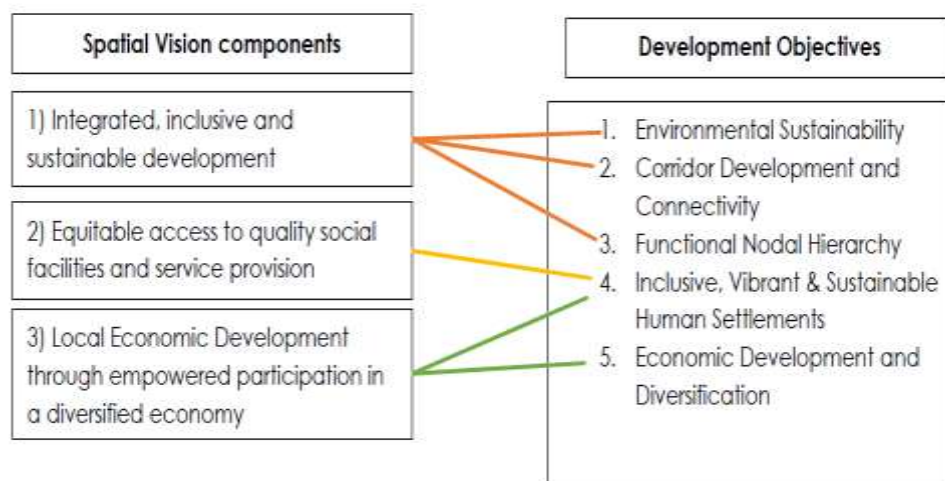


7.1.5 Project Process and Methodology

This review of the Govan Mbeki SDF is compiled according to the Guidelines for the development of Provincial, Regional and Municipal Spatial Development Frameworks and Precinct Plans, published by the Department of Agriculture, Land Reform and Rural Development (DALRRD) in 2017. Below

figure demonstrates the six distinct project phases and methodology followed in each phase for the preparation of the Govan Mbeki SDF 2025.

7.1.6 Proposed SDF 2025 Development Objectives.



The table below as outlined in the draft review SDF illustrates alignment of the Development Objectives with the five SPLUMA Principles.

Development Objective	SPLUMA Principle				
	Spatial Justice	Spatial Sustainability	Spatial Efficiency	Spatial Resilience	Good Administration
DO 1. Environmental Sustainability		X		X	
DO 2. Corridor Development and Connectivity	X		X		
DO 3. Functional Nodal Hierarchy		X	X	X	X
DO 4. Inclusive, Vibrant, and Sustainable Human Settlements	X	X	X		X
DO 5. Economic Development and Diversification		X	X	X	

7.1.7 SPLUMA Principles.



7.1.8 Spatial Directives

Govan Mbeki Municipality forms part of the NSAA Two: Central Innovation Belt, the implications of which are as follows:

National System of Nodes and Corridors:

- ☐ Diversification of the economy and support of the transition of secondary and tertiary sectors.
- ☐ Creation of transformed and well-functioning settlements
- ☐ National Resource Economy Regions:
- ☐ Supporting of agro-processing, mineral and metal beneficiation and alternative energy production.

National Movement and Connectivity Infrastructure Systems:

- ☐ Strengthening of the key linkages with the core areas of the Gauteng province urban region.

National Ecological Infrastructure and Natural Resource System:

- ☐ Managing and mediating the impacts of: dense human settlement and intense economic activity on critical national water resources, e.g. the pollution mitigation actions in the case of the Vaal River

The Municipality also falls under the NSAA Three: National Resource Risk Areas, the implications of which are as follows:

- ☐ Ensuring the sustainable use of resources and prevention of resource depletion.
- ☐ Management of competing and incompatible land uses.
- ☐ Strengthening of infrastructure networks to facilitate regional and cross-border flow.

The SDF will need to identify land uses that are incompatible and propose other regions in the municipality where compatible land uses can be accommodated. Furthermore, through the SDF's assessment of nodes and corridor, the regional networks and linkages will be strengthened through the upgrading of existing infrastructure and the identification of additional linkage routes that can provide economic development in the municipality.

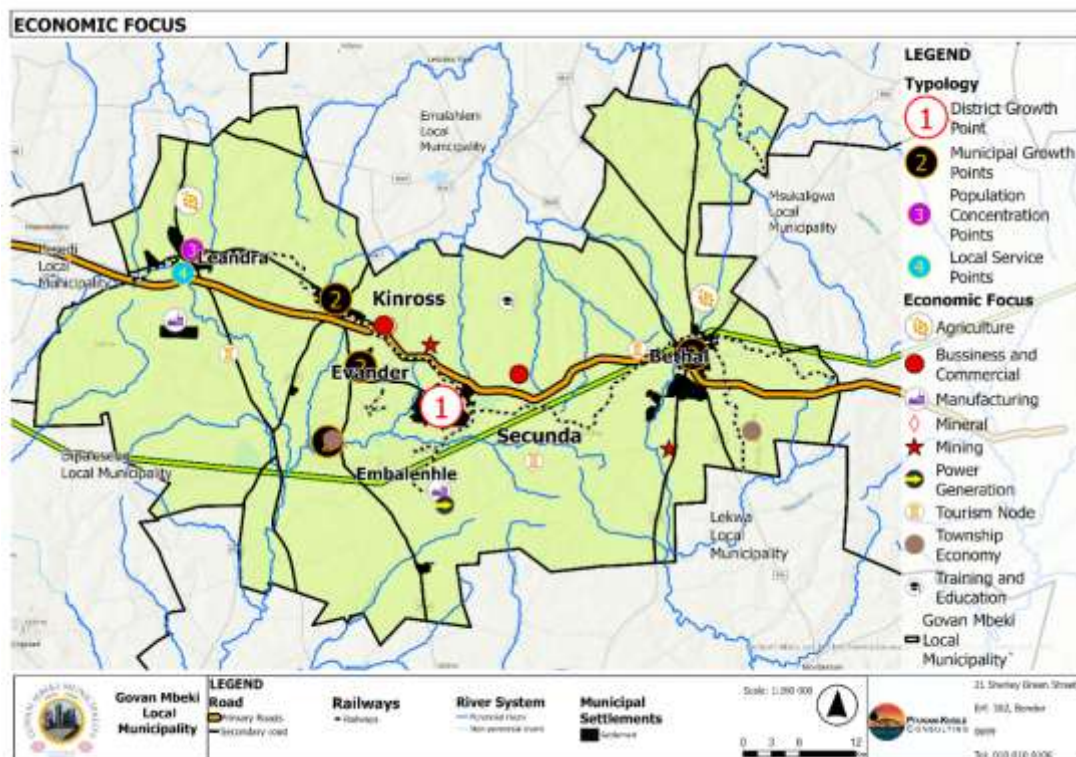
The N17 running through the local municipality is identified as an Existing Corridor, the objectives of which are the following:

- ☐ Upgrading the existing corridors and building new linkages to increase capacity, economic opportunities and ensure connectivity to surrounding towns. This will be done by through the following:

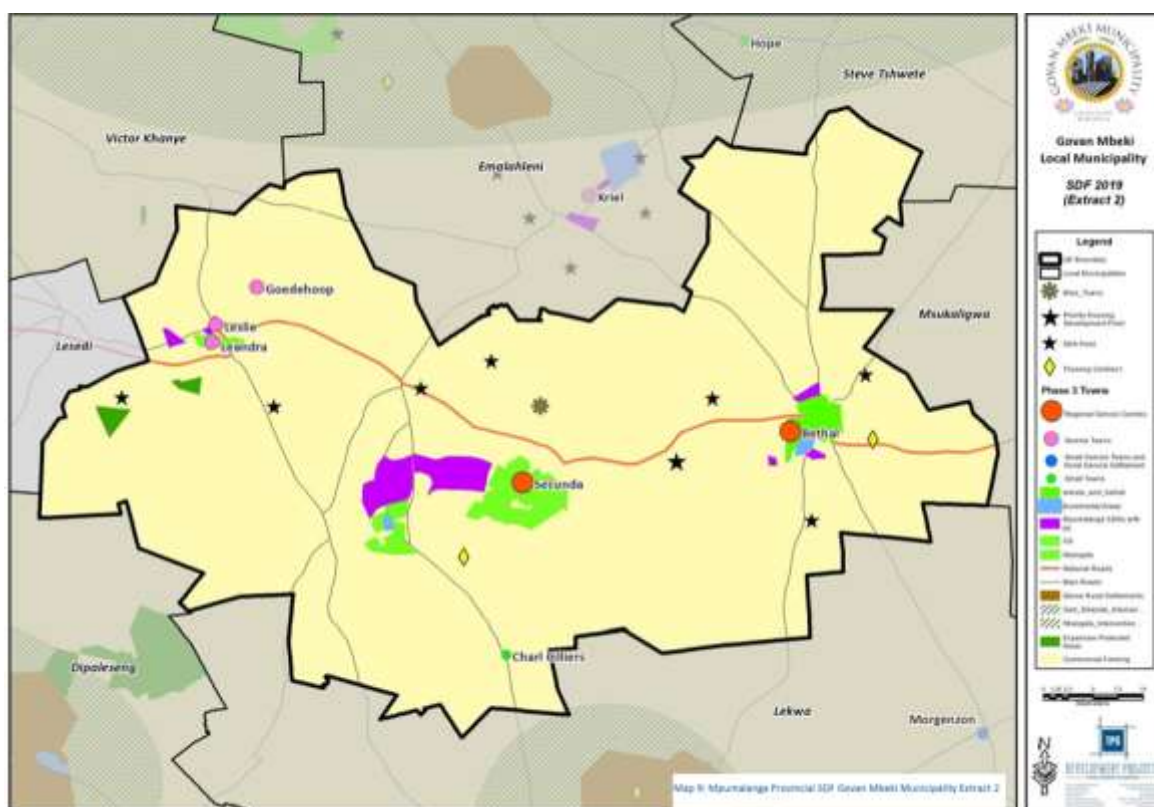
Developing new and upgrading existing provincial corridors will assist in the facilitation of the poly-centric development model that the province has adopted. The aim of the poly-centric development model is to create a well-functioning network base with improved linkages between urban and rural areas. Therefore, highlighting the principle of well-established corridors and nodes in a region and will help in improving regional, national and provincial connectivity.

The development strategy should (1) be focused on upgrading existing infrastructure to provide accessibility to nearby provinces and countries and (2) creating new corridors that will provide connectivity to previously disadvantaged areas which will, therefore, strengthen the NSDF principle of creating urban-rural anchors and in turn facilitate rural transformation.

Secunda is identified as a Regional Service Centre serving the smaller service centres such as Bethal. The proposed SDF will provide spatial proposals and strategies for optimal functionality for the node.

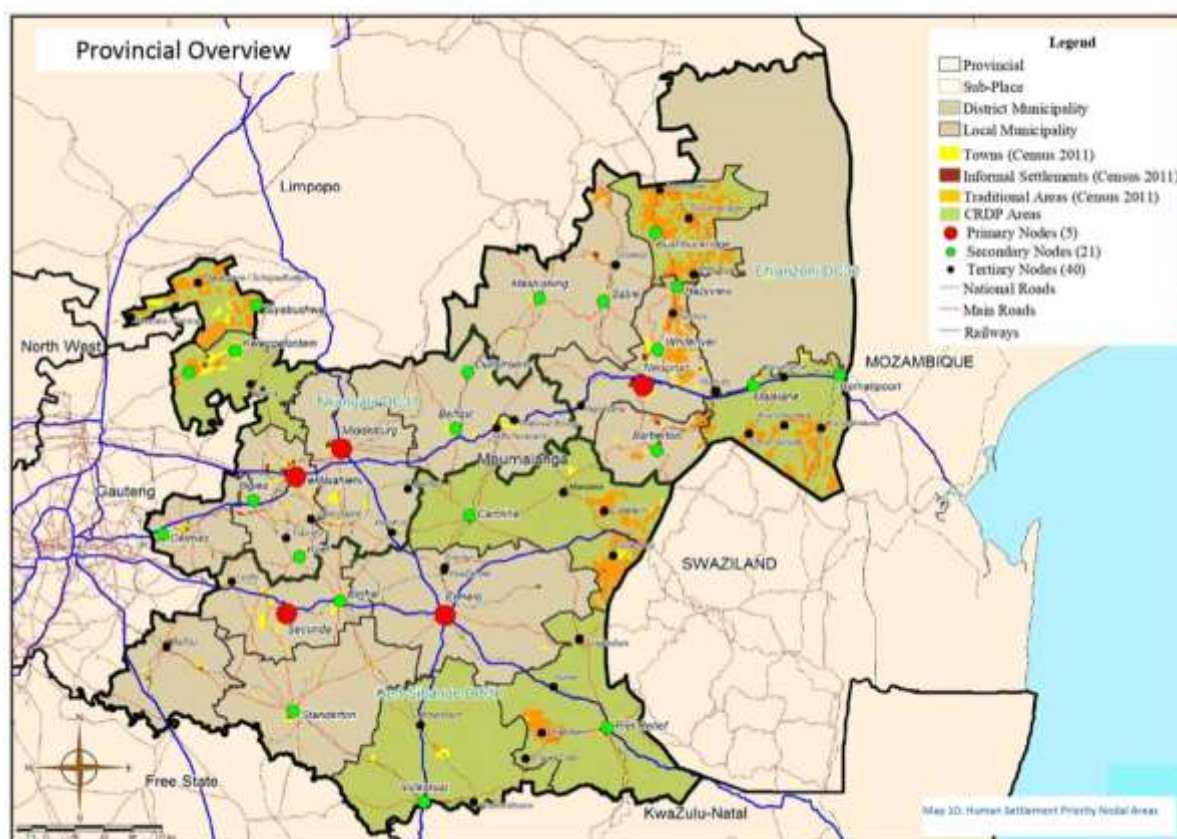


Govan Mbeki Economic Focus Sectors (source: Govan Mbeki SDF 2014-2034)



Govan Mbeki Nodal Hierarchy (source: Govan Mbeki SDF 2014-2034).

Secunda has been identified as a primary for housing development which means it has been earmarked for a mix of housing typologies for mixed income households. The SDF will identify strategically located parcels of land for the development of housing.



Gert Sibande DM Human Settlement Priority Nodal Areas.

Land ownership

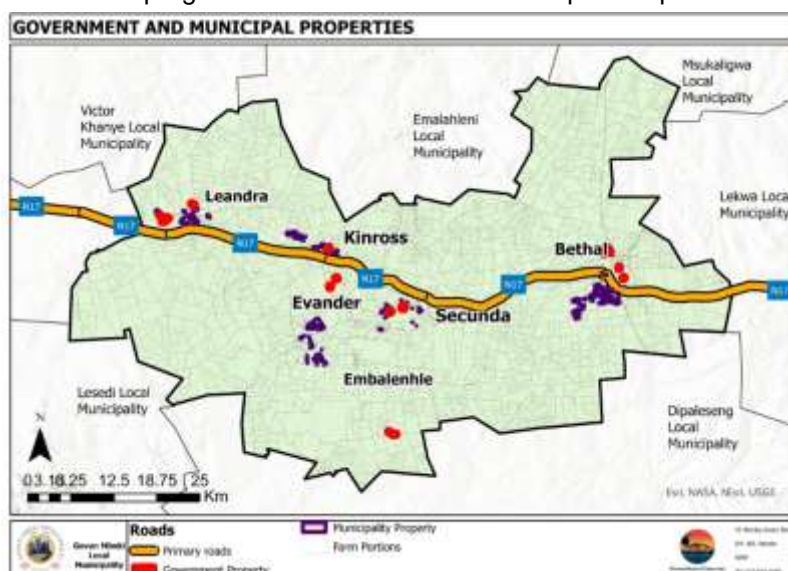
Land ownership patterns in the municipality typically resemble and are evidence of former planning practices. Furthermore, there are large tracks of land in the municipality which are privately owned. This inhibits the municipality for using land for public benefit, such as low-cost housing for low to middle income earners.

This policy therefore forms a framework for land reform in the municipality. The proposed SDF therefore seeks to identify interventions which will speed the land reform programmes as well as create an equitable pattern of land ownership in the municipality.

The official count of the total number of the farm portions in Govan Mbeki are 2581.

Out of the parcels that are invaded, 108 belong to Govan Mbeki LM, while 93 of it is private. Govan Mbeki LM also has 45 portions that are vacant.

The map below illustrated the distribution of the land ownership in Govan Mbeki with land being distributed between government property as well as municipal property.



7.1.9 PROPOSED PRIORITY PROJECTS

The proposed priority projects outlined below constitute a set of programmes and initiatives essential for achieving the Development Strategies and Action Plans as outlined in the final approved Spatial Development Framework (SDF). The responsible parties and stakeholders for the implementation of these projects and programmes have been identified, with indications of potential Public-Private Partnership (PPP) opportunities where applicable.

Strategy/ Development Action	Policy Reference	Responsibility/ Partnership	Funding/ Cost	Timeframe		
- Greenwoodpruit street, - Krakodiner street, - Ikobom street, - Jalarama street, - Senginer street, - Coen Brub street and, - Springbok street.						
Development Objective 5: Functional Road Hierarchy						
Establish road hierarchy concept in Govan Mbeki by focusing infrastructure development and funding allocation within identified focus intervention Area nodes as a priority. Urban Regeneration and Renewal Plans proposed for the following nodes:	- Mpumalanga SDF - SDF	Govan Mbeki LM	Operational	x	x	x
- Bethal (in-process according to IDP 2025) - Secoyinda - Kinnat - Tichardt - Swander - Ledie - Chari Cillien	- IDP 2025 - Govan Mbeki SDF 2014	- Govan Mbeki LM - Public-private partnership	R200 000 per node	x	x	
Bethal to be promoted and invetied in as a forum node	IDP 2025	Govan Mbeki LM		x	x	
Development Objective 6: Inclusive, Vibrant and Sustainable Human Settlements						
Indicate settlement development edges on approved Land Use Scheme Maps.	IDP 2025	Govan Mbeki LM	Operational	x		
Development/Update of the following policies, strategies and plans are to be prioritized:	3PLUM By-Laws, 2016					
- Land invasion Strategy - Informal Settlement Strategy/Plan - Human Settlement Plan which is to clearly identify strategic parcels of land for acquisition and integrated Human Settlement development. This SDF recommends the	IDP 2025	- Govan Mbeki LM - Public-private partnership	Operational	x	x	

Strategy/ Development Action	Policy Reference	Responsibility/ Partnership	Funding/ Cost	Timeframe		
				short (0-5 yrs)	med (6-10 yrs)	long (10-15 yrs)
Development Objective 1: Environmental Sustainability						
Coordination/ alignment with the Mpumalanga Biodiversity Sector Plan to ensure demarcation, protection, and proclamation of established conservancies around proposed protected areas	Mpumalanga Biodiversity Sector Plan, 2018	Govan Mbeki LM	Operational	x		
Support the construction of Emmiba Emoyeni project – Wind Farm development (project in progress, construction of first phase anticipated to be complete in 2024)	Mpumalanga Climate Change Adaption Strategy, 2015	Self-Green Govan Mbeki LM		x	x	x
Development Objective 2: Corridor Development and Connectivity						
Develop an Integrated Transport Plan (ITP) for Govan Mbeki	IDP 2025	Govan Mbeki LM	R300 000 – R600 000		x	
Ensure all road proposals (corridors, road upgrades, new strategic linkages etc.) of the IDP are included and reflected in the ITP.						
Priority activity corridors and linkages for upgrading and rehabilitating:	IDP 2025	- Mpumalanga Roads and Transport (MPRT) - SAHRA	Annual Allocations	x	x	
- N17 (primary corridor) - R50, R29, R546 & R35 (secondary corridor) - R38, R545 & R580 (tertiary corridor) - R77W (activity spine)						
Priority local roads for upgrading and rehabilitating:	IDP 2025	Govan Mbeki LM	Annual Allocations	x	x	
- Nelson Mandela Drive, - Oliver Tambo Drive, - Helen Joseph Drive, - Walter Saulu Road, - Tugela street, - Umfolosi street, - Wulwepu street.						

Strategy/ Development Action	Policy Reference	Responsibility/ Partnership	Funding/ Cost	Timeframe		
following areas for investigation: Kinnat, Emahoni, Chari Cillien.						
Formalisation of the following informal settlements through Township establishment:	IDP 2025	- Govan Mbeki LM - Public-private partnership		x	x	
- Mazandele - Hoffontein - Sakhizwe						
Detailed feasibility studies required for all SDAs to confirm their development potential – protect environmentally sensitive areas and high potential agricultural land in layout planning.		- Govan Mbeki LM - Public-private partnership	Annual Allocations	x	x	
Manage residential expansion in line with delineated Strategic Development Areas (SDAs), focusing on incremental expansion and in-fill development (no leapfrog development).	IDP 2025	Govan Mbeki LM		x	x	x
Ensure SDAs are reflected as priority integrated housing intervention areas in future housing plans and policies including the Housing Chapter (IDP) and the Govan Mbeki Municipal Housing Sector Plan	IDP 2025 Municipal Housing Sector Plan	- Govan Mbeki LM - DALLRD - DHS - Public-private partnership	In-house/ Operational	x	x	x
Updated Land Audit to be conducted, followed by the development of a Municipal Land Assembly Strategy to identify key parcels of land that can give effect to this IDP, engage with landowners, identify funding sources and strategies, and establish the process of acquiring the land parcels.		- Govan Mbeki LM - DALLRD	Operational	x	x	
Compile a Thusing Precinct Plan and Implementation Strategy for each of the identified locations.	IDP 2025	- Govan Mbeki LM - Public-Private Partnership - IDP Technical Committee and Representative Forum	Annual Allocations	x	x	
Engage provincial and national service departments to align capital programmes in accordance with the Thusing Strategy.	CRDP					
Development Objective 3: Economic Development and Diversification						

7.2 GOVAN MBEKI MUNICIPAL HOUSING SECTOR PLAN (GMM MHSP)

After post 1994 the municipality has managed to accelerate human settlement provision, however, the recent bulk infrastructure challenges are creating pressure on the municipality to deliver more. This challenge, therefore results to paramount issue of non-availability of developed integrated human settlement that will assist municipal workers, government officials and ordinary working class that fall within gap market and low-cost market. Given the demand for low- and middle-income earners there is a need for integrated human settlement that will cater for all the housing typologies.

The Govan Mbeki Municipal Human Settlement Sector Plan (GMM HSSP) is in the of been revised and approved by council. The GMM HSSP will outlines a vision statement for human settlements and formulate a numerous objectives and strategies that will guide the development of desired human settlements in Govan Mbeki Municipality.

Govan Mbeki Human Settlements Sector Plan will be informed by the Spatial Development Framework of the municipality and the municipality's long – term development vision as set out in its Integrated Development Plan (IDP) will be interpreted to guide the overall outputs of the Human Settlements sector plan.

7.2.1 LEGISLATIVE AND POLICY ENVIRONMENT GOVAN MBEKI MUNICIPAL HUMAN SETTLEMENTS SECTOR PLAN (GMM HSSP)

The GMM HSSP is informed by, and aligned to, the relevant legislative and policy imperatives e.g. the Constitution (1996), the Housing Act (1997), the National Housing Code (2009), the Municipal Finance Management Act (2003), Government's Performance Outcome 8 and the revised National Accreditation and Assignment Framework.

The Govan Mbeki Municipal Human Settlement Sector Plan (GMM HSSP) comprised of the following components:

- ❑ Housing Allocation Policy
- ❑ Migration Strategy
- ❑ Migration Policy
- ❑ Comprehensive Housing Needs Analysis (Transversal Waiting List)
- ❑ Human Sector Development Plan: PPP Strategy
- ❑ Integrated Human Settlement Sector Plan
- ❑ Informal Settlements By-Law

7.2.2 OBJECTIVES OF GOVAN MBEKI MUNICIPAL HOUSING SECTOR PLAN (GMM MHSP)

The objectives of the Govan Mbeki Municipal MHSSP are as follows:

- ❑ Those human settlements planning reflects a broad range of community level needs and concerns and is based on credible data;
- ❑ The alignment of the municipality's plans with national and provincial human settlements plans and priorities
- ❑ To undertake human settlements planning as part of a broader, integrated and proactive urban management strategy of the municipality;
- ❑ To provide detailed human settlements projects plans within a clear implementation and funding strategy;
- ❑ To develop an institutional structure and unpack clear roles and responsibilities of relevant stakeholders critical to achieving integrated human settlements planning;
- ❑ To incorporate concepts of migration, local economic development, in the overall development of human settlements
- ❑ To provide a clear monitoring and evaluation framework for the human settlements function; and
- ❑ To develop a clear communications plan.

The Govan Mbeki Municipality (GMM) Municipal Human Settlements Sector Plan (MHSSP), contains the development plan well, to ensure an integrated approach to human sector development.

This comprehensive document, incorporates elements from the Municipal IDP, Local Economic Development Strategy, GMM business plan, GMM Spatial Development Framework, GMM Land Use Management, as well as the National Upgrade of Informal Settlements Programme (NUSP). The GMM MHSSP demonstrates the municipality's plans, budget and organisational capacity to deliver on this mandate, in a progressive and value-adding manner.

7.3 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The Govan Mbeki Municipality (GMM) is mandated to develop and implement an Integrated Waste Management Plan (IWMP) in accordance with Section 11 of the National Environmental Management: Waste Act, 2008 (Act 59 of 2008).

The IWMP serves as a strategic framework for sustainable waste management and must be submitted to the Member of the Executive Council (MEC) for endorsement. Additionally, it is a legal requirement that the IWMP be integrated into the municipality's Integrated Development Plan (IDP), as stipulated in Chapter 5 of the Municipal Systems Act.

Before finalization, the IWMP undergoes a public participation process in terms of Section 29 of the Municipal Systems Act to ensure stakeholder engagement and inclusivity.

The Govan Mbeki IWMP was **approved by the Council (Resolution A004/01/2023)** and forms a critical component of the municipality's approach to waste minimization, disposal, and environmental sustainability.

Govan Mbeki Municipality (GMM) faces significant waste management and environmental challenges due to its status as a mining and industrial hub. The municipality generates large volumes of general and hazardous waste, necessitating a structured approach to waste collection, recycling, and disposal.

7.3.1 Waste Management and Collection

GMM does not currently employ weighbridge or waste audit methods to determine waste generation rates. Instead, estimates are based on per capita waste generation. Waste collection services are provided to all developed areas, with residential households receiving weekly kerbside collection, while businesses receive more frequent services based on location and waste generation volumes. Indigent households are supported through government grants.

The Govan Mbeki Municipality is committed to improving waste management services through systematic planning, enhanced infrastructure, and community engagement. The municipality provides waste collection services to all proclaimed and select unproclaimed areas. The service is managed across five depots: Bethal, Secunda, Evander, Leandra, and eMbalenhle.

Current Status:

- ☐ Waste collection services are operational in all developed and some unproclaimed areas.
- ☐ Indigent households are registered for free basic services.
- ☐ Waste collection follows the National Domestic Waste Collection Standards.

Planned Interventions:

- ☐ Extend waste collection services to unproclaimed areas.
- ☐ Update and maintain an accurate indigent household register.
- ☐ Enhance waste collection efficiency by optimizing scheduling and route planning.

7.3.1.1 Residential Refuse Collection

Municipal refuse collection services for households follow a weekly kerbside system, with standard container requirements.

Current Status:

- ❑ The municipality bills residents according to the annual tariff policy.
- ❑ Indigent households receive free basic services through government grants.

Planned Interventions:

- ❑ Improve compliance with containerization regulations.
- ❑ Implement digital tracking to enhance efficiency.
- ❑ Expand community education on responsible waste disposal.

7.3.1.2 Business Refuse Collection

Businesses in CBD areas receive three refuse collections per week, while non-CBD businesses receive two collections per week. Businesses are responsible for providing their own waste containers.

Current Status:

- ❑ Businesses are billed based on collection frequency and volume.
- ❑ On-site waste management and recycling are encouraged but not enforced.

Planned Interventions:

- ❑ Introduce incentives for businesses that adopt effective waste separation and recycling practices.
- ❑ Develop a structured monitoring system to ensure compliance.
- ❑ Strengthen public-private partnerships to enhance recycling efforts.

The outlined interventions below will help ensure sustainable waste management and environmental conservation in alignment with the municipality's mandate.

These initiatives align with GMM's commitment to sustainable waste management, environmental protection, and improved service delivery, ensuring compliance with national legislation and enhancing community well-being.

SOLID WASTE MANAGEMENT (COLLECTIONS)			
Current Status	Challenges	Root Causes	Proposed Solution/ Actions
❑ IWMP approved in terms of resolution A004/01/2023 and endorsed by the MEC during April 2024. ❑ 23 Refuse trucks as from December 2024 ❑ Allocation of 3 x new FEL trucks: Bethal/eMzinoni, Secunda & eMbalenhle ❑ Average operational REL trucks: 10 ❑ Focus is to improve service delivery in all areas.	❑ Backlogs and overtime accumulation due to breakdown of trucks ❑ Refuse collection in new township development areas (all regions) ❑ Continuous illegal dumping of waste	❑ Aged and overuse of refuse compactor trucks. (double shift daily per truck and less time for maintenance) ❑ Frequent breakages of compactor trucks ❑ Longer down time of trucks ❑ Collection is restricted due to: Poor Road conditions (eMbalenhle,	❑ Annual budgeting and procurement of new refuse collection trucks to replace old fleet. ❑ Procurement of an additional 3 refuse REL's through approved MIG allocation (R16m) in the 2025/26 FY ❑ Introduction and procurement of 3 x skip loader trucks through approved MIG allocation ❑ Develop new collection sites for all regions to service un-served areas and new developments.

SOLID WASTE MANAGEMENT (COLLECTIONS)			
Current Status	Challenges	Root Causes	Proposed Solution/ Actions
☐ 10 Tipper trucks and 4 FEL's (illegal dumped waste removal)		eMzinoni, Lebohang, etc. ☐ Dark lit areas due to no street lights in all towns (2 nd shift)	☐ Plan to assign 3 tipper trucks and 1 FEL permanently per region to remove illegal dumped waste daily. ☐ Education and awareness (3 x vacant positions of educators in the structure) ☐ Issuing of fines for illegal dumping of waste

7.3.2 Waste Disposal and Landfill Sites

GMM operates **Eight (8) licensed landfill sites**, of which four are operational and four have been decommissioned and issued closure licenses in compliance with the National Environmental Management: Waste Act.

The Bethal, Secunda, and Leandra landfill sites are fully licensed, while the Kinross landfill site was issued a closure license in 2017 and requires formal decommissioning.

7.3.2.1 Operational Landfill Sites

Operational Landfill Sites					
Landfill Site	Location	Coordinates	Size (m ²)	Estimated Lifespan	Remaining
Bethal Landfill	Stand 9946 Ext. 11, eMzinoni	26°29'35.07"S, 29°27'42.60"E	441,277.59	± 20 years	
Kinross Landfill (to be closed)	Portion 11, Farm Zondagsfontein 124-IS	26°25'35.63"S, 29°6'23.65"E	123,415.69	0 years (Closure required)	
Leandra Landfill	Portion 4, Farm Brakfontein 310-IR	26°20'51.60"S, 28°54'15.38"E	1,996,967.18	± 50+ years	
Secunda Landfill	Portion 40, Farm Goedehoop 290-IS	26°31'56.84"S, 29°27'29.64"E	265,484.91	± 1 year	

7.3.2.2. Challenges and Operational Constraints

Despite being operational, the landfill sites face significant challenges, including:

- ☐ Inconsistent daily covering of waste, leading to increased exposure to wind-blown litter, dust, and odours.
- ☐ Vector infestations, impacting public health and sanitation.
- ☐ Severe equipment shortages, limiting the municipality's ability to maintain landfill sites effectively.
- ☐ Inadequate personnel, affecting waste management operations.
- ☐ Unregulated waste reclaiming activities, causing site disruptions and operational inefficiencies.

7.3.2.3 Strategic Interventions- Landfill Sites

To enhance waste management efficiency and environmental sustainability, the following interventions are prioritized:

- ☐ Closure of the Kinross landfill site, in line with regulatory requirements.

- ❑ Infrastructure upgrades and equipment acquisition to improve landfill operations.
- ❑ Strengthening enforcement measures to regulate waste reclaiming activities.
- ❑ Exploring alternative waste management solutions, such as waste-to-energy initiatives and improved recycling programs.
- ❑ Enhancing public awareness campaigns on responsible waste disposal and environmental conservation.

SOLID WASTE MANAGEMENT (LANDFILL SITES)			
Current Status	Challenges	Root Causes	Proposed Solution/ Actions
❑ None complying landfill sites as per landfill site license conditions	❑ Non-compliance to landfill site license conditions i.t.o infrastructure and maintenance. ❑ Limited landfill site air space available	❑ All sites were developed in old quarries. ❑ No engineered designed sites ❑ No supporting infrastructure: landfill liners, leachate ponds, infrastructure	❑ Development of an engineered designed regional landfill site at Leandra ❑ Transfer stations with transport infrastructure to divert waste to Leandra ❑ Due to distance to Leandra, alternative landfill site need to be identified close to Secunda to reduce hauling time, fleet cost, infrastructure development

7.3.3 Waste Quantities and Types

The Municipality is mandated to determine the quantities and types of waste generated within its jurisdiction. This involves establishing the current waste volumes being generated, recycled, treated, and disposed of. Waste quantities are typically measured by mass (kilograms or tons).

Current Status:

- ❑ There is no formal system in place to accurately quantify waste generation rates.
- ❑ The municipality does not utilize a weighbridge, volume-based estimation, or waste stream analysis for accurate assessments.
- ❑ Current waste generation figures are estimated based on per capita waste generation rates.

Planned Interventions:

- ❑ Implement a weighbridge at waste disposal facilities to ensure accurate waste quantification.
- ❑ Introduce a standardized waste stream analysis at household and ward levels.
- ❑ Develop a digital waste tracking system for improved data collection and reporting.

7.3.4 Waste Generation

Waste generation can be determined through various methodologies, including weighbridge assessment, volume-based estimations, or waste stream analysis at the ward/household level.

Current Status:

- ❑ The municipality currently relies on estimated per capita waste generation rates due to the absence of proper measurement mechanisms.
- ❑ No structured waste audit or sampling has been conducted.

Planned Interventions:

- ❑ Develop a systematic waste audit plan across different wards.
- ❑ Establish a dedicated unit for waste generation data collection and monitoring.
- ❑ Promote public participation in waste data collection through community engagement initiatives.

7.3.5 Transfer Station

A transfer station serves as an intermediate point for waste consolidation before transportation to final disposal sites.

Current Status:

Govan Mbeki Municipality does not have any transfer stations in its jurisdiction.

Planned Interventions:

- ☐ Conduct feasibility studies for establishing transfer stations.
- ☐ Secure funding for the development of strategically located transfer stations.

7.3.6 Recycling and Waste Reduction Initiatives

The municipality operates a **Buy-Back Centre** in eMbalenhle, funded through the Department of Environmental Affairs, to promote recycling and reduce landfill waste. Managed by cooperatives, the centre plays a crucial role in waste diversion and community participation. However, the municipality lacks transfer stations, limiting the efficiency of waste management operations.

The eMbalenhle Buy-Back Centre was constructed in 2013 with R7,000,000 funding from the Department of Environmental Affairs via the EPIP program.

Current Status:

- ☐ The facility is a licensed operation (License No: 17/4/WL/MP307/14/02 issued on 08 December 2014).
- ☐ Managed by cooperatives, the centre collects recyclable materials using tricycles and community walk-ins.

Planned Interventions:

- ☐ Strengthen operational efficiency and sustainability of the Buy-Back Centre.
- ☐ Expand the buy-back initiative to other areas within the municipality.
- ☐ Increase community participation through awareness campaigns.

7.3. 6 DESIRED END STATE

The Integrated Waste Management Plan (IWMP) for Govan Mbeki Municipality establishes a strategic framework for sustainable waste management, aligning with the National Waste Management Strategy. The plan focuses on seven key areas, each with a Desired End State aimed at addressing existing gaps and needs while promoting an efficient, environmentally responsible waste management system.

Key Focus Areas & Desired End State:

1) Waste Avoidance & Minimisation

- ☐ Reduce waste generation at the source through education, awareness, and industry engagement.
- ☐ Implement policies that encourage sustainable production and consumption.

2) Waste Re-use

- ☐ Develop community and business initiatives to promote re-use practices.
- ☐ Support the establishment of local re-use networks and facilities.

3) Waste Recycling

- ☐ Expand and improve municipal recycling programs and infrastructure.
- ☐ Foster public-private partnerships to enhance recycling efficiency and participation.

4) Waste Treatment

- ☐ Implement sustainable waste treatment technologies to reduce environmental impact.
- ☐ Encourage alternative treatment methods such as composting and bio-digestion.

5) Waste Disposal

- ☐ Ensure compliance with waste disposal regulations and standards.
- ☐ Improve landfill site management and promote waste-to-energy initiatives.

6) Institutional & Financial Sustainability

- ☐ Strengthen municipal capacity, governance, and financial models for sustainable waste management.
- ☐ Enhance funding mechanisms and cost recovery strategies.

7) Public Awareness & Stakeholder Engagement

- ☐ Drive behavioral change through education and outreach programs.
- ☐ Foster multi-stakeholder collaboration, including community, industry, and government partnerships.

The IWMP sets clear targets to be achieved within the five-year implementation period, with immediate (1-year), short-term (2–3 years), medium-term (3–5 years), and long-term (5–10 years) objectives as listed per below table:

GOAL 1: WASTE DISPOSAL INFRASTRUCTURE			
IMMEDIATE GOALS (1 year)	SHORT TERM GOALS (2 to 3 years)	MEDIUM TERM GOAL (3 to 5 years)	LONG TERM GOALS (5 year plus)
Apply for funding through available funding mechanisms for the construction and infrastructure of the regional landfill site in Leandra	Appoint a specialist for the designs of the Leandra landfill site, which includes cell construction, leachate, methane gas and storm water management, site development.	Construction of the Leandra landfill site in line with the minimum requirements for waste disposal at landfill and regulations in terms of the waste act.	Start operations as a regional landfill site at Leandra.
Apply for funding through available funding mechanisms for the application for a waste license for the establishment of a new central transfer station in Evander.	Apply for licensing for the establishment of a central transfer station in Evander. Conduct all required specialist investigations.	Construct new central transfer station in Evander and operate according to license conditions.	Continue operation according to the license conditions. Audit and monitor transfer station operations.
Apply for funding through available funding mechanisms for the construction and infrastructure of a central transfer station in Evander	Appoint a specialist for the designs of the central transfer station.	Construction of the central transfer station in Evander	Start operations at the central transfer station in Evander
Apply for licensing for the establishment of a transfer station in eMbalenhle. Conduct all required specialist studies (EIA)	Construct new transfer station in eMbalenhle and operate according to license conditions.	Continue operation according to the license conditions. Audit and monitor transfer station operations.	
Investigate the possibility and identification of a suitable alternative landfill site centrally located to Secunda, Evander and eMbalenhle to be developed as a landfill site	If a suitable land portion is identified, negotiate to buy the land and make provision in the budget to purchase.	Do EIA and obtain waste license for the site	Apply for funding to develop the new landfill site. Develop the new site in line with the regulations published in terms of the Waste Act.
Apply for funding through available funding mechanisms for the application for a waste license for the establishment of a new mini transfer stations at: - Kinross landfill site - Kinross ext.25 - eMbalenhle (4 stations) - Secunda landfill site - Bethal/eMzinoni (3 stations) - Charl Cilliers - Trichardt - Evander - Eendracht	Apply for licensing for the establishment of mini-transfer stations. Conduct all required specialist investigations.	Construct new mini- transfer stations within GMM and operate according to license conditions.	Continue operation according to the license conditions. Audit and monitor mini-transfer station operations.
Identify shortcomings with regard to operational requirements according to	Resolve the identified operational shortcomings.	Continue operation according to license conditions.	Continue operation according to license conditions.

GOAL 1: WASTE DISPOSAL INFRASTRUCTURE			
IMMEDIATE GOALS (1 year)	SHORT TERM GOALS (2 to 3 years)	MEDIUM TERM GOAL (3 to 5 years)	LONG TERM GOALS (5 year plus)
the waste license conditions of the Secunda, Bethal and Leandra landfill sites.	Continue operation according to license conditions.		Audit and monitor landfill site operations.
Develop a closure and rehabilitation plan for the Kinross, Evander, eMbalenhle, Lebohang and Bethal-Morgenzon landfills.	Apply for funding through available funding mechanisms for the closure and rehabilitation of Kinross, Evander, eMbalenhle, Lebohang and Bethal-Morgenzon landfills.	Conduct closure process for the Kinross, Evander, eMbalenhle, Lebohang and Bethal-Morgenzon landfill site. Rehabilitate closed landfill sites according to closure plan.	Monitor closed landfill sites in line with the license conditions.

GOAL 2: WASTE COLLECTION			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Identify new developments in the municipal area.	Implement waste collection services to new developments.	Implement waste collection services to new developments.	Implement waste collection services to new developments.
Identify and compile a map or schedule of serviced and un-serviced areas within the municipality.	Identify various service points for the serviced and un-serviced areas.	Extend services to un-serviced areas.	Update and manage the schedule to ensure all areas are receiving collection services.
Budget for funding through available funding mechanisms in order to conduct a transportation study (route planning vs number of erven to be serviced per truck per day).	Appoint a service provider to conduct a transportation study of the waste collection area.	Implement optimum waste collection route as determined in transportation study.	Implement optimum waste collection route and make amendments for new developments.
Re-work the collection schedule to ensure all collection service areas are covered with available resources and equipment.	Weekly refuse collection service to all proclaimed and certain un-proclaimed erven.	Weekly refuse collection service to all proclaimed and certain un-proclaimed erven.	Weekly refuse collection service to all proclaimed and certain un-proclaimed erven.

GOAL 3: RESOURCE EXTENSION			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Personnel Resources			
Develop a proposed organogram of waste management personnel and submit during the review of the institutional organizational structure for consideration and approval.	Recommend the filling of waste management vacant positions.	Recommend the filling of waste management vacant positions.	Recommend the filling of waste management vacant positions.
Financial Resources			
Prepare a detail financial proposal (Capital and operational) for proper waste management budgeting for each financial year and submit during the budget planning and review process.	Implementation of the capital and operational budget.	Implementation of the capital and operational budget.	Implementation of the capital and operational budget.
Review tariffs for waste collection and disposal and identify shortcomings.	Implement tariff model (as developed by DEA).	Implement tariff model and amend as required.	Implement tariff model and amend as required
Equipment Resources			
Review current equipment and identify equipment that needs maintenance and/or replacement.	Develop an equipment replacement plan and acquire funding for the implementation of this replacement plan.	Replace equipment or extend vehicle fleet as required.	Update and amend equipment replacement plan and implement accordingly.

GOAL 4: WASTE MINIMISATION			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Conduct a study to determine whether the following are feasible: Waste minimisation/ recycling at households	If feasible , apply for funding through available funding mechanisms for the establishment of waste minimisation infrastructure.	Establish, operate and maintain the waste minimisation infrastructure.	Establish, operate and maintain the waste minimisation infrastructure.
	If feasible , establish mechanisms for promoting separation at source.	Roll out separation at source to 30% of households.	Roll out separation at source to 70% of households.

GOAL 5: MANAGEMENT OF ILLEGAL ACTIVITIES			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Clean up illegal dumping areas.	Continue cleaning up illegal dumping areas.	Continue cleaning up illegal dumping areas.	Continue cleaning up illegal dumping areas.

GOAL 5: MANAGEMENT OF ILLEGAL ACTIVITIES			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Update the by-laws to address the NEMWA requirements.	Draft and promulgate by-laws.	Proper enforcement of by-laws.	Proper enforcement of by-laws and amend if necessary.

GOAL 6 : WASTE INFORMATION SYSTEM			
IMMEDIATE GOALS	SHORT TERM GOALS	MEDIUM TERM GOAL	LONG TERM GOALS
Update the reporting on the Waste Information System (SAWIC).	Keep proper records of waste quantities and types received at the waste management facilities.	Use records for proper planning and decision making.	Ensure that the future planning is effectively carried out.
Compile a list or database of all industries, private landfills and medical facilities in the municipal area.	Compile a list of industry waste management facilities.	Ensure that all industrial and medical waste are disposed of in a responsible manner.	Ensure that all industrial and medical waste are disposed of in a responsible manner.

7.3.7 MUNICIPAL BY-LAWS PERTAINING TO WASTE

The Municipality has a set of waste management by-laws, namely the “Cleansing Services/ Solid waste Management By-Laws as published in LA Notice 92 of 9 May 2003. The municipality has reviewed the current bylaws and has developed a draft Integrated Waste Management By-Law, which need to be finalised and approved by Council.

The current by-laws cover all aspects of waste management including aspects such as collection and removal of business and domestic refuse, industrial and trade refuse, garden, special domestic and bulky refuse, builders refuse, special industrial, hazardous, medical and infectious refuse, the solid waste landfill site management, littering, offences and penalties.

In assessing the National Environmental Management: Waste Act, it was evident that clear responsibilities are assigned to each sphere of government in relation to waste management activities.

Local Government is responsible for the provision of waste management services, which includes waste removal, waste storage and waste disposal services, as per Schedule 5b of the Constitution. Municipalities are obliged to designate a waste management officer from their administration to co-ordinate matters pertaining to waste management.

They must also submit an integrated waste management plan to the MEC for approval. The IWMP needs to be integrated into municipal integrated development plans (IDP), and the municipal annual performance report must include information on the implementation of the IWMP.

At the discretion of the Govan Mbeki Municipality, they may set local waste service standards for waste separation, compacting of waste, management and disposal of solid waste, amongst others.

The local standards must be aligned with any provincial and national norms and standards where these exist. In particular, the existing draft bylaws must be aligned with Chapter 4 Part 6 of NEMWA. The Govan Mbeki may also require transporters of waste to register on a list of waste transporters.

The following section describes how the bylaws must be aligned with Chapter 4 Part 6 of NEMWA and how the strategic priorities for the disposal of waste needs to be implemented in terms of the regulatory framework provided by NEMWA:

- ❑ Chapter 4 Part 6 of NEMWA prohibits the unauthorised disposal of waste, and requires that where there is no household waste collection service the waste must be disposed of in the most environmentally and economically feasible manner.
- ❑ Section 26(1)(b) requires that waste disposal must be explicitly authorised and accomplished without polluting the environment or harming human health and well-being.
- ❑ In terms of Section 68(1) of NEMWA a maximum penalty of R10, 000,000 or a jail sentence of up to 10 years can be imposed for unauthorised waste disposal, depending on the severity of the impact on health and the environment.
- ❑ Section 27(1) of NEMWA provides regulatory instruments focused specifically on littering.
- ❑ It stipulates that private land owners that provide public access to their property must provide suitable receptacles for litter and ensure that it is disposed of (in an authorised manner) before it becomes a nuisance.
- ❑ This is reinforced by Section 27 (2), which prohibits littering of public places by individuals.
- ❑ In terms of Section 68(2) a maximum fine up to R5, 000,000 or imprisonment for up to 5 years can be imposed for littering offences, depending on the severity of the offence.

The waste disposal and anti-littering measures provided in NEMWA must be implemented through the aligned by-laws and should be enforced by local law enforcement agencies. These measures should be seen as providing the minimum requirements that need to be implemented in terms of the by-laws.

Proper provision for monitoring, compliance, and enforcement, as well as the role of the Municipal Waste Management Officers (WMOs) should be described in the existing draft by-laws.

The responsibilities of the WMO in the Govan Mbeki Municipality will be as follows:

- ☐ Stakeholder management in relation to implementation of NEMWA.
- ☐ Liaison with Environmental Management Inspector (EMI) compliance monitoring activities in the Municipality.
- ☐ Municipal and local IWMP: alignment of planning and reporting cycles.
- ☐ Capacity building in relation to NEMWA implementation.
- ☐ Monitoring adherence to norms and standards in the delivery of waste services.

Chapter 7 of NEMWA addresses compliance and enforcement matters and stipulates the powers of the Minister in relation to the NEMWA provisions for:

- ☐ Preventing and remedying the effects of pollution.
- ☐ Rectifying contraventions of NEMWA.
- ☐ Obtaining a high court interdict against any person contravening the NEMWA.

The role of EMIs in the Govan Mbeki Municipality will therefore be as follows:

Local EMIs will work in conjunction with provincial and national EMIs to execute compliance activities in respect of waste management licenses (reacting to complaints and conducting routine inspections). In accordance with the principal that an institution cannot police itself, local EMIs are not expected to monitor the municipalities' compliance.

The Municipality may address non-compliance in that the EMI or WMO may request a waste impact report. The findings of the waste impact report may trigger an enforcement procedure to correct the illegal activity. The Department of Environmental Affairs will develop norms and standards which will be promulgated in terms of Section 7(1) of the Waste Act.

The by-laws can refer to these norms and standards which will address norms and standards for the operation, maintenance and reporting requirements for general landfills that will be built on the existing Minimum Requirements for Waste Disposal by Landfill guidelines.

It is clear that the existing draft by-laws are aligned with the NEMA requirements but could be improved to put more emphasis on recycling and/or waste minimisation. Separation at source should also be addressed.

7.4 ENVIRONMENTAL MANAGEMENT

7.4.1 LEGAL COMPLIANCE TO ENVIRONMENTAL MANAGEMENT

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) introduced an environmental right in terms of section 24, which affords every person a right to an environment that is not harmful to their health or well-being, to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that will prevent pollution and ecological degradation, promote conservation and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The primary legislation promulgated to give effect to this right was the National Environmental Management Act, 107 of 1998 ("NEMA"), which commenced on 29 January 1999. In accordance with the environmental right, all organs of state, including municipalities, are required to take legislative and other measures to give effect to this right.

The role of the municipality in respect of environmental management is further enhanced in section 152 of the Constitution, which requires municipalities to, amongst other things ensure the provision of services to communities in a sustainable manner and to promote a safe and healthy environment.

Local Government: Municipal Systems Act 32 of 2000 gives further effect to these constitutional imperatives. Municipalities have the duty to strive to ensure that municipal services are provided in an environmentally sustainable manner.

7.4.2 OVERALL ENVIRONMENTAL GOVERNANCE

Environmental governance refers to the role and responsibilities assigned to the municipality in respect of environmental management in general. It includes provisions relating to the general enforcement powers, particularly in respect of municipal environmental management inspectors (EMI) designated in terms of NEMA as well as environmental health practitioners (EHP's) designated in terms of the National Health Act.

Overview of municipal roles and responsibilities pertaining to overall environmental governance:

Type of function	Description
Law making	☐ Environmental Management Bylaws ☐ Environmental Health Bylaws
Monitoring & Enforcement	☐ Designation of and enforcement by environmental management inspectors
Strategic Planning	☐ Preparation of integrated development plans
Consultation requirements	☐ Cooperative governance
General	☐ Incorporation of NEMA section 2 principles ☐ Compliance with provincial environmental implementation plan
	-

7.4.3 ENVIRONMENTAL PROPOSED PROJECTS

FY 2026/2027 IDP REVIEW ENVIRONMENTAL PROPOSED PROJECTS				
DEPARTMENT	CHALLENGES	PROPOSED INTERVENTIONS	PROPOSED PROJECTS	ESTIMATED PROJECT COST FUNDED/UNFUNDED
Civil Engineering	The Secunda duckpond dam wall is leaking and needs to be repaired/renovated, whilst the Hamerkop dam wall is badly eroded and can collapse any time	Urgent renovation of the Secunda Duckpond and Hamerkop dam walls	Renovation of the Duckpond and Hamerkop dam walls	R10,000,000 (unfunded)
Civil Engineering	The Bethal dam wall needs urgent repairs/renovations as it is leaking and a portion of the wall has collapse, which can result in the total collapse of the wall	Urgent renovation of the Bethal dam wall in order to comply with the Regulations regarding the Safety of Dams in terms of section 123(1) of the National Water Act 1998	Renovation of the Bethal dam wall	R10,000,000 (unfunded)
Community Services	Hyacinth plants has invaded the Secunda duckpond, Hamerkop dam and Vinke dam and the municipality need to eradicate these invasive plants	The removal of the invasive plants from the Secunda duckpond, Hamerkop and Vinke dams	Continuous removal of the Hyacinth plants from the Secunda Duckpond, Hamerkop and Vinke dams by means of physical, mechanical, chemical or biological removal	R1,000,000

7.4.4 AIR QUALITY MANAGEMENT

“Air pollution” is listed in Part B of Schedule 4 of the Constitution as a function of municipalities. Accordingly, air pollution management is the constitutional responsibility of local government and municipalities are the primary interface between the public and government regarding air pollution management. In terms of the Municipal Structures Act, the responsibility for integrated development planning, which includes the development of air quality management plans, lies with district municipalities.

Municipal powers and functions in respect of air quality management are set out in the National Environmental Management: Air Quality Act, 30 of 2004 (“NEMAQA”), which is the primary legislation regulating air quality management in South Africa, together with its various regulations. Municipalities influence air quality governance through the introduction of by-laws, which are legally enforceable within the municipality’s jurisdiction.

Furthermore, the National Framework for Air Quality Management in the Republic of South Africa has been published by the Minister in terms of section 7 of NEMAQA. The Framework binds all organs of state in all spheres of government, who must give effect to it when exercising a power or performing a function or duty in terms of this Act or any other legislation regulating air quality management.

Key focus areas for municipalities in respect of air quality management are:

- ☐ Addressing climate change;
- ☐ Continuing and escalating compliance monitoring and enforcement activities by EMI’s within the municipality;
- ☐ Development of air quality management plans;
- ☐ Implementing priority area air quality management plans;
- ☐ Improving municipal air quality monitoring facilities and capacity; and
- ☐ The creation of sufficient municipal capacity through the training of municipal officials in atmospheric emission
- ☐ licensing and the designation of municipal air pollution control officers.

The specific powers and functions of municipalities relating to air quality management are set out below.

Type of function	Description
Law making	☐ Air Quality Management Bylaws
Monitoring & Enforcement	☐ Enforcement by environmental management inspectors (EMI’s)
Strategic Planning	☐ Preparation of air quality management plan, to be included in IDP
Consultation requirements	☐ Consultation with national Air Quality Officer in respect of priority area Air Quality Management Plan ☐ Attendance at Provincial-Municipal Air Quality Officer Forums
General	☐ Designation of municipal air quality officers (AQO) ☐ Submission of AQO Annual Report ☐ Report on implementation of air quality management plan

7.4.5 WASTE AND CHEMICALS MANAGEMENT

“Refuse removal, refuse dumps and solid waste disposal” as well as “cleansing” is listed in Part B of Schedule 5 of the Constitution as a function of municipalities. Waste management is also an integral aspect of environmental health services, which fall within the scope of municipal health services.

Accordingly, solid waste services are the Constitutional responsibility of local government, and municipalities are the primary interface between the public and government around waste management.

This constitutional waste services mandate requires that waste services should be planned for and that these plans are effectively implemented. Such implementation requires the relevant resources are directed at providing these services, including financial, human and infrastructural resources.

Further powers and functions are derived from National Environmental Management: Waste Act, 59 of 2008 ("NEMWA"), which is the primary legislation regulating waste in South Africa, as well as the National Waste Management Strategy which emanates from NEMWA.

Although the National Waste Management Strategy is a policy document, it binds all organs of state, who are required to give effect to it when exercising a power or performing a duty in terms of NEM: WA or any other legislation regulating waste management.

The roles and responsibilities for waste management are shared between local and district municipalities.

A district municipality is responsible for solid waste disposal sites, in so far as it relates to—

- (i) the determination of a waste disposal strategy;
- (ii) the regulation of waste disposal;
- (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

With this division of powers in mind, the following waste management goals, as set out in the National Waste Management Strategy, incorporate municipal waste management powers and functions, and are accordingly considered to be the primary waste management goals of municipalities:

- 1) Promote waste minimisation, re-use, recycling and recovery of waste.
- 2) Ensure effective and efficient delivery of waste services.
- 3) Ensure that people are aware of the impact of waste on their health, well-being and the environment.
- 4) Achieve integrated waste management planning.
- 5) Ensure sound budgeting and financial management for waste services.
- 6) Ensure effective compliance with and enforcement of NEMWA.

Municipal roles and responsibilities pertaining to waste management are listed as per the below table:

Type of function	Description
Law making	☐ By-laws for waste management ☐ Setting local standards (discretionary) ☐ Setting buffer zones in respect of hazardous waste storage facilities
Provision of services	☐ Waste storage and collection ☐ Waste disposal ☐ Waste management
Permitting, Licensing & Registration	☐ Registration of waste transporters
Monitoring & Enforcement	☐ Enforcement by environmental management inspectors ☐ Designation of waste management officers (WMOs) and various enforcement powers (including requiring waste impact reports and designation of waste management control officers)
Strategic Planning	☐ Preparation of waste management plan, to be included in IDP ☐ Preparation of waste disposal strategy
Consultation requirements	☐ Provision of comments on waste license applications
General	☐ Implementation of waste management hierarchy and general duty in respect of waste management ☐ Reporting on implementation of waste management plan ☐ Obtaining waste-related information ☐ Setting budget and tariffs for waste management services

7.4.6 ENVIRONMENTAL IMPACT MANAGEMENT

Previously, environmental impact management was governed largely through the environmental impact assessment process only as required for applications for environmental authorizations for listed activities under NEMA. The function of assessing and deciding on such applications lies with the national and provincial authorities.

The integration of environmental and spatial planning and land use approval has become a part of municipal planning. The Spatial Planning and Land Use Management Act, 16 of 2013 ("SPLUMA") commenced on 1 July 2015 and Municipalities are playing an indirect role in the environmental impact assessment process as a commenting authority, or a direct role as an applicant for environmental authorization under NEMA.

Disaster management has been included within this sector, as the municipality's environmental role in respect of the environment relates to the impact of a disaster on the environment, whether that disaster is caused by natural environmental causes or not.

The Municipal roles and responsibilities pertaining to environmental impact management:

Type of function	Description
Law making	☐ Adoption of model by-laws for management of environmental impacts
Provision of services	☐ Emergency incident response ☐ Provision of external engineering services ☐ Disaster management through the municipal disaster management center
Permitting, Licensing & Registration	☐ Approval of land development and land use applications (though a municipal planning tribunal or authorized official) ☐ Decision on land development and land use application appeals (as appeal authority)
Monitoring & Enforcement	☐ Enforcement by environmental management inspectors ☐ Appointment of inspectors in terms of SPLUMA ☐ Applications to court
Strategic Planning	To be included in IDP, preparation of: ☐ spatial development framework ☐ municipal disaster risk management plan ☐ Development of framework for disaster management
Consultation requirements	☐ Consultation with municipality by Minister regarding norms and standards for land use ☐ Consultation by municipality with Premier in respect of land use scheme ☐ Consultation with organs of state in respect of SPLUMA approval, plans and programs ☐ Consultation with local municipality by district municipality in respect of disaster management ☐ Comment on environmental authorization applications
General	☐ Taking of reasonable measures to ensure general duty of care ☐ Application of SPLUMA development principles ☐ Application for exemption from SPLUMA ☐ Decision making in accordance with SDF ☐ Record-keeping in respect of land development decisions ☐ Reporting by municipal planning tribunal Representation on:

Type of function	Description
	☐ Council of the Presidential Infrastructure coordinating Committee ☐ Steering committees for strategic infrastructure projects ☐ Intergovernmental Committee on Disaster Management and National Disaster Management Advisory Forum

7.4.7 CONSERVATION AND BIODIVERSITY

The Biodiversity and Open Spaces section is responsible for maintaining public spaces, including managing parks, grass cutting, tree pruning, controlling alien plant species, and overseeing cemetery management.

This section ensures the ecological sustainability of open spaces while addressing invasive species and promoting biodiversity. The Govan Mbeki Municipality faces significant challenges in managing pollution, preserving biodiversity, and addressing burial space constraints due to its rapid industrial growth and population increase.

The naming of the section Biodiversity and Open Spaces within the Municipality are misleading as the section are mainly responsible for Parks, Open Spaces and Cemeteries and not Biodiversity.

Biodiversity is a short form of two words; “biological” and “diversity”. It refers to all variety of life that can be found on earth, such as plants, animals, fungi and micro-organisms, as well as to the communities that they form and the habitats in which they live. The municipality is required to provide a safe environment for its people and to contribute towards sustainable development.

Municipalities must therefore take biodiversity considerations into account in their planning, decision-making and other functions. There are a number of national and provincial laws which regulate this sector, with the primary national legislation being the National Environmental Management: Biodiversity Act, 10 of 2004 (NEM: BA) and the National Environmental Management: Protected Areas Act, 57 of 2003 (NEM: PAA).

The municipality's priorities include:

- ☐ To ensure that biodiversity concerns are integrated into IDPs and SDFs for municipalities and to ensure that systems are in place for the control and management of priority resources in the local government sphere;
- ☐ Making provision for funding of biodiversity and conservation mandates

A strategic approach that includes targeted interventions, capacity-building, and collaborative efforts with environmental organizations and stakeholders will be key to improving the municipality's environmental management and service delivery.

Municipal roles and responsibilities pertaining to conservation and biodiversity:

Type of function	Description
Law making	☐ Adoption of by-laws for local protected areas and heritage resources
Provision of services	☐ Establishment of local protected areas ☐ Implementation of biodiversity management plan ☐ Management of heritage resources
Permitting, Licensing & Registration	☐ Consent for alteration or development affecting place in heritage register or heritage area
Monitoring & Enforcement	☐ Enforcement by environmental management inspectors ☐ Act as competent authority for control of an alien or listed invasive species (if delegated)
Strategic Planning	☐ Alignment of IDP with national biodiversity framework and bioregional plans ☐ Preparation of invasive species monitoring, control and eradication plan for land under its control, to be included in IDP ☐ Preparation of biodiversity management plan (discretionary) and alignment with National Biodiversity Framework

Type of function	Description
Consultation requirements	☐ Consultation by municipality with Minister in respect of bioregions ☐ Consultation by municipality with SANBI in respect of invasive species control and eradication plan and biodiversity management plan ☐ Consultation by Minister with municipality in respect of protected areas ☐ Consultation with management authority of nature reserve
General	☐ Board of Authority for world heritage site

Current Status:

The municipality manages a range of open spaces and biodiversity areas, focusing on parks and public green areas.

- ☐ Challenges include the management of invasive plant species and ensuring that public spaces are maintained to an acceptable standard for residents.
- ☐ The municipality is currently facing capacity issues related to human resources and equipment, which impacts the effectiveness of these environmental management tasks.
- ☐ There is a need to improve control of alien species, which pose a risk to local biodiversity.

Planned Interventions:

- ☐ Increase capacity in terms of manpower and equipment to effectively manage and maintain open spaces.
- ☐ Expand efforts to control invasive plant species, particularly in high-priority areas.
- ☐ Develop a comprehensive biodiversity and open spaces strategy to guide future management and conservation efforts.
- ☐ Allocate resources to enhancing the aesthetic and ecological value of public parks and green spaces to improve residents' quality of life.

Govan Mbeki Municipality has limited areas of rich biodiversity, and over 55% of the land cover is modified. These high biodiversity areas are concentrated in the northern section of the municipality.

Biodiversity Categories and Definitions.

Categories	Definition
Protected Areas (PAs)	Areas that are formally protected by law and recognised in terms of the Protected Areas Act 57 of 2003 and includes contract protected areas declared through the biodiversity stewardship programme.
Critical Biodiversity Areas (CBAs)	Areas that are required to meet biodiversity targets for species, ecosystems or ecological processes. These include: All required to meet biodiversity pattern targets and to ensure continued existence and functioning of species and ecosystems, special habitats and species of conservation concern. Critically endangered ecosystems; and Critical linkages (corridor 'pinch-points' to maintain connectivity CBAs areas of high biodiversity value and need to be kept in a natural state, with no further loss of habitat or species.
Ecological Support Areas (ESAs)	Areas that are not essential for meeting biodiversity targets but play an important role in supporting the functioning of protected areas or CBAs and for delivering ecosystem services. In the terrestrial assessment, they support landscape connectivity and strengthen resilience to climate change. ESAs need to be maintained in an at least functional and often natural state, supporting the purpose in which they were identified. They include features such as riparian habitat surrounding rivers or wetlands, corridors, overwintering sites for Blue Cranes etc.

Other Natural Areas (ONAs)	Areas that have not been identified as a priority as in the current systematic biodiversity plan but retain most of their natural character and perform a range of biodiversity and ecological infrastructure actions.
Moderately or Heavily Moderated Areas (also referred to as 'transformed areas')	Moderately or Heavily Modified Areas (also referred to as 'transform areas'): Areas that have been heavily modified by human activity so that they are by-and-large no longer natural, and so do not contribute to biodiversity targets. Some of these areas might still provide limited biodiversity and ecological infrastructural functions but their biodiversity value has been significantly, and in many cases, irreversibly compromised.

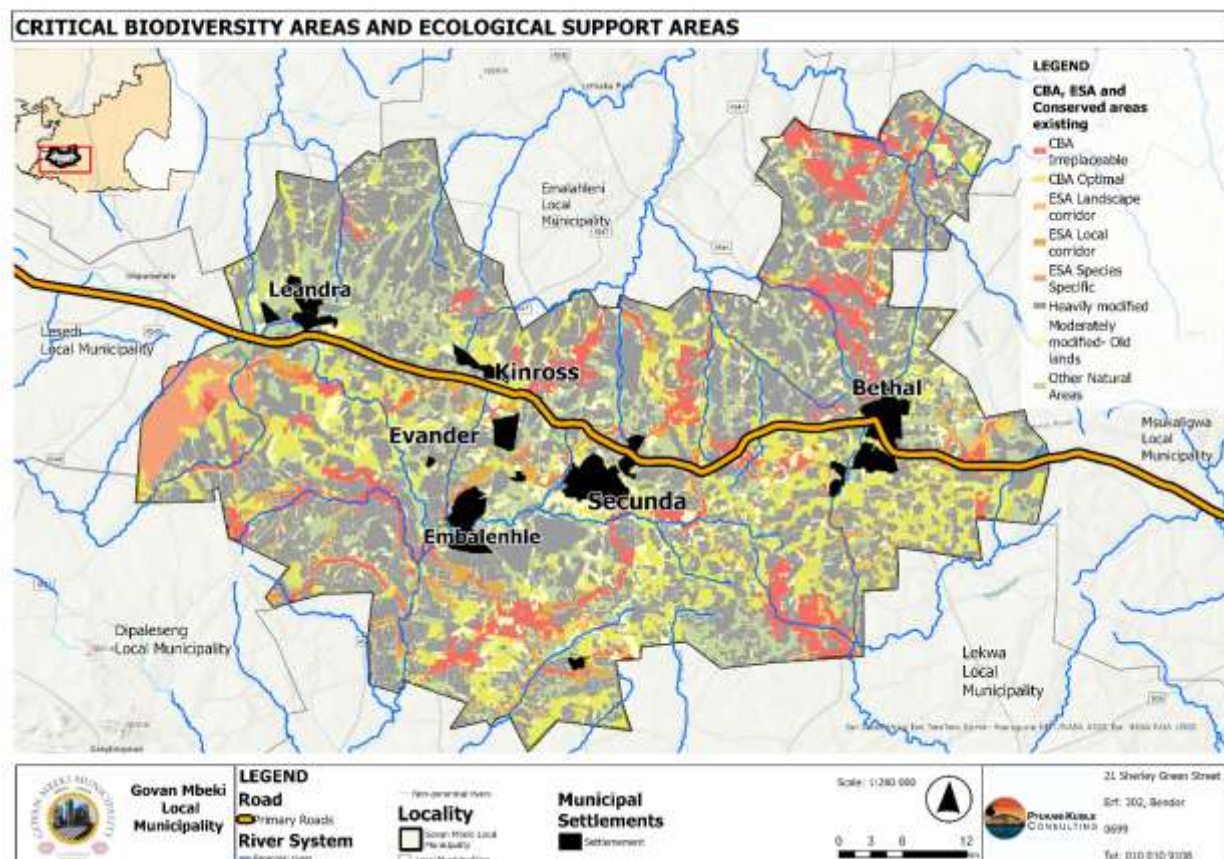
Govan Mbeki LM Critical Biodiversity Land Composition.

Biodiversity Assessment	Ha	%
CBA1 Irreplaceable	27 576,65	9,33%
CBA2 Optimal	49 289,79	16,67%
ESA1 Landscape Corridor	1 560,98	0,53%
ESA2 Local Corridor	8 693,80	2,94%
ESA Species Specific	4 911,98	1,66%
Modified	134 899,87	45,62%
Modified - Old Lands	30 001,34	10,15%
Other Natural Areas	38 774,05	13,11%
Total	295 708,45	100,00%

Govan Mbeki Critical Biodiversity Areas and Features.

Classification	Areas in Govan Mbeki	No. Households in areas
CBA Irreplaceable	Kaalspruit River Waterval River Sukerbosrant River Rietspruit River Steenkoolspruit River	Approximately 241 households
CBA Optimal	Rolspruit River Klipspruit River Leeuspruit River Kwaggalagte River	Approximately 1 289 households
Ecological Support Areas (ESA)	West part of the municipality south of Eendrag Tow along Klipspruit River Central part of the municipality in Brendon along Grootspuit South of Embalenhle and west of Bethal South of Blekbospruit River	Approximately 106 households
Ecological Support Areas: Landscape Corridors	East part of the Municipality along the N17 Road adjacent to Kwaggalaagte River South part of the municipality adjacent to Bloesmanspruit River and R546 road.	Approximately 19 households
Ecological Support Areas: Local Scale Corridors	The Northern part of the municipality adjacent to the Steve Tshwete border, along the Viskule and Leeufonteinspruit rivers. Along the Piekesspruit river Adjacent to the Trichardtspruit river Along Suikerbosrant river Adjacent to Klipspruit River, south of Eendrag	
Modified	Land cover includes: Industrial Commercial agriculture Mines and quarries Residential Grassland Exotic plantations Commercial land	Approximately 77 824 households

Classification	Areas in Govan Mbeki	No. Households in areas
Modified Old Lands	Dams and wetlands Includes: Commercial agriculture Grassland Residential Mines and quarries Industrial	Approximately 1030 households
Other Natural Areas	Northwest of the municipality in Leslie, Eendrag and Leandra along R50 Road. Along N17 in Zondangkraal and Trichardt. South of Bethal East along Blesbok spruit River.	Approximately 959 households



Govan Mbeki LM Critical Biodiverse Areas and Ecological Support Areas from SDF

Biophysical Challenges and Opportunities

With rich biodiverse areas, there are opportunities to create tourist attractions or recreational facilities that residents of the municipality can enjoy.

The presence of water bodies can present the opportunity for more recreational water activities such as fishing and rowing to name a few. With 45.6% of modified areas, there is potential to improve them to create tourist nodes while maintaining a level of biodiversity.

However, bringing development into the area might threaten the levels of CBA's and ESA's which is the opposite of what is intended. An important aspect would be to maintain the protected areas while promoting development in Govan Mbeki. With the land in the municipality is gentle, development would not be a challenge.

ENVIRONMENTAL SERVICES: CEMETERIES PARKS AND OPEN SPACES			
Current Status	Challenges	Root Causes	Proposed Solution/ Actions
GRASS CUTTING AND TREE PRUNING			
Daily grass cutting and tree pruning in all 3 regions	❑ Inability to timeously maintain grass cutting during rainy season ❑ Inability to timeously perform tree pruning activities ❑ Invasive plant species (Hyacinth Secunda duck pond) ❑ No Invasive species management plan ❑ Shortage of staff	❑ Shortage of tools of trade ❑ Shortage of staff ❑ Vast open spaces (Secunda) ❑ Delayed procurement of tools and equipment	❑ Timeous procurement of equipment ❑ Procurement of cherry pickers to assist in tree pruning (R1,5 m) ❑ Need of at least 2 x new tractors with slashers (R2m) ❑ 6 x Ride on mowers (R1.2m) ❑ 20 x brush cutters (R200,000.00) ❑ 6 x chain saws(R60,000.00) ❑ Intensive plan to remove water hyacinth plants in Secunda (Legislative requirement)

CHALLENGES	PROPOSED INTERVENTIONS	PROPOSED PROJECTS	ESTIMATED PROJECT COST FUNDED/UNFUNDED
The Secunda duckpond dam wall is leaking and needs to be repaired/ renovated, whilst the Hamerkop dam wall is badly eroded and can collapse any time	Urgent renovation of the Secunda Duckpond and Hamerkop dam walls	Renovation of the Duckpond and Hamerkop dam walls	R10,000,000 (unfunded)
The Bethal dam wall needs urgent repairs/ renovations as it is leaking and a portion of the wall has collapse, which can result in the total collapse of the wall	Urgent renovation of the Bethal dam wall in order to comply with the Regulations regarding the Safety of Dams in terms of section 123(1) of the National Water Act 1998	Renovation of the Bethal dam wall	R10,000,000 (unfunded)
Hyacinth plants has invaded the Secunda duckpond, Hamerkop dam and Vinke dam and the municipality need to eradicate these invasive plants	The removal of the invasive plants from the Secunda duckpond, Hamerkop and Vinke dams	Continuous removal of the Hyacinth plants from the Secunda Duckpond, Hamerkop and Vinke dams by means of physical, mechanical, chemical or biological removal	R1,000,000

7.4.8 POLLUTION

Govan Mbeki Municipality, being a mineral-rich area, faces significant challenges in managing pollution and environmental degradation due to the large presence of mining and petrochemical industries.

These industries generate hazardous waste in the form of solids, liquids, and gases that are dangerous to the environment and the health of residents. Industrial activities, particularly from the mining and petrochemical sectors, contribute to severe pollution risks.

The GMM/Sasol Offset Project aims to mitigate carbon emissions through household insulation and gas conversions. Additionally, the DEA's Green Deeds Youth Coordinator Outreach Programme (Y-COP) is set to appoint environmental workers for education, waste management, and awareness campaigns.

Current Status:

Govan Mbeki Municipality is a major hub for mining and industrial activities, leading to substantial waste generation, including hazardous materials. The municipality's waste management systems are under strain due to the high volume of both general and hazardous waste.

Pollution control efforts face challenges in monitoring and managing the high levels of pollution, particularly in areas with high industrial activity.

There is a lack of detailed operational constraints for pollution management, and environmental awareness campaigns are limited to specific events such as International Clean-up Day and Arbor Day. The municipality participates in a few environmental initiatives but lacks a comprehensive pollution management strategy.

Planned Interventions:

- ❑ Implement a more robust pollution management plan, including stricter monitoring and regulation of waste produced by mining and petrochemical industries.
- ❑ Allocate resources to better manage hazardous waste and improve waste management infrastructure.
- ❑ Develop targeted environmental awareness programs and initiatives to educate residents on pollution control.
- ❑ Collaborate with industrial partners for stricter adherence to pollution prevention measures and introduce regular audits and inspections.
- ❑ Explore technology and infrastructure improvements to manage and reduce pollution more effectively.

7.4.9 GMM/SASOL OFFSET PROJECT

The GMM/SASOL Offset Project is an initiative aimed at reducing carbon emissions and improving ambient air quality by converting households to use gas and insulating homes. The municipality chairs the alignment committee for this project and works alongside various stakeholders, including MISA and the Department of Environmental Affairs (DEA).

Current Status:

- ❑ The municipality is leading the GMM/SASOL Offset Project alignment committee, focusing on improving air quality and reducing carbon emissions.
- ❑ SASOL and the municipality are involved in insulating homes and converting to gas as part of their efforts to reduce harmful emissions.
- ❑ The Department of Environmental Affairs (DEA) is in the process of launching its Green Deeds Youth Coordinator Outreach Program (Y-COP), which will employ 22 people for environmental cleaning and educational outreach within the municipality.
- ❑ Although the municipality participates in global environmental awareness days, there is a lack of structured environmental awareness campaigns.

Planned Interventions:

- ❑ Expand the GMM/SASOL Offset Project by increasing the number of homes insulated and converting to gas.
- ❑ Establish more comprehensive environmental education programs targeting the youth and general public, including ongoing initiatives beyond global environmental days.
- ❑ Strengthen partnerships with MISA and DEA to maximize the impact of the offset project and Y-COP program.
- ❑ Monitor and report on the effectiveness of the project in reducing carbon emissions and improving air quality.

7.4.10 CEMETERIES

The municipality is responsible for managing 26 cemeteries across its jurisdiction. Thirteen cemeteries are active, and the other thirteen have reached capacity. There is a growing need for new burial space, especially in areas like Secunda, Trichardt, Evander, and Kinross.

Current Status:

- ❑ Of the 26 cemeteries, 13 are active, and 13 are inactive due to lack of space. Inactive cemeteries are partially still used, especially for religious burials.
- ❑ The municipality has limited historical data on burial records, with lost or unupdated registers in many cemeteries.
- ❑ Key cemeteries like those in Secunda, Trichardt, Evander, and Kinross are nearing full capacity, with some areas operating outside of designated burial boundaries.
- ❑ Environmental Impact Assessments (EIAs) have not been conducted for any of the cemeteries, and no environmental authorizations have been granted by National or Provincial Government.

Planned Interventions:

- ❑ Develop a comprehensive cemetery master plan to assess existing cemeteries, identify new burial spaces, and establish legal requirements.
- ❑ Conduct Environmental Impact Assessments for each cemetery to ensure compliance with environmental regulations and gain necessary environmental authorizations.

Identify new cemetery locations for Trichardt, Lebohang, Leslie, and eMzinoni to accommodate growing populations. Develop infrastructure at new cemetery sites, including ablution facilities, site offices, internal roads, and designated burial blocks. Improve record-keeping and update cemetery registers to ensure accurate tracking of burial spaces and historical information.

ENVIRONMENTAL SERVICES: CEMETERIES PARKS AND OPEN SPACES			
Current Status	Challenges	Root Causes	Proposed Solution/ Actions
CEMETERY MANAGEMENT			
❑ Council approved Cemetery Master Plan ❑ 37 Cemeteries ❑ 11 Active ❑ 17 Inactive ❑ 9 private grave sites/ cemeteries ❑ 8 New candidate cemeteries identified through the assistance of P&ED for all regions ❑ Draft Cemetery Bylaw (Strat plan resolution 2023)	❑ Cemetery infrastructure (internal roads, water supply, ablutions, fencing, security) ❑ Vandalism of niches and graves ❑ No Environmental Authorization for existing and candidate cemeteries ❑ Maintenance of active and inactive cemeteries ❑ Low cost of graves (eMbalenhle)	❑ Lack of security at cemeteries ❑ Poor to no cemetery infrastructure ❑ Insufficient staff and equipment for maintenance	❑ Insufficient budget to conduct Environmental Studies for Authorization (active, inactive and candidate cemeteries) ❑ Obtain or develop site design plans for all active and future cemeteries within GMM, which include ablution facilities, access gates, internal roads, burial blocks, etc. ❑ Operational and Capital budget for development of new cemeteries ❑ Infrastructure development for all active and candidate cemeteries (fencing, guard house, ablutions, internal roads, burial blocks) ❑ Review cemetery tariffs ❑ Publish new Cemetery Bylaws for GMM

The cemeteries within Govan Mbeki Municipality are tabled below:

ACTIVE, IN-ACTIVE, PRIVATE CEMETERIES AND GRAVE SITES					
Region 1 Active, In-active, Private cemeteries and grave sites					
NUMBER	GMM ACTIVE CEMETERIES	NUMBER	GMM IN-ACTIVE	NUMBER	PRIVATE CEMETERIES/ GRAVE SITES
Region 1 Active, In-active, Private cemeteries and grave sites					
1	Bethal old cemetery (Muslim section)	1	Bethal old cemetery (3 sections)	1	Bethal old cemetery Jewish section
2	Emandulo cemetery (New Bethal cemetery)	2	eMzinoni ext 8 cemetery	2	Farm 148/4 IS Bethal (next to Baanbreker road and ext.4 eMzinoni) grave sites
		3	eMzinoni ext. 11 cemetery		
		4	Church square Bethal (Commonwealth)		
Region 2 Active, in-active, private cemeteries and grave sites					
1	Cosmos cemetery (Evander)	1	Kinross/ Thistle Grove ext. 18 cemetery	1	Eendraght cemetery
2	Simunye cemetery (Kinross ext. 25)	2	Kinross Karee Street cemetery	2	Hervormde kerk Eendraght cemetery
3	Kinross/ Thistle Grove Muslim cemetery	3	Kinross graves site (Portion 7 of the farm Zondagskraal, next to R29)	3	Leslie Portion 14 of the farm Brakfontein 310 IR graves sites (next to Leandra landfill site)
4	Ebuhleni cemetery (Lebohang ext. 18)	4	Lebohang ext. 14 cemetery	4	Sakhisiswe settlement cemetery
5	Leslie/ Lebohang ext. 14 Muslim cemetery	5	Lebohang ext. 13 cemetery		
6	Joe Slovo cemetery (Secunda)	6	Lebohang ext. 9 cemetery		

ACTIVE, IN-ACTIVE, PRIVATE CEMETERIES AND GRAVE SITES					
7	Trichardt cemetery	7	Lebohang ext. 10 cemetery		
		8	Lebohang ext. 10 2nd cemetery		
		9	Lebohang ext. 17 graves site		
		10	Leslie Portion 4 of the farm Brakfontein 310 IR site graves site (Leandra landfill site)		
		11	Trichardtsfontein old cemetery		
Region 3 Active, In-active, Private cemeteries and grave sites					
1	Ekuphumuleni cemetery (eMbalenhle South)	1	Ellen Makhunga (eMbalenhle ext. 18) cemetery	1	Grootspruit 279/15 IS (near eMbalenhle ext. 22) grave sites
2	Peace cemetery (Charl Cilliers)	2	Chris Hani (eMbalenhle ext. 19) cemetery	2	eMbalenhle Langverwaght 282/4 (next to Standerton road) grave sites
				3	Charl Cilliers 332/3 IS cemetery

7.5 CLIMATE CHANGE RESPONSE IMPLEMENTATION PLAN

Govan Mbeki Municipality was the first municipality within the Mpumalanga Province to develop its own climate change response implementation plan and Greenhouse Gas inventory with the assistance of SALED (South African – Low Emissions Development), and US-AID.

The climate change response implementation plan was drafted which included priority areas, activities and goals towards addressing the key challenges in the short to medium term. Each of the goals has a detailed set of activities that outline how the goal will be achieved.

The activities will be implemented through a phased approach, i.e.:

- ☐ High priority (total rating was higher than 80%)
- ☐ Medium priority (total rating was between 70% and 79%)
- ☐ Low priority (total rating was below 70)

7.5.1 CLIMATE CHANGE RESPONSE IMPLEMENTATION PLAN

Goal 1: Promote the efficient use of energy in all sectors, and lead by example in municipal infrastructure and operations.		
Activities	Responsibilities	Priorities
Activity 1.1: Measure and monitor energy use in the municipal infrastructure and operations in accordance with national requirements, e.g. the Department of Energy (DOE) and the Department of Environmental Affairs (DEA) and publicly report this information.		
Water supplies and wastewater treatment operations electricity measured (including a register on pumps and other equipment in numbers and kilowatt ratings)	- Energy Services - Water & Sanitation	High
Fleet liquid fuels used i.e. diesel and petrol (including an efficient logging and reporting system)	- Fleet Management	High
Street lights and traffic lights electricity used (including a Geographical Information System on installations)	- Energy Services - Land Use & Spatial Development	High
Municipal buildings electricity and other energy carriers used [including an asset register on lights, heating, ventilation and air conditioning (HVAC) and other equipment]	- Energy Services - Facilities Management	High

Raw data can be gathered from the various departments (as shown in brackets above) but more accurate metering should be done in the future.	- Energy Services	High
Activity 1.2: The municipality will lead by example in reducing the energy footprint within its own infrastructure and operations by ensuring that preventative maintenance is done on all buildings and equipment.		
Development and implementation of a maintenance plan [Draft IDP: Strategic Objective 2, Goal 6 (Asset Maintenance)]	- Director: Technical Services - Director: Corporate Services	Medium
Reduction of unplanned maintenance and reduction of interrupted supply [Draft IDP: Strategic Objective 3, Goal 4 (Access to Electricity)]	- Director: Technical Services	Medium
Annual maintenance budget spent. [SDBIP]	- Director: Technical Services	Medium
Mobilising funding for the rehabilitation, refurbishing, and replacement of ageing infrastructure. [Technical Services 5-year Maintenance Plan]	- Energy Services	High
Maintaining and upgrading of wastewater treatment operations: - Upgrade pump stations based on the influx of people into the area with more efficient interdepartmental communication. - Install sufficient backup pumps to eliminate breakdowns.	- Human Settlements - Energy Services - Water & Sanitation - Energy Services - Water & Sanitation	- High - Medium
Maintenance and repairs of the fleet according to service standards. [Draft IDP: Strategic Objective 3, Goal 7 (Available and Reliable Fleet)]	- Fleet Management	High
Ensure efficient fleet management. [Technical Services 5-year Maintenance Plan]	- Fleet Management	Low

Activity 1.3: The municipality will lead by example in reducing the energy footprint within its own infrastructure and operations through implementing the following programmes.		
Water Supplies and Wastewater Treatment (47% of municipal energy used): Investigations to improve energy efficiency at operations	- Energy Services - Water & Sanitation	Medium
Fleet (34% of municipal energy used): - Smart driver program for all fleet drivers, with the aim to promote responsible driving, more efficient use of vehicles and reduction of carbon emissions, including regular vehicle audits. [Draft Fleet Replacement Plan 2016-2021] - Replacement of old vehicles based on the Vehicle Transport Policy	- Fleet Management	- Medium - High
Street Lights (11% of municipal energy used): - Replace conventional public lighting with energy efficient lighting [Draft IDP: Strategic Objective 2, Goal 3 (Energy Efficiency)] - Replace ineffective day/night switches with timers	- Energy Services	- Medium - Medium
Building Lights and HVAC (8% of municipal energy used): - Remove excessive lights in buildings - Retrofit lights with more efficient lights - Install day/night timer switches on outside security lights - Install motion switches on inside lights and HVAC equipment	- Energy Services - Facilities Management	- Low - Medium - Low - Low
Activity 1.4: Train staff on enforcing requirements of SANS 10400 on energy usage in new buildings, to ensure that all major new development proposals meet the minimum standards, and that the relevant municipal department is aware of how the regulations impact on government delivered low income housing.	- Land Use Management	High
Activity 1.5: Develop an energy efficiency awareness campaign that targets a variety of sectors external to the municipality, including residential, commercial, institutional (e.g. schools and churches), and industrial, by using existing municipal supported initiatives.		
Align the awareness campaign with social media platforms being developed e.g. Facebook and Whatsapp. [Draft IDP, Strategic Objective 6, Goal 2 (Improved Public participation)]	- Director: Corporate Services	Low

Align the awareness campaign with the community radio station being developed. [Draft IDP, Strategic Objective 6, Goal 2 (Improved Public Participation)]	- Director: Corporate Services	Low
Align the awareness campaign with the municipality's Communication Strategy, which has an annual public participation program and is aligned with the IDP and Budget Process Plan	- Marketing & Communication	Medium
Develop behaviour campaigns amongst municipal staff, including capacitating technical employees on using sustainable technologies.	- Director: Technical Services	Medium
Use communication avenues already in place e.g. • Consumer Education Workshops, Newspapers, Radio, and Social Media • Municipal Billing System • Website	• Marketing & Communication • Revenue Management • Information Technology	High
Goal 2: Reduce electricity distribution losses.		
Activities	Responsibilities	Priorities
Activity 2.1: Data cleansing of billing information [Draft IDP, Strategic Objective 1, Goal 2 (Enhance Revenue Collection)]	- Chief Financial Officer - Revenue Manager	High
Activity 2.2: Elimination of bridged meters / Reduce illegal connections [Draft IDP, Strategic Objective 1, Goal 2 (Enhance Revenue Collection)] [Draft IDP, Strategic Objective 1, Goal 4 (Reduce Distribution Losses)]	- Chief Financial Officer - Director: Technical Services	High
Activity 2.3: Address dormant/inactive/faulty meters by replacing old meters, ensuring that meters are accessible and continuously audited [Draft IDP, Strategic Objective 1, Goal 2 (Enhance Revenue Collection)] [Technical Services -year Strategic Plan]	- Energy Services - Chief Financial Officer	High
Activity 2.4: Do a thorough audit by the internal team to link every mini-substation to the customers consuming electricity from it. This would apply for businesses, complexes and domestics.	- Energy Services	Low

[Technical Services -year Strategic Plan]		
Activity 2.5: Install remotely controlled bulk meters in each mini-substation to perform monthly energy balancing. [Technical Services -year Strategic Plan]	- Energy Services	Low
Activity 2.6: Install temper-proof enclosures with specialised temper-proof locking mechanisms to enclose meters. Install remotely controlled and temper resistant locking mechanisms. [Technical Services -year Strategic Plan]	- Energy Services	High
Activity 2.7: Change supply codes to eliminate ghost vending.	- Revenue Management - Energy Services	High
Goal 3: Reduce energy poverty by meeting the energy needs of residents with safe, clean, affordable, and reliable energy services.		
Activities	Responsibilities	Priorities
Activity 3.1: Electrification of remaining 1 500 households in GMM through the Integrated National Electrification Program (INEP) DOE funding for the next three financial years, i.e. 2017/2018, 2018/2019, 2019/2020 [Draft IDP, Strategic Objective 2, Goal 4 (Access to Electricity)] [Technical Services -year Strategic Plan]	- Energy Services	High
Activity 3.2: Install an additional 20MVA in eMbalenhle and 20 MVA in Bethal/eMzinoni if approved by Eskom and supported by DOE funding. [Technical Services -year Strategic Plan]	- Energy Services	High
Activity 3.3: Finalise the Memorandum of Understanding with Sasol with regards to their Offset Implementation Plan, which is an initiative to insulate informal and RDP households as well as roll-out stove-switches to liquefied petroleum gas (LPG) to reduce coal usage during winter months.	- Solid Waste & Environmental	Medium
Activity 3.4: Develop and implement a low-income and mid-income solar water heater rollout programme, linking with national solar water heater programmes where available.	- Energy Services - Land Use & Spatial Development	Medium

Goal 4: Establish a sustainable transport system that promotes the use of safe public transport and is supported by a suitable spatial planning development framework.

Activities	Responsibilities	Priorities
Transport System Activities		
Activity 4.1: Provision of trafficable roads and affective storm water system. [Draft IDP, Strategic Objective 2, Goal 8] with the following key indicators: Eradication of gravel roads; Rehabilitation of paved roads; Installation of storm water systems on main roads; Review and update storm water management system; Review and update the pavement management system.	- Director: Technical Services - Director: Planning & Development - Insurance Companies	High
Activity 4.2: Shift from road to rail in GMM and the Province alleviating congestion cause by road freight on the road system. [SDF, Strategic Objective 1, Goal 1 (Regional Strategic Investments and Projects)]	- Land Use & Spatial Development - Transnet	Low
Activity 4.3: The provision of a passenger rail system along the N17 over the long term. [SDF, Strategic Objective 1, Goal 1 (The integration of regional and sub regional spatial development initiatives, with the aim of leveraging investments to have an overall greater regional impact)]	- Land Use & Spatial Development - Passenger Rail Agency of South Africa (PRASA)	Low
Spatial Development Framework Activities		
Activity 4.4: Develop an Integrated Transport Plan	- Land Use & Spatial Development	High
Activity 4.5: Promote walking and cycling as alternatives to motorised transport, and in this regard pedestrian and cycling paths and facilities should be planned and developed, starting with areas already identified, e.g. eMbalenhle, eMzinoni and Lebohang. [SDF, Strategic Objective 3, Goal 3 (Development of a Smart City developed by smart growth)]	- Land Use & Spatial Development	Medium
Activity 4.6: Provide public and non-motorised transport and facilities to improve accessibility to urban functions and job opportunities, e.g. upgrade informal taxi ranks and provide formal taxi/bus intermodal hubs, starting with areas already identified, e.g. eMbalenhle, eMzinoni and Lebohang. [SDF, Strategic Objective 6]	- Land Use & Spatial Development	Medium

Activity 4.7: Promote densification initiatives (i.e. multiple stands and multiple residential developments such as townhouses and flats, starting with areas already identified e.g. eMbalenhle, eMzinoni and Lebohang. [SDF, Strategic Objective 3, Goal 3 (Development of a Smart City developed by smart growth)])	- Land Use & Spatial Development	Low
Goal 5: Optimise solid waste removal and landfilling services, and promote solid waste reduction, re-use, and recycling.		
Activities	Responsibilities	Priorities
Activity 5.1: Roll out waste removal services to all households. [Draft IDP, Strategic Objective 2, Goal 9 (Waste Management)]	- Solid Waste & Environmental	High
Activity 5.2: Refurbish landfill sites through MIG funding [Draft IDP, Strategic Objective 2, Goal 9 (Waste Management)] - Infrastructure upgrades (roads, lights, offices, weigh bridges, storm water drainage, leachate control, cells construction) for the following landfill sites: - Leandra - Bethal - Closure and rehabilitation of the following landfill sites: - Kinross - Evander, eMbalenhle and Lebohang - Bethal/Morgenzon - Secunda	- Solid Waste & Environmental	High
Activity 5.3: Establish a new regional landfill site in Leandra through MIG funding [Draft IDP, Strategic Objective 2, Goal 9 (Waste Management)] - Construction of a central transfer station and drop-off facilities in Evander - Construction of mini-transfer stations across the municipal area - Promote waste separation at transfer stations	- Solid Waste & Environmental	High
Activity 5.4: Run coordinated awareness campaigns through current existing channels as per 1.4, e.g.: - Reduce, Re-use, Recycle Solid Waste (this is already done by high volume waste producers) - Adopting an open space in a neighbourhood to keep it clean	- Solid Waste & Environmental - Marketing & Communication - Information Technology - Revenue Management (Billing)	High

[IWMP, Goal 7 (Ensure that people are aware of the impact of waste on their health, well-being, and the environment)]		
Activity 5.5 : Establish Municipal Recycling Forum with stakeholders and hold quarterly forum meetings to co-ordinate waste minimisation to encourage growth on recycling and to discuss possible initiatives for, or by, entrepreneurs e.g. supporting waste pickers. [IWMP, Goal 4 (Promote waste minimisation, re-use, recycling and recovery)]	- Solid Waste & Environmental	Medium
Activity 5.6: Implement household separation at source [Draft IDP, Strategic Objective 2, Goal 9 (Waste Management)]	- Solid Waste & Environmental	Medium
Activity 5.7: Conduct a study to determine the establishment of composting facilities is feasible. [IWMP, Goal 4 (Promote waste minimisation, re-use, recycling and recovery)]	- Solid Waste & Environmental	Low
Activity 5.8: Develop legislative tools to enforce the waste act to reduce illegal dumping. [IWMP, Goal 5]	- Solid Waste & Environmental	High
Goal 6: Investigate and implement renewable energy projects.		
Activities	Responsibilities	Priorities
Activity 6.1: Develop a policy and tariffs for integrating small-scale embedded generators onto the municipal electricity grid, with initial specific focus on rooftop solar PV, and raise awareness on the availability of this option. [Draft IDP, Strategic Objective 2, Goal 3 (Green or Renewable Energy), Installation of Solar Panels]	- Chief Financial Officer - Energy Services - NERSA Regulations Guideline	Low
Activity 6.2: Implement pilot renewable energy projects on municipal facilities, starting with rooftop embedded solar PV generation on rooftops, carports and wastewater treatment facilities.	- Energy Services - Facilities Management	High
Goal 7: Institutionalise and ensure adequate capacity and partnerships to implement the municipality's climate change response plan.		
Activities	Responsibilities	Priorities

Activity 7.1: Establish a dedicated climate change response office which is appropriately resourced and capacitated. It should start by identifying a champion within the municipality to drive the implementation plan.	- Office of the Municipal Manager - Human Resource Management - Energy Services	High
Activity 7.2: Include the coordination of the Climate Change Response Implementation Plan in the job descriptions and key performance areas of all relevant staff in the municipality.	- Human Resource Management - Energy Services	High
Activity 7.3: Monitor and evaluate GHG emissions mitigation plans by updating the 2015/2016 GHG Emissions Inventory every five years, including reporting on the Climate Change Response Implementation Plan progress and key performance indicators of staff as per 7.2.	- New Climate Change Office - GIS Practitioner as champion - Treasury graduates for data collection	High
Activity 7.4: Establish a multi-departmental Climate Change Response Implementation Plan Coordinating Committee and meet quarterly to review the plan's progress. Each relevant department must assign a specific staff member.	New Climate Change Office	High
Activity 7.5: Participate in the South African Local Government Association (SALGA)/Sustainable Energy Africa (SEA)/South Africa Cities Network (SACN), Department of Energy (DOE), Department of Environmental Affairs (DEA) and Eskom platforms, and keep informed about local and national developments around sustainable municipal energy and waste management.	New Climate Change Office	High
Goal 8: To ensure “green building” development within the municipality		
Activities	Responsibilities	Priorities
Activity 7.1: Building Control must ensure that buildings are approved to specifications, and considering if the designs meet standards which support green buildings; example natural lighting, use of solar or alternative energy, recycling of waste water, etc.	- Dept. Planning & Development	High

7.6 DISASTER MANAGEMENT PLAN (DMP)

The Govan Mbeki Municipality (GMM), in accordance with the provisions of the Disaster Management Act, 2002 (Act No. 57 of 2002), is mandated to develop and implement a Disaster Management Plan.

The formulation and adoption of this plan not only fulfil the legal requirements outlined in the Disaster Management Act and the National Disaster Management Framework but also underscore the municipality's commitment to proactive disaster risk reduction, preparedness, and coordinated response.

This Disaster Management Plan is a dynamic and evolving document designed to guide effective response and recovery efforts in the face of identified disaster risks. It has been developed with due consideration of the prevailing disaster threats, available resources, and necessary preparedness measures to ensure swift and efficient action.

The primary objective of this plan is to establish standard operating procedures for the identification, assessment, and management of disasters, with the overarching goal of safeguarding lives and protecting property. In instances where loss cannot be entirely prevented, GMM, through this plan, is committed to mitigating the impact of disasters by minimizing human suffering and economic loss within its jurisdiction.

Disaster management is a collective responsibility that necessitates the active participation of all stakeholders, including government institutions, the private sector, civil society organizations, and the broader community.

It is through collaboration, shared responsibility, and proactive engagement that we can build a resilient municipality capable of effectively preventing, responding to, and recovering from disasters.

Govan Mbeki Municipality remains dedicated to fostering a disaster-resilient community and ensuring that all efforts align with national and local frameworks for sustainable disaster risk management.

In compliance with the Disaster Management Act, No. 57 of 2002, Govan Mbeki Municipality (GMM) has developed a comprehensive Disaster Management Plan (DMP) to ensure effective disaster preparedness, risk reduction, and coordinated response mechanisms.

The Disaster Management Plan (DMP) as developed aligns with the National Disaster Management Framework (NDMF), ensuring legislative compliance and the integration of best practices in disaster management. This Disaster Management Plan (DMP) forms part of GMM's broader strategic framework and represents a Level 1 disaster management strategy.

It is incorporated into the municipality's Integrated Development Plan (IDP) as required by Section 26(g) of the Municipal Systems Act, No. 32 of 2000, ensuring alignment with the municipality's developmental and governance objectives.

The Disaster Management Plan (DMP) outlines detailed processes for risk mitigation, emergency response, and sustainable development, embedding disaster risk management activities into the municipality's operational and strategic planning.

It includes mechanisms for continuous review and improvement, fostering resilience at the community level and promoting long-term strategies for risk reduction and sustainable development.

Through this plan, GMM is committed to improving its disaster management capabilities, enhancing response coordination, and promoting a sustainable, resilient approach to disaster risk reduction within the municipality.

The Disaster Management Plan (DMP) of Govan Mbeki Municipality (GMM) is intended for internal use and must be handled confidentially.

7.6.1 LEGISLATIVE FRAMEWORK

The Disaster Management Plan as produced by Govan Mbeki Municipality aligns with the following legislative mandates:

- ❑ **The Constitution of South Africa (Act 108 of 1996)** – Section 24 ensures the right to a safe environment, while Sections 41(1)(b) and 152(1)(d) place responsibilities on local government to secure well-being and a safe environment.
- ❑ **Municipal Systems Act (32 of 2000)** – Section 26(g) mandates disaster risk management planning as an integrated component of the Integrated Development Plan (IDP).
- ❑ **Disaster Management Act (57 of 2002)** – Sections 52 and 53 compel municipalities to develop and maintain a disaster risk management plan.

7.6.2 OBJECTIVES OF THE DISASTER MANAGEMENT PLAN

- ❑ Regulate disaster response to benefit the Govan Mbeki Municipality's community.
- ❑ Protect lives and property.
- ❑ Identify vulnerable and at-risk individuals.
- ❑ Provide emergency accommodation, food, and clothing.
- ❑ Restore normality post-disaster.

7.6.3 INSTITUTIONAL ARRANGEMENTS AND RESPONSIBILITIES

The responsibility for disaster management within GMM is structured as follows:

Level	Responsibility
Council	Ultimate authority as per Section 55(1) of the Disaster Management Act.
Executive Mayor	Delegated authority for disaster management per Council Resolution PS20/2001.
Department: Community Services	Administrative oversight of disaster management.
Head: Disaster Management Centre	Coordination of all disaster management activities.
Assistant Manager: Disaster Management Centre	Operational management and implementation of the disaster management framework.
Disaster Management Staff	Implementation of key performance areas and enablers.

7.6.4 MUNICIPAL DISASTER MANAGEMENT CENTRE

Currently, Govan Mbeki Municipality lacks a fully established and equipped Disaster Management Centre.

The function operates within Fire Services in Secunda and is overseen by the Assistant Manager: Disaster Management.

7.6.5 DISASTER MANAGEMENT STATUS AND CHALLENGES:

<i>Existing Facilities & Resources:</i>	<i>Challenges:</i>
☐ The Disaster Management function is housed within Fire Services in Secunda, utilizing four offices and a boardroom. ☐ Staff complement: Assistant Manager and three staff members. ☐ No dedicated disaster management vehicles; reliance on Fire and Rescue equipment.	☐ The Disaster Management Centre is not fully established. ☐ Inadequate systems for an efficient disaster management flow. ☐ Limited staffing and resources to fulfill all mandated responsibilities.

7.6.6 DISASTER RESPONSE STRUCTURE

GMM will exercise full authority over disaster operations within its jurisdiction unless the disaster is escalated to provincial or national level. The Joint Operations Centre (JOC) will be activated as needed.

A fully established and operational Disaster Management Centre is critical for GMM to fulfil its legislative obligations effectively. The municipality must strengthen its institutional capacity and resource allocation to improve disaster preparedness and response.

7.6.7 KEY DISASTER MANAGEMENT FUNCTIONS

Operational Activities of the Disaster Management Centre are as follows:

- ☐ Geographic Information System (GIS) Implementation
- ☐ Volunteer Training and Administration
- ☐ Research and Disaster Risk Assessment
- ☐ Disaster Recovery and Response
- ☐ Risk Reduction and Early Warning Systems
- ☐ Disaster Financing and Resource Management
- ☐ Public Education and Awareness

7.6.8 DISASTER MANAGEMENT ADVISORY FORUM

A Disaster Risk Management Advisory Forum must be established under Section 51 of the Disaster Management Act to coordinate municipal disaster response efforts among key stakeholders.

To enhance coordination and consultation among relevant stakeholders, GMM will establish a **Disaster Risk Management Advisory Forum** as per Section 44 and 51 of the Disaster Management Act.

The forum will:

- ☐ Provide a platform for role players, including NGOs, CBOs, and technical experts.
- ☐ Develop and align disaster relief contingency plans.

7.6.9 INTERGOVERNMENTAL COORDINATION AND SUPPORT

- ☐ If a disaster exceeds municipal capacity, the District Disaster Management Centre (DDMC), Provincial Disaster Management Centre (PDMC), and National Disaster Management Centre (NDMC) will be notified for support.
- ☐ The Joint Operations Centre (JOC) will be activated in cases of severe or widespread disasters.

7.6.10 ROLE-PLAYERS AND STAKEHOLDERS:

INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS	
GMM Office of the Executive Mayor	Mpumalanga Department of Health	HAMNET
GMM Office of the Speaker	Department of Education	Provincial Emergency Medical Services
GMM Communication Centre	South African Non-Governmental Organisations	Provincial Traffic
GMM Water and Sanitation	South African Council Churches (SACC)	Department of Home Affairs
GMM Legal Services	Department of Social Development	South African Social Security Agency
GMM Roads and Stormwater	Department of Labour	Labour Unions
GMM Development	Department of Transport / SANRAL / Transnet	South African Farmers Association
GMM Fire and Rescue	South African National Defence Force (SANDF)	Religious Leaders (Pastors Forum)
GMM ICT	Department of Correctional Services	Local Medical Doctors Associations
GMM Traffic	Mpumalanga Provincial Disaster Management Centre	Department of Minerals and Energy
GMM Law Enforcement	Gert Sibande District Disaster Management Centre	Social Partners
	South African Police Service (SAPS)	Mines
	SASOL	Department of Agriculture
NGO FORUM ROLES		
☐ Relief resources mobilisation ☐ Assist in relief distribution ☐ Damage and needs assessment ☐ Hazard identification ☐ Assistance during response ☐ Coordination of relief efforts from various NGOs and CBOs ☐ Participate in DRM activities in the GMM (e.g., awareness campaigns) ☐ Provision of first aid services (especially during events in the community)		

7.6.11 DISASTER MANAGEMENT CONTINUUM

GMM adopts a proactive and structured approach to Disaster Management, guided by the disaster management continuum, which includes:

- ☐ **Prevention and Mitigation:** Actions to reduce disaster risks.
- ☐ **Preparedness:** Ensuring readiness to respond.
- ☐ **Response:** Addressing the immediate effects of disasters.
- ☐ **Recovery and Rehabilitation:** Restoring community function.

7.6.12 INSTITUTIONAL FRAMEWORK

- ☐ Disaster management in Govan Mbeki Municipality is under the Department of Community Services.
- ☐ The Head of the Disaster Management Centre reports to the Director: Community Services.
- ☐ The Executive Mayor is delegated authority to manage disasters per Council resolution PS20/2001.

7.6.13 IDENTIFIED DISASTER RISKS

The following risks have been identified for within the municipal jurisdiction:

- 1) Growing Informal Settlements
- 2) Hazmat Spillage
- 3) Information and Technology Hazards
- 4) Environmental Hazards
- 5) Severe Weather Events
- 6) Water Pollution
- 7) Sewer Pollution
- 8) Road Accidents
- 9) Veld and Structural Fires
- 10) Human Diseases

7.6.14 NATIONAL DISASTER MANAGEMENT FRAMEWORK (NDMF) ALIGNMENT

To fully comply with the National Disaster Management Framework (NDMF), the disaster management of Govan Mbeki municipality is structured around the four KPA's of the NDMF as well as included enablers as listed below.

The four key components and Enablers of the plan are:

- KPA 1: Integrated Institutional Capacity for disaster risk management
- KPA 2: Risk Assessment and Risk Profile
- KPA 3: Disaster Risk Reduction
- KPA 4: Response & Recovery

The Enablers of the plan are:

- 1) Information Management and Communication
- 2) Education, training, public awareness and research
- 3) Funding

7.6.15 RISK AND VULNERABILITIES IN GOVAN MBEKI MUNICIPALITY

Risk and vulnerabilities play a significant role in determining the priorities for Disaster Management programs and projects within Govan Mbeki Municipality (GMM).

A preliminary risk and vulnerability assessment was conducted with the aid of a questionnaire distributed to all Councillors and Ward Councillors, who identified key risks and vulnerabilities.

This assessment was largely based on historical data and used the following risk formula:

Risk Formula:

$$\text{RISK} = \frac{\text{HAZARD} \times \text{VULNERABILITY}}{\dots\dots\dots}$$

7.6.16 GOVAN MBEKI MUNICIPALITY OPERATIONAL PLAN OF ACTION FOR DISASTER PREPAREDNESS: KEY PERFORMANCE AREAS (KPAS) & ENABLERS:

The Govan Mbeki Municipality (GMM) has developed an operational plan for disaster preparedness that focuses on strengthening institutional capacity, reducing disaster risks, enhancing response and recovery mechanisms, and supporting ongoing disaster risk management through various enablers.

The plan provides a clear outline of actions and performance indicators across the four Key Performance Areas (KPAs) and three Enablers, as outlined below.

Note: A full, detailed breakdown of each action, performance indicator, and enabler is provided in the main Disaster Management Plan (DMP) of Govan Mbeki Municipality.

KEY PERFORMANCE AREAS (KPAS)	
Action	Performance Indicator
KPA 1: Institutional Capacity for Disaster Risk Management	
Identify a disaster risk management focal point in each department	A disaster risk management focal point will be identified for each department, with responsibilities included on the scorecard.
Assess departmental institutional capacity for disaster risk management	Each department will conduct a self-assessment of its capacity and submit a report to the MDMC, including training and infrastructure requirements.
Conduct an annual resource analysis of critical resources and communicate it with MDMC	Annual resource analysis will be communicated in writing and in an agreed format to the MDMC.
KPA 2: Disaster Risk Assessment	
Conduct a scientific risk assessment of department-specific risks	Each department will conduct a scientific risk assessment as per MDMC guidelines.
Determine acceptable levels of risk and thresholds for action	An acceptable and measurable level of risk will be identified with allocated action thresholds.
Identify developmental projects that reduce disaster risk	An updated list of projects contributing to disaster risk reduction will be submitted to the MDMC.
KPA 3: Disaster Risk Reduction	
Develop a disaster risk management plan for each department	Each department will develop and submit a disaster risk management plan to the MDMC.
Integrate disaster risk reduction into daily operations	Departments will demonstrate reduced risk as a result of integrating disaster risk reduction into day-to-day activities.
Identify and implement risk-reducing projects for vulnerable communities annually	Annual identification, planning, and execution of developmental projects aimed at reducing disaster risk in vulnerable communities will be carried out.
Develop contingency plans for priority risks	Contingency plans for all prioritized risks will be developed for each section/department.
Submit annual risk reduction reports to MDMC for inclusion in the municipal disaster risk report	Annual departmental reports on risk reduction will be submitted to the MDMC for inclusion in the GMM's municipal disaster risk reduction report.
KPA 4: Response and Recovery	
Develop standard operating procedures (SOPs) and field operations guides (FOGs) for departments	Sectional/departmental SOPs and FOGs will be developed in accordance with disaster risk management plans.
Implement incident management standards and train response personnel	The standard for incident management will be implemented, and response personnel will be trained accordingly.
Develop rehabilitation and reconstruction plans based on disaster risk management plans	Rehabilitation and reconstruction plans will be developed in line with departmental disaster risk management plans.

Ensure rehabilitation plans focus on developmental challenges	Rehabilitation plans will be aligned with developmental challenges to ensure sustainable recovery.
ENABLERS	
Action	Performance Indicator
Enabler 1: Information Management and Communication	
Communicate disaster risk management data to all relevant departments	Sections/departments will regularly communicate disaster risk management data and information with written evidence.
Draft standard warning messages for specific risks	Standard warning messages for identified risks will be drafted for media dissemination.
Maintain historical records of incidents and disasters	A historical record of hazardous impacts and incidents related to departmental responsibilities will be maintained.
Enabler 2: Education, Training, Public Awareness, and Research	
Conduct a disaster risk management training needs analysis	A training needs analysis for disaster risk management will be compiled and forwarded to the MDMC.
Identify target groups for awareness campaigns	Specific target groups for awareness campaigns (e.g., early warning) will be identified and coordinated with MDMC.
Promote research on disaster risk management specific to departmental focus	Research on disaster risk management related to departmental responsibilities will be commissioned or undertaken.
Enabler 3: Funding Arrangements	
Budget for disaster risk management activities	Adequate budget provisions for disaster risk management will be made through the normal budgeting process.
Allocate a percentage of the budget for developmental projects focused on disaster risk reduction	A percentage of departmental budgets will be allocated to implement developmental projects aimed at reducing disaster risk.
Co-finance disaster risk reduction projects with other departments	Disaster risk reduction projects will be co-financed with other GMM sections/departments in alignment with the Integrated Development Plan (IDP).
Promote insurance and reinsurance of public assets	Municipal public assets will be insured and reinsured where necessary.

7.6.17 DISASTER RISK REDUCTION STRATEGY

The municipality adopts a disaster risk reduction strategy in alignment with international and national frameworks. This includes proactive risk assessment, capacity building, and sustainable development planning. The Disaster Risk Reduction (DRR) is a strategic framework aimed at minimizing vulnerabilities and mitigating disaster risks within society.

This framework is in line with the Disaster Management Act (Act 57 of 2002), which obligates municipalities in South Africa to develop and implement disaster risk reduction strategies within the broader context of sustainable development. The primary objective of DRR is to safeguard the economic vitality of the community by enhancing the municipal capacity through proactive initiatives that build resilience.

DISASTER RISK PROJECT PROPOSALS: GROWING INFORMAL SETTLEMENTS	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 A response strategy to address informal settlements is in place, but needs to be reviewed, taking into consideration that informal settlements are constantly changing.
	2 Relocation procedure as a prevention measure should be developed
	3 Establish committee to deal with land invasions
	4 Existing blanket court order addressing land invasions should be revised
	5 Proactively set aside land for future development
	6 Selling of sites to developers and residents
Technical and Engineering Services	7 Installation of infrastructure in new areas for development
	8 Demolishing of old unsafe structures
	9 Ensure that the rightful beneficiaries of RDP houses gain access to them
	10 Provisioning of water through water tanker and tanks
	11 Grading of access roads
	12 Cleaning of pit toilets
Financial Measures	13 Installations of communal taps on areas closer to reticulation network
	14 Develop and implement penalties for those invading the land
Management & Institutional Interventions	15 Proactively set aside land for future development
	16 Development of regulations preventing illegal occupation of buildings
	17 Monitoring of buildings and sites to ensure prevention of illegal structures
	18 Take legal action where land has been invaded
Community Services	19 Prevent the evictions of farm dwellers
	20 By Law enforcement
	21 Conduct awareness campaigns
	22 Prevent the development of additional informal settlements

DISASTER RISK PROJECT PROPOSALS: HAZMAT INCIDENTS	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Enforcement and evaluation of risk assessment for major hazardous installations
	2 Enforcement of proper labeling of chemicals and poisons (labels)
	3 Monitoring, managing and restricting routes for hazmat materials in transportation
	4 Safe packaging and storage to prevention of leakage and seepage of hazmat and poisons
	5 Specific parking areas for hazmat vehicles along the roadside
	6 Enforcement of Construction needs to be determined by type of particulates being used and stored
Technical and Engineering Services	7 Identification of Containment sites and measures
Financial Measures	8 Identification of HAZMAT routes and designation thereof
	9 Creation of fines and tariffs on the user pay principle
Management & Institutional Interventions	10 Declaration of what is being transported, and enforcing escorts for high-risk cargo
	11 Regulation of overnight stops for trucks transporting hazmat
	12 Introduction of measures which regulate the times at which hazmat can be transported
	13 Spiller to use accredited/competent mop up teams
	14 Create capacity for regular site inspections
	15 Declaration of what is being transported, and enforcing escorts for high-risk cargo
	16 Declaration of what is being transported, and enforcing escorts for high-risk cargo
	17 Registration of hazardous goods transporters
Community Services	18 Cleaning and disposal of spillages
	19 Conduct road blocks targeting hazmat chemicals transporters
	20 Discourage illegal dumping of hazardous waste
	21 Traffic Officers to enforce Road Traffic Act in terms of transporting of hazardous material
	22 Conduct annual risk assessment to enforce compliance
	23 Conduct awareness campaigns on hazardous material
	24 Conduct regular inspections at all HMI's
	25 Procurement of Hazmat PPE for Fire Fighters
	26 Plan and conduct simulation exercises with the risk owners
	27 Prioritize hazmat training and capacity for first responders

DISASTER RISK PROJECT PROPOSALS: SEVERE WEATHER	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Settlements should be developed as per the Municipality's Spatial Development Framework to avert their vulnerability to severe weather conditions
	2 Perform composite risk assessments prior to developing services
	3 Research and development of alternative energy sources other than electricity e.g. generators
	4 Development of standards for Construction and quality assurance for various infrastructure
	5 Standardizing on a planning horizon at least 50 years
Technical and Engineering Services	6 Applying min standards for all services
	7 Structured maintenance programs for service infrastructure
	8 Safe-guarding of essential service infrastructure
	9 Design and development of early warning systems in case of infrastructure failure like dam and bridge collapse.
Financial Measures	10 Fines for exceeding limits
	11 Improve ineffective systems lead to loss of revenue
	12 Issue fines and penalties for transgressions
Management & Institutional Interventions	13 Buildings compliance with various ISO and SANS standards
	14 Upgrading and development of new infrastructure.
	15 Structured and sustained maintenance programs for service infrastructure
	16 Safe public transport systems to be implemented
	17 Design/upgrade bulk services before development
	18 Structured asset management with regards to infrastructure development and maintenance
	19 Emergency procedure development for all service disruptions
	20 Protect the infrastructure from being bypassed
	21 Updating of Climate Change Response Plan
	22 Conduct awareness campaigns on all severe weather conditions
Community Services	23 Weather instruments should be procured for weather predictions in order to give early warning signs for severe weather which may lead to a disaster
	24 Identify high risks areas e.g. Informal Settlements
	25 Request daily weather update from SA Weather Service
	26 Disseminate weather updates to the affected communities
	27 Ensure precautionary measures are implemented
	28 Engage relevant stakeholders to initiate immediate operational plan

DISASTER RISK PROJECT PROPOSALS: WATER POLLUTION	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Identification and protection of natural water sources such as the wetlands
	2 Prevent development in areas where there is high water table
	3 Conduct studies to identify and protect natural water sources and the natural vegetation
	4 Development of an Environmental Management Plan
Technical and Engineering Services	5 Do away with VIP toilets in order to protect ground water
	6 Construction of secure reservoirs and dams
	7 Construction of water related infrastructures such as Water Treatment Works
	8 Implementation of various water related projects
	9 Repairs and maintenance of water related infrastructure
	10 Drilling and equipping of boreholes
	11 Cleaning of Reservoirs
	12 Ensure water tests are conducted for drinking and sewage effluent
	13 The Polluter Pays Principle be applied
	14 Ensure that customers are billed timeously and payment recover
Financial Measures	15 Implementation of cost reflective tariffs
	16 Set aside funds for the maintenance of Infrastructure
	17 Development of Water Master Plan
Management & Institutional Interventions	18 Build capacity amongst the Operators and Staff dealing with Water
	19 Development of Standard Operating Procedures for treating Water
	20 Conserve and institutionalize water harvesting initiatives
	21 Continue to test and ensure compliance with the water quality SANS and requirements
Community Services	22 Identification of water borne diseases (cholera, typhoid etc.)
	23 Conduct awareness campaigns
	24 Conduct simulation exercise
	25 Use next steps of the simulation exercise to improve future coordination and responses
	26 Develop self-reliant communities/emergency preparedness
	27 Inclusion of programs in schools on Environmental issues

DISASTER RISK PROJECT PROPOSALS: INFORMATION AND TECHNOLOGY HAZA	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 GIS should be utilized to map existing informal settlements and track expansion
	2 GIS information should be used to monitor Council immovable properties to avert land invasions
	3 GIS should be used to map out hazard prone areas
Technical and Engineering Services	4 Ensure regular power supply to municipal buildings and or where same fail, alternative supply is immediately activated
	5 Conduct regular maintenance to the building and infrastructure to reduce down time
	6 Installation of CCTV cameras
Financial Measures	7. Reduce the risk associated with fire, theft, water damage vandalism, wind and accidents that will disrupt ICT
	8. Ensure municipal assets are safeguarded and sufficiently insured
Management & Institutional Interventions	9. Maintain the business continuity of the institution thereby improving revenue
	10. Frequent back of laptops: Co-operate services to supply hard drives or online backup server
	11. Establish facilities for an emergency level of service within 1 business day after the declaration of the disaster.
	12. Ensure stable electricity supply, Backup Power Generator and UPS.
	13. Ensure Security of facilities, personnel and consumers and communicate accessibility of consumer related facilities to the public.
	14. Resume Active Directory and Business Critical systems and application from the disaster management centre.
	15. Resume data and voice communication to end user point that are available for the public to access services.
Community Services	16. Ensure that all relevant personnel are trained to assist the public and business under the circumstances
	17. Coordinate activities with disaster recovery team, first responders
	18. Each of the various elements of this plan are tested to ensure that in the event of an actual disaster,
	19. Conduct education and awareness amongst the users
	20. Ensure municipal premises are secured through provision of security personnel

DISASTER RISK PROJECT PROPOSALS: ENVIRONMENT HAZARD	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Identify earthquake, trimmer, vibrations and blasting prone areas
	2 Development of suitable Building codes taking the geological faults into consideration
	3 Develop Zoning codes for high-risk areas
	4 Limit development in high risk areas
Technical and Engineering Services	5 Development of Sector Plans such as Cemetery Master Plan, IWMP, Disaster Management Plan etc.
	6 Uplift and secure the sewer manholes to prevent storm water ingress & dumping of foreign objects
	7 Development of applicable sector plans
	8 Maintenance of Pump stations and WWTPs
	9 Upgrade sewer lines that are overloaded by increasing their pipe sizes
	10 Provide security on all pump stations and Waste Water Treatment Plants (WWTPs)
	11 Ensure regular maintenance of sewer lines, pump station & WWTPs
	12 Study EIA to inform construction and building measures
	13 Identifiable flood measuring and early warning systems
	14 Plan and Build retention dams to reduce risk of flooding
	15 Restore and maintain water catchment areas
Financial Measures	16 Build retaining walls to protect buildings
	17 Improve and upgrade storm water reticulation systems regularly
	18 Activate the Disaster Relief funds where applicable
Management & Institutional Interventions	19 Ensure Council assets
	20 Sign MOU's with suppliers of emergency materials supplies
	21 Develop institutional capacity for management of incidents
	22 Good response support services (police, fire department etc.)
	23 Development of evacuation plans
	24 Plan for relocation of people in prone areas
Community Services	25 Development and training for mass casualty response team
	26 Ensure provision of First Aid in all municipal buildings
	27 Enforce by laws and other legislations on Air, ground and water pollution
	28 Enforce by laws on Illegal quarries (Mining)
	29 Enforce by laws on rehabilitation of closed mines
	30 Conduct awareness campaigns
	31 Conduct regular inspections at all industries that are having potential of polluting the environment

DISASTER RISK PROJECT PROPOSALS: SEWER FAILURE	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Develop a Development Charges Policy
	2 Development and enforcement of min standards for service delivery
	3 Research of effective and sewer removal and treatment mechanisms
	4 Comprehensive planning be undertaken for bulk and internal infrastructure.
Technical and Engineering Services	5 Unblock problematic sewer lines
	6 Upgrade sewer lines that are overloaded by increasing their pipe sizes
	7 Provide security on all pump stations and Waste Water Treatment Plants (WWTPs)
	8 Ensure regular maintenance of sewer lines, pump station & WWTPs
	9 Maintain collapsed and buried manholes
	10 Fix malfunctioning equipment's at the WWTW
	11 Increase capacity of the sewer infrastructure based on population growth
Financial Measures	12 Implementation of sewer related projects
	13 The Polluter Pays Principle be applied
	14 Ensure that customers are billed timeously and payment recover
Management & Institutional Interventions	15 Implementation of cost reflective tariffs
	16 Development of SOP and response time to resolving sewer spillage
	17 Identification of sewer hot spot areas
	18 Regular cleansing of sewer and storm water channels
Community Services	19 Development of Sewer Master Plan
	20 Education and awareness on risks associated with sewer spillages
	21 Collaboration with Health Sector to isolate diseases related to sewer spillages and developing a response

DISASTER RISK PROJECT PROPOSALS: ROAD ACCIDENTS	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Research and planning of public transport safety measures
	2 Incorporate pedestrian safety into new developments
	3 Plan for increased, improved and effective infrastructure with regard to public transport
	4 Plan and ensure correct placement of railway crossings and pedestrian crossings
	5 Research and planning of public transport safety measures
	6 Incorporate pedestrian safety into new developments
	7 Make provision for shoulder and bicycles lanes in the project design
Technical and Engineering Services	8 Planning and provisioning for pedestrian crossings
	9 Effective management of time delay in traffic lights change
	10 Make use of traffic circles to slow down traffic
	11 Cleaning of roads after incidents
	12 Ensure traffic lights are functioning
	13 Replace stolen or bent road signs
	14 Ensuring road makings are visible
	15 Ensure speed humps are installed on high accident roads
	16 Ensure fire hydrants are functioning
Financial Measures	17 Minimize the cost of toll fees within GMM
Management & Institutional Interventions	18 Identification and enforcement of alternate route for heavy duty vehicles
	19 Develop good institutional capacity and programs to promote transport safety
	20 Develop good infrastructure and capacity to facilitate effective law enforcement
	21 Capacity and structured audits for licensing
	22 Train and implement more scholar patrols
	23 Build capacity for implementing programs aimed at <u>Preventative road accidents</u>
	24 Appointment of local Champions to lead campaigns
Community Services	25 Conduct regular Road blocks
	26 Conduct Education and awareness campaigns
	27 Improve Traffic management and Officer's visibility
	28 Road Traffic Law enforcement

DISASTER RISK PROJECT PROPOSALS: VELD AND STRUCTURAL FIRES	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Build fire stations
	2 Plan and provide for buffer zone between residential and vegetation areas
	3 Plan and provide access roads for fire trucks in informal settlements
	4 Plan to prevent illegal electricity connections in informal settlements
	5 Plan fire services in line with new development needs
	6 Ensure that development of dwellings does not take place before adequate bulk services are provided
	7 Encourage and facilitate integrated catchment management planning
	8 Enforcement of building regulations and building standards Act
	9 Re-blocking of informal settlements to create streets and distances between structures
Technical and Engineering Services	10 Ensure compliance with fire regulations and by-laws
	11 Install fire alarms in buildings
	12 Plan and provide fire escape routes and doors
	13 Plan and provide fire breaks in high-risk vegetation areas
	14 Provide suitable roads as evacuation routes in informal settlements
	15 Provide informal areas with fire-resistant materials
	16 Plan and develop fire early warning systems
	17 Provide additional fire hydrants
	18 Research and upgrading / improvement of firefighting equipment/ trucks/ hydrants
	19 Provide fire hydrants in informal settlements
	20 Install watch towers, fire breaks, fire extinguishers in forestry areas
	21 Improve the quality and provide appropriate of firefighting equipment at all levels
Financial Measures	22 Ensure that fire hydrant water supply is sufficient in higher lying areas
	23 Provide for capital projects in municipal budget
	24 Provide funds for upgrading of fire equipment
Management & Institutional Interventions	25 Issue fines for contraventions
	26 Train fire marshals for commercial/industrial complexes
	27 Appoint / train appropriate staff
	28 Conduct fire and evacuation drills
	29 Ensure adequate response near high-risk areas
	30 Running of programs education for prevention of arson
	31 Maintenance program for fire extinguishing equipment
	32 Identify and procure appropriate equipment
	33 Structured and sustained fire-prevention inspections
	34 Cleaning of undergrowth and waste around buildings

DISASTER RISK PROJECT PROPOSALS: VELD AND STRUCTURAL FIRES	
Risk Reduction Category	Risk Reduction Project Proposals
Management & Institutional Interventions	35 Train and deploy fire-fighting volunteers at fire stations and road works
	36 Identifying high risk fire areas (hotspots)
Community Services	37 Evaluate fire evacuation procedures for commercial/industrial complexes
	38 Declare non-smoking areas
	39 Prohibit fires in high-risk areas
	40 Recommend firefighting equipment's in line with the prevailing risks
	41 Conduct fire hazard awareness programs
	42 Conduct community awareness programs in communities
	43 Implement community-based programs for the proper care/maintenance of electrical equipment
	44 Include fire prevention education in school curriculum
	45 Include disaster risk management in school curriculum
	46 Implement fire education, fire risk awareness, recruitment of volunteer fire fighters, social responsibility, ownership system e.g., hydrants

DISASTER RISK PROJECT PROPOSALS: HUMAN DISEASES	
Risk Reduction Category	Risk Reduction Project Proposals
Planning and Development	1 Reducing densities in informal settlements
	2 Ensure implementations of and enforcement of land use scheme
Technical and Engineering Services	3 Providing clean water and sanitation above RDP standards
	4 Attending to sewer spillages and water leaks speedily
	5 Provide accessibility and mobility in roads that lead to health facilities
	6 Connect sewer lines that are not connected to network
Financial Measures	7 Provide sustainable energy and with minimal interruptions
	8 Ensure accessing of Relief Funds whenever disaster is declared.
Management & Institutional Interventions	9 Ensure declaration of state of disaster where necessary
	10 Incremental development of capacity to deal with disasters
	11 Procurement of disaster related vehicles and equipment's
	12 Development of a Disaster Centre
	13 Commission of the Disaster/Emergency line separate from the Call Centre line
	14 Signing of MOUs with applicable Sector Departments for responding to any disaster
	15 Identification and maintenance of database of all strategic partners in GMM for swift response.
	16 Collaboration of Institutions of Higher learnings and Social Partners for research purpose to deal with localized incidents
Community Services	17 Conduct education and awareness, during and after the outbreak
	18 Dissemination of information through media on any outbreak

7.6.18 DECLARATION OF A STATE OF DISASTER AND DISASTER CLASSIFICATION

It is recommended that the Govan Mbeki Municipality (GMM) formalize a policy for the declaration of a local state of disaster. While GMM possesses the legislative and executive powers within its jurisdiction, it operates in coordination with other institutions, such as the Gert Sibande District, which provides additional support to local municipalities in disaster management efforts.

In the event of a disaster or imminent threat, the local authority is responsible for assessing the situation under the provisions of the Disaster Management Act.

If the event is classified as a disaster, the Head of the Disaster Management Centre, or the senior official designated for disaster management, will immediately:

- ☐ Assess the disaster's magnitude and potential impact;
- ☐ Alert relevant disaster management stakeholders;
- ☐ Activate disaster response plans or contingency measures as appropriate;
- ☐ Inform the District, Provincial, and National Disaster Management Centres, including an initial evaluation of the disaster's severity and magnitude.

While the District municipality holds primary responsibility for coordinating local disaster management, this duty may be delegated to the local municipality through agreements under the Act.

If a local disaster is declared, the municipal council may issue by-laws or directives to:

- ☐ Provide public protection and relief;
- ☐ Mitigate disruption; and
- ☐ Address the immediate and long-term impacts of the disaster.

External Disaster Plans

Industries, factories, and sector departments are required to develop and submit their respective Disaster Management Plans to the Disaster Risk Management Centre for integration into the municipality's broader disaster management framework.

Testing and Review

GMM recognizes the importance of regularly testing and reviewing disaster management plans to ensure their effectiveness. The municipality is committed to conducting ongoing evaluations through various exercises, including:

- ☐ Meetings
- ☐ Paper exercises
- ☐ Hazard-specific exercises
- ☐ Stakeholder-specific exercises
- ☐ Regional exercises
- ☐ Full-scale exercises

These evaluations aim to strengthen disaster response capabilities, enhance risk reduction efforts, and identify planning gaps for continuous improvement.

The GMM Disaster Management Plan is a living document that evolves in response to changing environmental and societal conditions. It seeks to mitigate disaster risks through sustainable development practices and build a robust disaster response system capable of managing both local and regional emergencies effectively.

The municipality's primary objective is to reduce disaster risks through sustainable development initiatives while continuously enhancing its capacity to respond effectively to disasters and manage their consequences.

Govan Mbeki has a Disaster Management Centre at Secunda Fire Station which is responsible for the coordination and management of different departments that should be involved when a disaster occurs. There are two types of disasters to be prepared for.

Natural hazards

Natural hazards are extreme and can cause significant damage to life, property, and the environment. These include:

- Flooding
- Droughts
- Fires

Fires can be caused by lightning strikes which results in power lines being damaged, damage to industrial and commercial buildings as well as severe destruction to informal settlements due to their densely nature. Informal settlements are prone to flooding too especially in the low laying areas of Govan Mbeki.

Some areas in Govan Mbeki are prone to flooding due to their proximity to rivers, those areas being Bethal, Embalenhle and Leandra.

Flooding

Flood impacts

1. Education sector
2. Tourism sector
3. Households (loss of life)
4. Health sector
5. Agricultural sector
6. Natural environment (parks and wildlife)
7. Urban, peri-urban, rural settings and industrial activities

Registered Impacts

Flooding levels and areas under Gert Sibande.

1. The Flooding Priority Areas identifies areas under the municipality as either High risk or Moderate. These classifications are mostly under the conditions that the severity of flood related issues or events are measured or considered.
2. This municipality, unlike most of the easterly parts of the province of Mpumalanga, has little to no flooding events. It does, however, find itself under the problems of water shortages and having infrastructural damage to water or waste management infrastructure.

Recommendations in High risk and moderate areas.

High risk areas

1. Focusing on the inlet and outflow of large water amounts, dams are to be monitored and controlled to limit any possible contamination.
2. In events of heavy unanticipated downpour of rain, afforestation is advised to control and keep residential and public infrastructure from being affected by mudslides, or erosion of naturally loose material.
3. Restoration of wetlands, peatlands and catchment areas to increase resilience and a form of natural immunity to the possibility of flooding.
4. Upgrading property and road infrastructure is highly encouraged as they assist in the practical direction of water flow through private, and municipal assets and amenities.
5. Increase the level of education on how to treat and avoid cases of flooding in affected communities.

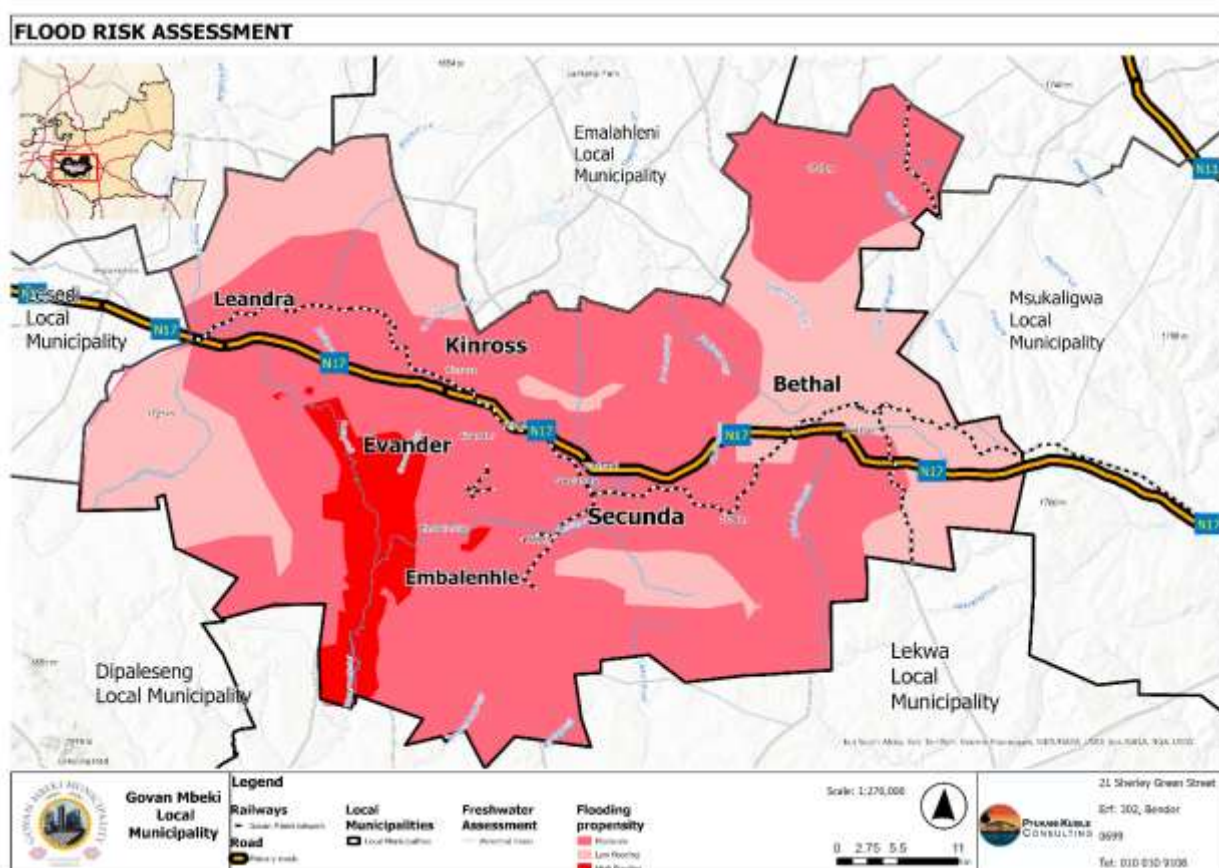
Moderate risk areas

Having a lower effect on communities and infrastructure, communities are still advised to:

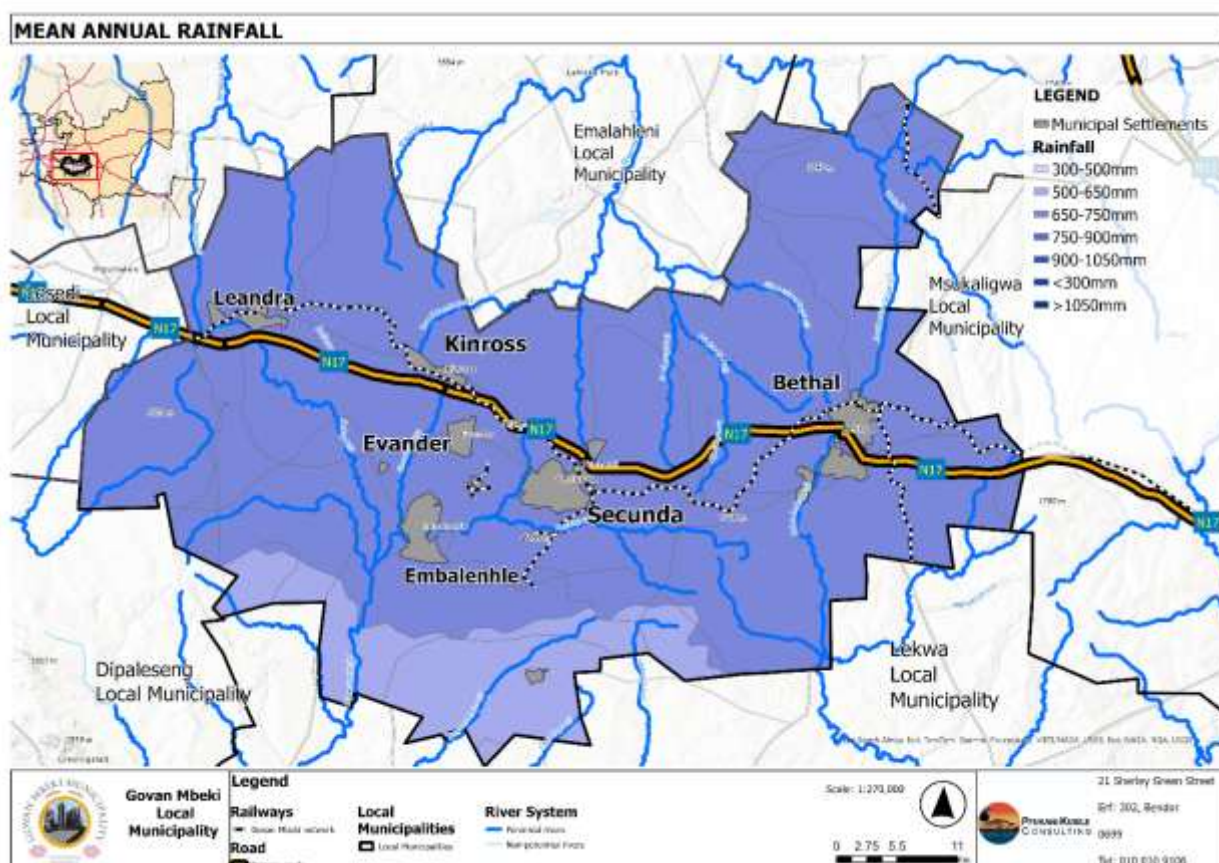
- Install solid fences
- Use solid doors for defence
- Not build on flood prone or unsuitable areas
- Discourage littering to ease pressure on drainage facilities
- Allow for the installation of foundation vents for seamless water flow.
- Be in constant contact with the municipality services

In the meantime, the municipality is expected to:

- Increase river embankments or levees to control floods.
- Regularly desilt, and dredge contaminated or blocked infrastructure. This includes the response time to complaints from the community.
- Be in constant contact with the community, policing and keeping them aware in educating them on current events and prevention skills.



MAP: Flood Risk Assessment in Govan Mbeki



Map 1 Govan Mbeki Mean Annual Rainfall.

Technological hazards

These are a result of infrastructure shortcomings and accidents such as;

- Hazardous material spills that can occur on road, rail and air.
- Mine tremors
- Major accidents along the N17
- Sasol gas pipeline leaks and explosions
- Rail accidents and derailments

Risk reduction measures

- Relocation of households to safer areas (households in low lying areas).
- Ensure the Fire Protection Association is operational
- Create awareness campaigns
- Upgrade road infrastructure
- Have contingency plans

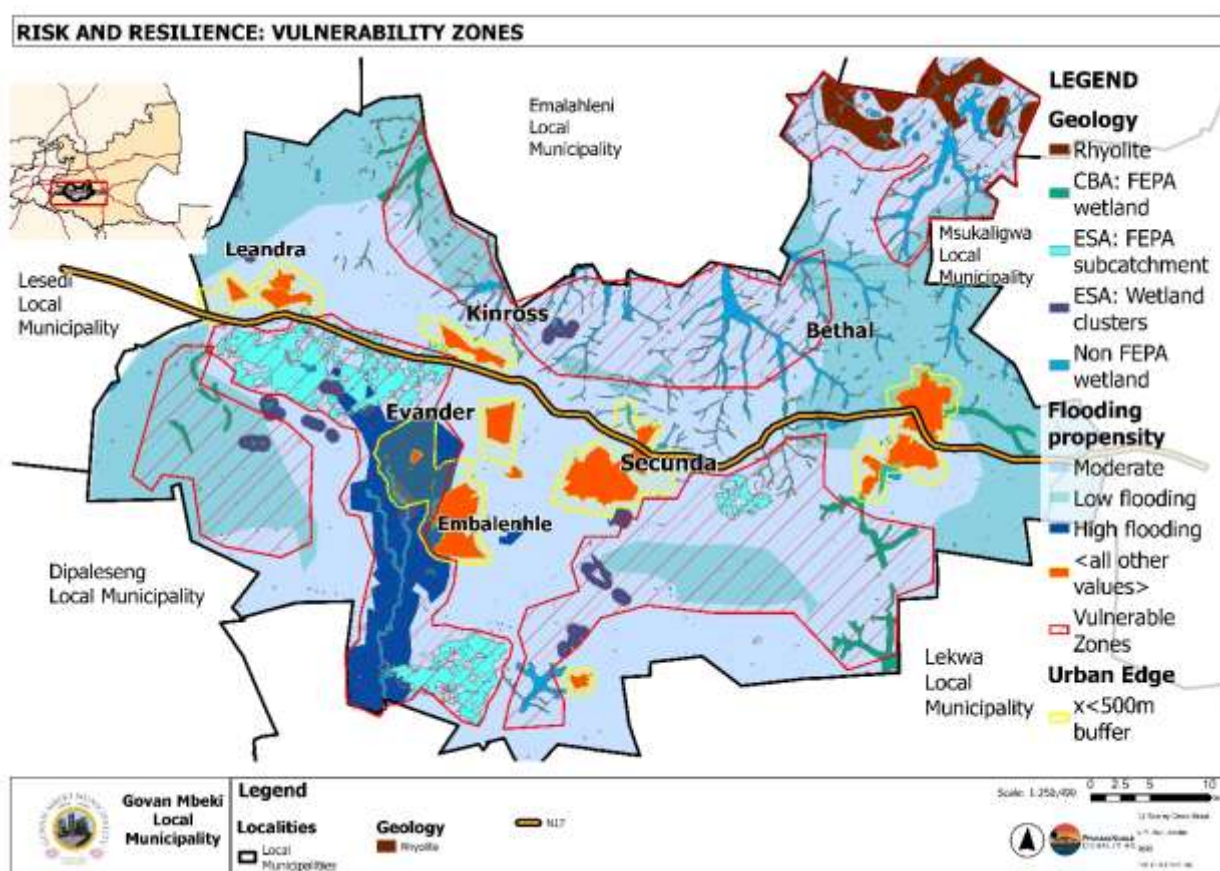
Risk Resilience: Vulnerability Zones

From the Map below, a combination of the different elements such as the analysis on wetlands, geological makeup, and flooding propensity is observed. In the orange colour, the current townships are seen. Surrounding the townships is the urban growth point, limiting building to a 500m distance from the existing township boundaries.

The parts deemed vulnerable from observation are enclosed in the red hatched symbol. These parts enclose wetlands, marshes, conservation areas and moderately flooded areas. Geological studies also include the presence of Rhyolite as a hazardous material incapable of supporting any development due to relatively fast weathering along with its brittle nature. Rhyolite is often likely to leave the area with the

From observation, the most affected human settlement or township is in the east of eMbalenhle. This is due to the relatively close proximity of the township to the river. This leaves it vulnerable to flooding and large-scale damage to the settlement.

The parts not enclosed by the red hatching are relatively hospitable for development. However, caution surrounding the stability and the threats to the conservation and ecological surroundings is to be upheld as critical biodiversity depend on these conservation areas. The existence of such important biodiversity forces development towards or along the N17 as to avoid destruction of any biodiversity.



Vulnerability zones in Govan Mbeki

7.7 LOCAL ECONOMIC DEVELOPMENT (LED)

Local Economic Development (LED) is a key driver of socio-economic growth and sustainable development within municipalities in South Africa. As a strategic approach to addressing poverty, unemployment, and inequality.

LED plays an essential role in shaping the local economy by fostering an environment conducive to investment attraction, business development, and job creation. While municipalities, including Govan Mbeki, are tasked with facilitating LED, they do not directly create businesses or jobs but rather support initiatives that enable local economic actors to thrive.

The legal basis for LED in South Africa is rooted in several national frameworks, such as the Constitution, the White Paper on Local Government, and the Municipal Systems Act. These documents emphasize municipalities' responsibility in driving local development by utilizing available local resources, skills, and community-driven ideas to stimulate economic growth.

The Govan Mbeki Municipality, therefore, focuses on promoting LED through collaboration, resource mobilization, and systematic planning.

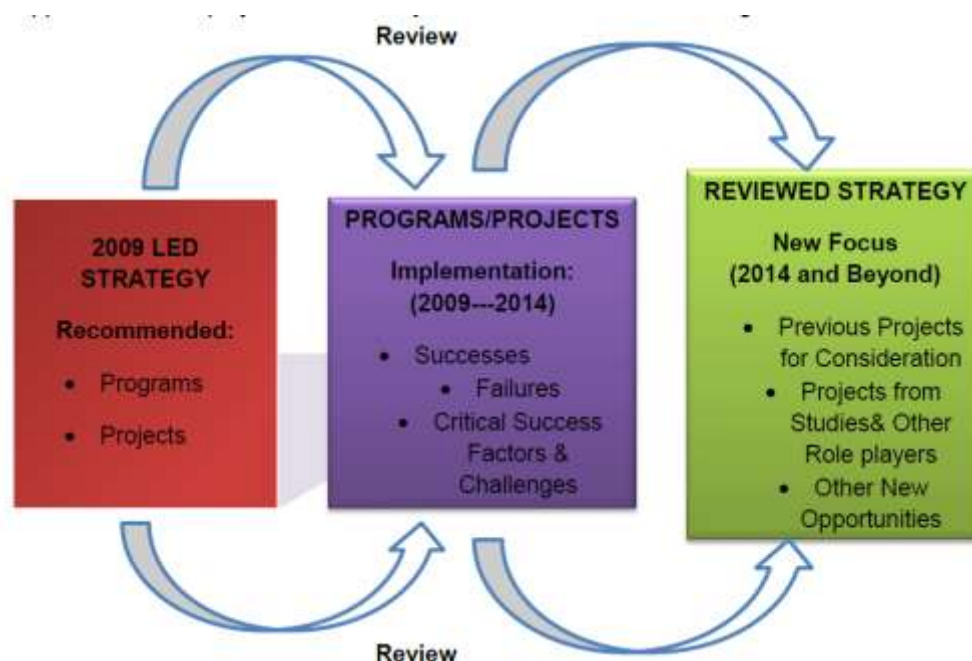
The existing LED Strategy for Govan Mbeki Municipality is grounded in principles that prioritize competitiveness, facilitation, and systemic approaches. The strategy's core objective is to create an environment conducive to sustainable economic development, with a focus on alleviating poverty and tackling unemployment.

It seeks to leverage local resources, enhance stakeholder cooperation, and implement impactful development programs tailored to the municipality's specific needs.

Since the last review of the LED Strategy in 2014, it is evident that significant changes in the economic landscape, policy environment, and community needs warrant a comprehensive review of the current strategy.

The review process is currently underway but remains pending, highlighting the need for updated strategic direction to ensure that LED initiatives align with the municipality's evolving goals and the broader national objectives of economic growth and social cohesion.

It is critical that the LED Strategy undergoes this review to ensure it effectively supports the sustainable development of Govan Mbeki Municipality in the years to come.



7.7.1 LED Strategic Objectives

The strategic objectives of LED in Govan Mbeki Municipality are as follows:

- ☐ Industrialisation of the local economy by leveraging existing and emerging competitive advantages.
- ☐ Diversification to reduce reliance on coal mining and SASOL fuel production.
- ☐ Incubation of small businesses and cooperatives to enhance their survival and contribution to the economy.
- ☐ Improving living standards through expanded business and employment opportunities.
- ☐ Becoming the top contributor to the provincial economy within five years.

7.7.2 LED Strategic Pillars and Programmes

To achieve these objectives, six strategic pillars have been identified:

Pillar 1: Industrialisation Programme

- ☐ Focus on coal mining, SASOL fuel production, agro-processing, and alternative energy.
- ☐ Encouraging manufacturing activities and economic diversification.

Pillar 2: SMME and Cooperatives Incubation Programme

- ☐ Addressing the high failure rate of new businesses through incubation support.
- ☐ Focus on agriculture and agro-processing sectors with land availability as a key enabler.

Pillar 3: Tourism Hub Development Programme

- ☐ Establishing a tourism hub around Bethal/Emzinoni.
- ☐ Introducing leisure tourism to complement existing business tourism.

Pillar 4: Warehousing and Logistics Hub Development Programme

- ☐ Development of warehousing and logistics infrastructure in Leandra/Lebohang.
- ☐ Utilizing the province's strategic location and transportation networks.

Pillar 5: Education, Skills, and Capacity Development Programme

- ☐ Enhancing local workforce skills to meet the demands of mining and SASOL industries.
- ☐ Focus on engineering and technical skills development.

Pillar 6: Marketing and Investment Promotion Programme

- ☐ Development of investment incentive schemes, branding, and infrastructure support.
- ☐ Incentives include tax rebates, reduced land costs, and streamlined business approvals.

7.7.3 Leading Economic Sectors

- ☐ The leading economic sectors in Govan Mbeki Municipality include:
- ☐ Trade (including tourism)
- ☐ Mining
- ☐ Manufacturing
- ☐ Finance
- ☐ Agriculture

7.7.4 Key LED Initiatives

Program/Initiative	Description	Partners
❑ Township and Rural Entrepreneur program. ❑ Carbon Capture Utilisation and Storage ❑ Box2Boss program ❑ GMM Local Economic Reconstruction and Recovery Plan ❑ Economic Summit	❑ SMME support ❑ Explore the possibility of carbon capture and storage facility in GMM ❑ Provision of finance and equipment to local SMME' by the project sponsor ❑ Plan to assist distressed local SMME's for Covi/d 19 grant application, referrals and support ❑ Increase in economic growth/ Stakeholder Relations	❑ National Department of Small business Development. Gert Sibande District Municipality ❑ Council for Geoscience ❑ CocaCola Bevearages South Africa ❑ National Department of Small Business Development and Gert Sibande District Municipality. ❑ Public/ Private Stakeholders

Program/Initiative	Description	Partners
Township & Rural Entrepreneur Program	Support for small enterprises	National Department of Small Business Development, Gert Sibande District Municipality
Carbon Capture Utilisation & Storage	Exploring carbon capture potential	Council for Geoscience
Box2Boss Program	Funding and equipment for SMMEs	Coca-Cola Beverages South Africa
GMM Local Economic Reconstruction & Recovery Plan	Assistance for distressed SMMEs	National Department of Small Business Development, Gert Sibande District Municipality
Economic Summit	Stakeholder engagement for economic growth	Public/Private Stakeholders

7.7.5 Local Economic Development Projects

Project	Activities	Sponsor	Amount	Area
Carbon Capture Storage & Utilization	Research, fencing, emission control	Council for Geoscience	Operational Budget	Leandra
Installation of Communal Taps	Infrastructure development	Municipality	TBD	Various locations

The Govan Mbeki Municipality's LED Strategy is structured to address socio-economic challenges such as poverty, unemployment, and inequality while fostering sustainable growth.

Through targeted strategic objectives, well-defined programmes, and key investment initiatives, the municipality is actively creating an enabling environment for economic development, stakeholder engagement, and industrial diversification.

By implementing these LED strategies effectively, the municipality aims to drive economic transformation, improve quality of life, and enhance its contribution to the provincial economy. Local Economic Development (LED) is a municipality-driven process that focuses on improving the economic future and quality of life for all citizens.

7.7.6 Strategic Objectives The LED strategy outlines key objectives:

- ❑ Industrializing the local economy using existing and emerging competitive advantages.
- ❑ Diversifying the economy to reduce reliance on coal mining and SASOL-related industries.
- ❑ Supporting SMMEs and cooperatives to reduce failure rates and enhance contributions to the local economy.
- ❑ Improving living standards through employment and business opportunities.
- ❑ Establishing the municipality as a leading contributor to the provincial economy within five years.

7.7.7 LED Initiatives and Projects Notable initiatives include:

- ❑ **Carbon Capture Utilization and Storage:** Researching and implementing carbon reduction technologies.
- ❑ **Agricultural Parks:** Establishing aquaponics, piggery, and poultry facilities.
- ❑ **Informal Traders Stalls:** Supporting small businesses with dedicated facilities.
- ❑ **Community Business Centres:** Offering enterprise support, free internet, and access to markets.

7.8 ECONOMIC RECOVERY PLAN

The Economic Recovery Plan aims to mitigate the impacts of economic disruptions (e.g., COVID-19) and to position the municipality for sustainable and inclusive growth.

Strategic Pillars

- ❑ Support for Small, Medium, and Micro Enterprises (SMMEs):
- ❑ SMME Incubation Centers: Establish centers offering mentorship, funding opportunities, and market access.
- ❑ Access to Finance: Partner with financial institutions to provide loans and grants for recovery and growth.

Revitalization of Key Sectors:

- ❑ **Tourism Development:** Enhance the tourism product offering (e.g., Bethal-Potato-Festival revival).
- ❑ **Agro-Processing Initiatives:** Promote agricultural hubs and processing plants to create value chains.
- ❑ **Infrastructure Development:**
 - Develop warehousing and logistics facilities to support trade and transport.
 - Upgrade roads and utilities to improve the ease of doing business.
- ❑ **Job Creation and Skills Development:** Expand community work and public works programs to provide short-term employment.
- ❑ Establish partnerships with institutions like the Mpumalanga University Satellite Campus for skill-building programs in engineering and petrochemicals.
- ❑ **Digital Transformation:** Introduce digital platforms for trading permits, local market promotions, and skill training.
- ❑ Support informal traders in adopting cashless payment systems.

Proposed Initiatives

- ❑ **Economic Summit:** Host a stakeholder summit to drive partnerships for recovery.
- ❑ **Box2Boss Program:** Scale this initiative to equip emerging entrepreneurs with tools and mentorship.
- ❑ **Agri-Parks and Informal Trader Stalls:** Fast-track the development of these critical projects as outlined in the LED strategy.

Implementation Framework

- ☐ **Stakeholder Engagement:** Include private sector partners, informal trader associations, and provincial government entities in the process.

7.8.2 ECONOMIC RECOVERY STAKEHOLDERS AND ROLES

The Govan Mbeki Economic Recovery Plan requires local stakeholders to be involved. Therefore, an awareness engagement programme shall be put in place to solicit their buy-in.

The following are the identified stakeholders:

Government	Private Sector	Civil Society	Agencies
DSBD	Mining Houses	Traditional leaders	SEDA
DEDET	Banking	Faith base organisation	NYDA
DARDLEA	Retail	NPO's	NEF
COGTA	Suppliers	NGO's	SEFA
Prov. Treasury	SMME's	LEDf	MEGA
Dept. Land Affairs	Cooperatives	Labour	IDC
GSDM			DBSA
Tourism			SALGA

7.8.2 ROLES AND RESPONSIBILITIES OF THE STAKEHOLDERS

Government	Business	Capacity Building	Private Partners
☐ Prepare plans and implement ☐ Financial support linkages and/or Referrals ☐ Communicate with the stakeholders ☐ Coordinate with other spheres of government ☐ Monitor the implementation ☐ Provide procurement opportunities ☐ Confirmation of local businesses to potential funders	☐ Compliance to the requirements ☐ Submission of applications ☐ Attend capacity building where required ☐ Discounts on bulk-buying	☐ Provision of training programmes ☐ Assistance with registration	☐ Financial/ Non-financial Contribution ☐ Local Procurement

It is important to note that the identified stakeholder roles are not limited to the above. Stakeholders may be in a position to offer and/ or contribute more according to their capacity, and as such, this plan will be updated on an on-going basis as and when such information is received.

7.8.3 TARGETED ECONOMIC SECTORS AND ACTIVITIES

These sectors are mainly linked with the main economic activities in the area. Small businesses operating in following sectors will be prioritized by the plan:

❑ Tourism businesses (Guest Houses, Bed & Breakfasts, Hotels and Restaurants) ❑ Locally owned Spaza Shops ❑ Locally owned Township-based businesses (offering variety of services e.g. Sishanyama, carwash, butchery, textile and Beauty Parlours)	❑ Agriculture ❑ Manufacturing ❑ Mining ❑ Automobile ❑ Transport ❑ Construction

7.8.4 BYLAW ENFORCEMENT: INFORMAL TRADERS

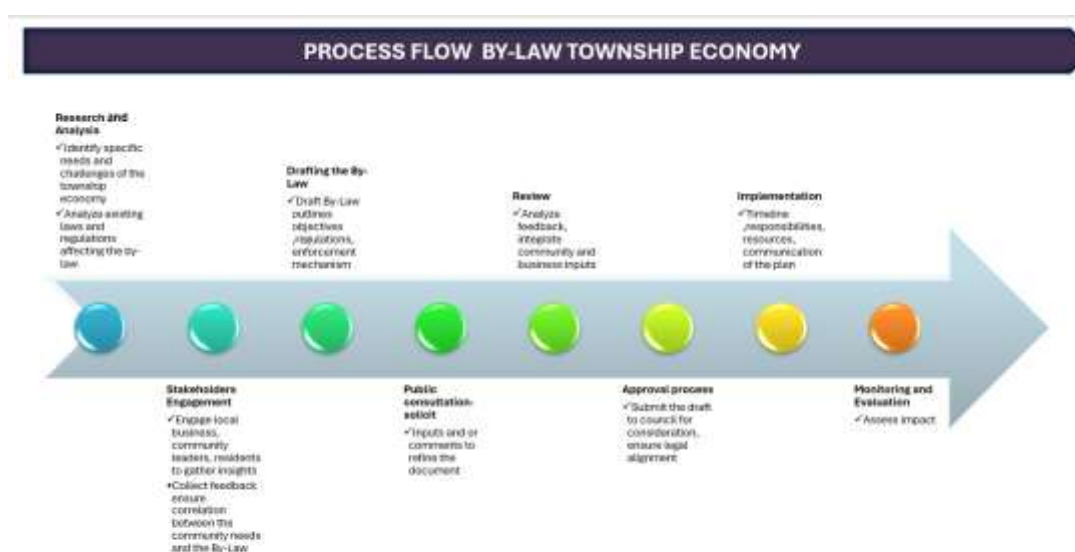
Informal trading is a key component of the local economy in Govan Mbeki Municipality. However, to ensure that it contributes positively to economic development while maintaining order, bylaw enforcement must be fair, consistent, and aimed at achieving a balance between regulation and support for traders.

Key Challenges

- ❑ **Lack of Designated Trading Spaces:** Informal traders often operate in undesignated areas, leading to congestion.
- ❑ **Health and Safety Concerns:** Poor sanitation facilities and unsafe trading practices impact public health and safety.
- ❑ **Non-Compliance:** Resistance to obtaining trading permits and compliance with municipal regulations.

Strategic Bylaw Enforcement Measures

- ❑ **Designated Trading Areas:** Establish and formalize trading hubs with adequate infrastructure such as stalls, sanitation, and security.
- ❑ **Permit System:** Implement a streamlined and transparent permit system for informal traders.
- ❑ **Regular Inspections:** Conduct periodic inspections to ensure compliance with bylaws while engaging traders to resolve issues collaboratively.
- ❑ **Trader Capacity Building:** Offer training sessions on municipal regulations, health standards, and basic business skills.
- ❑ **Community Engagement:** Work closely with informal trader associations and community representatives to foster collaboration.



7.8.5 LOCAL ECONOMIC DEVELOPMENT PROJECTS

Project	Activities	Sponsor	Amount	Area
Carbon Capture Storage and Utilization project	- Fencing - Research on the extent of carbon emissions - Capture - Storage and utilisation	Council for Geo-science	Operational Budget	Leandra
Installation of communal taps	- Lay infrastructure pipes - Install taps	Rand Water Foundation	R798 000	Lebohang ward 2and eMbalenhle ward 9
Agri Park	- Aquaponics - Piggery - Refurbishment of Poultry Houses	Department of Agriculture Rural Development and Land, Environment and Administration	R 8 707 975.75 R 5 683 226.29 R 6 394 916.55	Secunda (Ward 5)
Informal Traders Stalls	- Containers - Fruit and Vegetables Stalls	SASOL	R4 300 000.00	Bethal
Community Business Centre	- Free internet/hotdesking Business support; - Enterprise & Supplier Development Programmes. - Conferencing facilities; Board rooms. - Email, printing and scanning facilities. - Business advisory - Mentoring - Access to market Tendering	- Air Liquid - Implementing Agent is Lean Enterprise Acceleration Programmes (LEAP)	Operational Budget	Secunda

7.8.6 SLP PROJECTS

Mineral and Petroleum Resources Development Act, Act 28 of 2002 requires that the mining houses must invest in communities where they operate and their labour sending areas through projects that attempts to address socio-economic challenges, poverty, underdevelopment and local economic development in general.

The Identified SLP projects are listed per below table:

SOCIAL LABOUR PROGRAMME (SLP)							
NO	NAME OF MINE	LIFE SPAN	LICENCE PERIOD	PROJECT	PROJECT CYCLE	WARD	BUDGET
1.	Pan African Resources	2036	2019 - 2028	Internship Programme	2019 - 2028	All	R 300 000
2.	Pan African Resources	2036	2023-2028	Refurbishment of Sijongile Ndamase hall	No exact commencement date	11	R7 000 000
3.	Pan African Resources	2036	2023-2028	Construction of Emba ext. 26 waste transfer station (second phase)	No exact commencement date	Not identified	R 8 000 000
4.	Thungela Resources Limited	2025	2020-2024	Maths and Science Project	Linked to the school calendar and is continuous.	All	R 5 000 000
5.	Thungela Resources Limited	2025	2020-2024	Emba Ext 26 waste transfer station phase one (reallocated from PAR)	2023 -2024	32	R8 000 000
6.	Thungela Resources Limited	2025	2020-2024	Refurbishment of Emzinoni multipurpose Centre	No exact commencement date	22	R 9 000 000
7.	Elders project	2045	2024-2026	Water project	No Commencement date	15	R 10177 338
8.	Elders project	2045	2024-2026	Portable invertors project	No Commencement date	15	R1 000 000
9..	Elders project	2045	2024-2026	Sanitation project	No Commencement date	15	R3 000 000
10.	Elders Project	2045	2024-2026	Solar Project invertors Sanitation	No Commencement date	15	R3 200 000

				Water			
11.	Sasol	2050	2017-2021	Charl Cilliers Water pipeline	08 August 2019 -30 November 2022.	Ward 10 and 31	R42 000 000
12.	Sasol	2050	2020-2024	Embalenhle Electricity Upgrade	Completion estimated by 15 October 2023	7,11,29.32	R 7 000 000
13.	Glencore/Umcebo	2028	2023-2028	Construction of Emzinoni hall Ext 22	Commencement June 2023	26	R 4 300 000
14.	Katlego Coal/Overlooked	2027	2020-2024	Upgrading of roads in Emzinoni.	No exact commencement date	All	R 4 000 000 (additional R 1 million was allocated)
15.	Katlego/Overlooked	2034	2023-2027	New (Forzando south - Dorstfontein)	No commencement date	28	R 4 500 000
16.	LezeliHlokoHloko Mining and Projects	2036	2021-2036	New	No Commencement date		R352 245 25
17.	Tornowyze (PTY) Ltd	2052	2022-2052	New	No Commencement date		R350 144 79
18.	Vharanani (Pty) Ltd	2036	2021 -2025	New	No Commencement date	1	R 850 194,2
19.	Glencore/Umcebo	-	-	New	No commencement date	22,23,23,26, 27	R 18 421 040,00

7.8.7 COMMUNITY WORK PROGRAMS (CWP) AND EXPANDED PUBLIC WORKS PROGRAMS (EPWP)

The Expanded Public Works Program (EPWP) and Community Works Program (CWP) are key initiatives aimed at providing temporary employment and skills development.

In Govan Mbeki Municipality, both programs contribute to job creation by offering various opportunities for local residents. EPWP focuses on infrastructure, environmental, and social projects, while CWP offers work on community-based initiatives.

These programs help reduce unemployment by providing income and skills to participants, while addressing community needs and fostering sustainable development. The Municipality integrates the Expanded Public Works Programme (EPWP) and Community Work Programme (CWP) into its Local Economic Development (LED) strategy to address unemployment, poverty alleviation, and skills development.

The LED strategy integrates national initiatives like EPWP and CWP to provide temporary work and income security. These programs contribute to poverty alleviation, skill development, and employment opportunities.

Govan Mbeki Municipality's LED strategy is a robust and inclusive framework designed to address the municipality's economic challenges while aligning with provincial and national development goals.

7.9 RURAL DEVELOPMENT

Govan Mbeki Municipality, predominantly peri-urban, is not included in Mpumalanga's Comprehensive Rural Development Programme (CRDP) pilot areas, which focus on rural municipalities when projects rollouts were being issued in Mpumalanga.

Nonetheless, the municipality actively promotes rural development through several initiatives:

- ❑ **Agricultural Development-** The municipality aims to enhance agricultural potential across its regions to ensure food security and support agro-processing.
- ❑ **Local Economic Development (LED) Strategy-** Govan Mbeki Municipality has developed an LED strategy focusing on sectoral development and skills enhancement to stimulate economic growth.
- ❑ **Partnerships for Agricultural Development-** Collaborations, with the Department of Agriculture, Land Reform, and Rural Development to support emerging farmers and bolster agricultural activities.

These initiatives highlight the municipality's commitment to promoting agrarian transformation, rural development, and land reform, aligning with broader provincial objectives despite not participating directly in the CRDP.

7.10 SPORT, RECREATION, ARTS AND CULTURE, INFORMATION SERVICES AND FACILITIES

Sport and Recreation, Library Services, and Community Facilities represent vital components of Govan Mbeki Municipality's broader strategy to foster community engagement, education, and cultural development.

7.10.1 Sport and Recreation

The Sport and Recreation section in Govan Mbeki Municipality has been proactive in enhancing community engagement, fostering cultural integration, and improving facility development. Over the past year, various successful events and initiatives were carried out, such as the GMM Golden Games, soccer and netball tournaments, SAMSRA games, SEJACUFE Festival, Reeds dance, and "Show Me Your Culture" event.

These efforts underscore a vibrant and active community, supported by strong planning and community involvement.

Current Status:

- ❑ **Community Engagement:** Active involvement through events like the Netball World Cup public viewing, workshops for Traditional Health Practitioners, and educational tours.
- ❑ **Sports Initiatives:** Youth sports tournaments, district and regional games, fostering local talent.
- ❑ **Cultural Events:** Cultural exchanges promoted through events and theatre preparations.
- ❑ **Facility Development:** Progress in upgrades like Clear Vu fencing at the museum and discussions for artificial turf at Leandra Stadium.
- ❑ **Safety and Compliance:** New safety policies for upcoming sports events.
- ❑ **Heritage Preservation:** Cultural visits to the Nomoya Masilela Museum and Gert Sibande and Nokuthula Simelane statues.

Planned Interventions:

- ❑ Continue enhancing community participation through inclusive sports and cultural events.
- ❑ Improve facilities with a focus on accessibility and safety for all community members.
- ❑ Plan for additional infrastructure upgrades, including artificial turf at Leandra Stadium.
- ❑ Continue fostering collaborations with artists and cultural groups to strengthen community cultural identity.

7.10.2 Library Services

The Govan Mbeki Library Services (GMLS) aims to provide resources and services for education, information, and personal development. This includes free computer and internet services, mobile library services to old age homes, and outreach to blind and partially sighted individuals. The section also offers educational programs and awareness campaigns, contributing to the intellectual and cultural growth of the community.

Current Status:

- ❑ **Service Reach:** Mobile library services provided to old age homes and farm schools; services to blind and partially sighted people at multiple libraries.
- ❑ **Library Membership:** Steady growth in membership, with 232 new members in the past year.
- ❑ **Library Activity:** Increase in library item circulation, with a significant number of people accessing library resources.
- ❑ **Internet Services:** Improved internet and Wi-Fi connectivity despite previous challenges with service providers.

Planned Interventions:

- ❑ **Staffing:** Address staff shortages by filling vacant positions to ensure smooth operations.
- ❑ **Maintenance:** Ensure regular maintenance of library facilities and provide a responsive budget for upkeep.
- ❑ **Expansion of Services:** Extend services for blind and partially sighted individuals to more libraries, including Bethal Library.
- ❑ **Address Challenges:** Provide solutions to overcome service interruptions due to load shedding, water shortages, and unreliable internet connectivity.

7.10.3 Community Facilities (Halls, Stadiums, etc)

Facilities section manages public halls, stadiums, and community centers. The main goals are to optimize the use of public facilities, ensure revenue generation, and facilitate sustainable management of these spaces. The section coordinates the use of these facilities, maintenance needs, and ensures community access for various events.

Current Status:

- ❑ **Facility Usage:** Out of 30 facilities, 16 are in active use, while 14 are not used regularly.
- ❑ **Maintenance:** There are ongoing challenges related to repairs and the proper maintenance of public facilities.
- ❑ **Revenue Generation:** Efforts to generate revenue through the use of these facilities, but not all facilities are used optimally due to conditions and security concerns.

- ☐ Draft Facility Policy for approval by Council
- ☐ Inability to hire out most of facilities
- ☐ Daily vandalism of municipal facilities
- ☐ Lack of maintenance of municipal facilities
- ☐ Unfenced and un electrified facilities.
- ☐ Lack of ablution facilities in some of our facilities
- ☐ Lack of security or security related infrastructure at facilities

Root Cause :

- ☐ Dilapidated facilities
- ☐ Delayed /none repairs of facilities
- ☐ Insufficient budgeting for maintenance of facilities

Planned Interventions:

- ☐ Security: Increase budget allocation for adequate 24-hour security personnel at facilities.
- ☐ Maintenance: Enhance capacity within the Facilities Maintenance section to ensure regular repairs and upkeep of public facilities.
- ☐ Staffing: Address the issue of vacant positions to ensure better management and operation of facilities.
- ☐ Revenue Enhancement: Continue efforts to encourage the use of local public facilities and enhance their maintenance to attract more bookings and utilization.
- ☐ Budgeting for facility maintenance by the Department of Electrical & Mechanical Engineering
- ☐ Facility Maintenance plan to be developed by the Dept. of Electrical and Mechanical Engineering
- ☐ Sufficient security measures to be installed in all facilities. (Fencing , electrification, alarm, CCTV system installations etc.

Sport and Recreation, Library Services, and Community Facilities are integral to Govan Mbeki Municipality's mandate to promote community engagement, education, and cultural development.

These components align with the broader goals of local government, which include enhancing the well-being of residents, fostering inclusive growth, and ensuring access to essential public services. By supporting physical and mental wellness, preserving cultural heritage, and providing educational resources, these services play a pivotal role in improving the quality of life for all citizens.

While significant progress has been made, there remain challenges such as staffing shortages, facility maintenance issues, and service interruptions.

Addressing these challenges through targeted interventions, strategic resource allocation, and sustained development will strengthen the municipality's capacity to fulfil its mandate effectively. In the FY25/26 period, continued focus on these areas will ensure that Govan Mbeki Municipality remains responsive to the needs of its residents and continues to provide valuable services that contribute to a vibrant, inclusive, and sustainable community.

FACILITIES AND LIBRARY SERVICE			
PROPOSED PROJECTS	ESTIMATED COST	SOURCE OF FUNDING	YEAR OF IMPLEMENTATION
Construction of Evander library	R10 m	Internal and External (DCSR)	2025 - 2026
Establishment of new library in Charl Cilliers	R10 m	Internal and External	2024 - 2027
Fencing – Trichardt library, Thistle Groove library, Leandra library	R3 m	Internal and External	2024 - 2026
Upgrading of Study Facilities (study rooms) Trichardt, Kinross, Bethal, and Eendracht Libraries)	R3 m	Internal and External	2024 - 2027
Furniture and Equipment (Bethal library)	+ R100 000	External (DCSR)	2024 - 2025
Furniture and Equipment EMzinoni MPCC, Kinross library, Eendracht library, Evander library)	R 5 m	Internal and External	2024 - 2028
Revamping of Ablution Facilities (all libraries)	R1 m	Internal and External	2024 - 2027
New Ablution Facilities for library users (Trichardt Library)	R500 000	Internal and External	2024 - 2025
Building Repairs and maintenance (eMbalenhle library)	R667 000	Internal and External (DCSR)	2024 - 2025
Building Repairs and maintenance (Eendracht library, Thistle Grove, Evander library)	R2 m	Internal and External	2024 - 2026
Revamping of leaking roof (11 libraries)	R2 m	Internal and External	2024 - 2028
Library Material (books and other material)	R500 000	Internal and External	2024 - 2025
Upgrading of electricity /DB Box (eMzinoni Library, eMbalenhle library, Lebohang library and Kinross Library)	R2 m	Internal and External	2024 – 2025
Parking Facilities (Embalenhle Library, Lebohang Library, Thistle Groove Library, Milan Park Library, Kinross library, Bethal library)	R2 m	Internal and External	2024 – 2025
Jojo tanks and accessories (Lebohang, Thistle Grove, eMbalenhle libraries)	R200 000	Internal and External	2024 – 2025
Air-conditioning system for all libraries	R2m	Internal and External	2024 – 2027
Reminder: Technical Services Department to budget for maintenance of all library facilities			
Renovations of stadiums (Lilian Ngoyi stadium and B field, Bethal multi-purpose rugby stadium, Risko Fakude stadium and B field, Flour Daniel mini soccer stadium,	R50 m	Internal and External	2024 – 2028

FACILITIES AND LIBRARY SERVICE			
PROPOSED PROJECTS	ESTIMATED COST	SOURCE OF FUNDING	YEAR OF IMPLEMENTATION
Lebohang stadium, eMzinoni stadium, Evander stadium, Leslie bowling club)			
Renovation of Kinross golf course	R25 m	Internal and External	2024 – 2028
Renovation of Bethal golf course	R7m	Internal and External	2024 – 2028
Renovation of Oscar Mpete airfield	R1.2m	Internal and External	2024 – 2028
Bethal dam resort	R15m	Internal and External	2024 – 2028
Renovation of halls and Lapas (Lilian Ngoyi center, Joe Gqabi lapa, Pat Njokwane lapa, Dolman Mncube hall, Difa Nkosi hall, Mbana Masilela (RDP), Lebohang Civic center, Kgotso Tsotetsi hall, eMba South hall, Sijongile Ndamase hall, Charl Cilliers MPCC, Nokuthula Simelane hall, Raymond Mavuso hall, eMzinoni MPCC, Bethal station hall,	R55m	Internal and External	2024 – 2028
Furniture and equipment	R250 000	Internal and External	2024 – 2028
Industrial generator (Lilian Ngoyi center)	R1.5m	Internal and External	2024 – 2028
Jojo tanks and accessories (Lilian Ngoyi center and stadium)	R500 000	Internal and External	2024 – 2028
Fencing of stadiums	R25m	Internal and External	2024 – 2028
Industrial air-conditioning system for halls	R10m	Internal and External	2024 – 2028
Ride-on mowers	R700 000	Internal and External	2024 – 2028
Security Guard room with water and sanitation (security solar lights)	R150 000	Internal and External	2024 – 2028

7.11 TRANSVERSAL ISSUES

The Govan Mbeki Municipality recognizes the importance of addressing transversal issues that impact diverse sectors of the community. These issues include gender equality, youth and children development, the rights and empowerment of persons with disabilities, and the ongoing challenges posed by HIV/AIDS, along with fostering moral regeneration. In alignment with national policies and local priorities, the municipality has made significant strides in implementing initiatives to address these challenges. However, persistent barriers remain, such as limited access to resources, infrastructural constraints, and the need for enhanced awareness and education.

The municipality's commitment to these transversal issues is reflected in its policies, programs, and services aimed at creating a more inclusive, supportive, and equitable environment for all residents. As part of the FY25/26 IDP, it is essential to continue building on the progress made, while recognizing the need for ongoing interventions to address the evolving needs of these vulnerable groups.

The Transversal Unit plays a crucial role in promoting inclusive governance and sustainable development. By aligning its strategies with legislative frameworks and statistical insights, it ensures that vulnerable groups receive targeted support and advocacy within the municipality's development agenda.

The unit operates under national legislative mandates, including the Constitution, Municipal Acts, and various sector-specific policies such as the Older Persons Act, the Children's Amendment Act, and the National Youth Policy.

7.11.1 Commitments to Address Transversal Issues.

The below commitments reflect the Govan Mbeki Municipality's focus on creating a more inclusive, equal, and supportive environment for all its residents across the identified transversal issues:

Transversal Issue	Municipal Commitment
Gender and Senior Citizens	❑ Ensure equal representation and empowerment of women in municipal leadership roles. - Promote gender equality through awareness programs and campaigns. - Provide accessible services for senior citizens and ensure their rights are protected. - Support senior citizens in accessing government grants and health services.
Youth and Children	❑ Promote youth development and participation in municipal decision-making. - Provide opportunities for youth through training, skills development, and employment programs. Improve the quality of education and ensure safe spaces for children. - Advocate for youth-friendly policies that promote health, safety, and well-being.
Persons with Disabilities	❑ Create an inclusive environment that provides equal opportunities for persons with disabilities. Ensure that public spaces, buildings, and facilities are accessible. - Support individuals with disabilities in accessing education, healthcare, and employment. - Promote awareness of the rights of persons with disabilities and reduce stigma.
HIV/AIDS and Moral Regeneration	❑ Provide ongoing HIV/AIDS prevention, education, and testing programs. ❑ Address the moral regeneration of communities through awareness campaigns. ❑ Support individuals affected by HIV/AIDS with treatment access and social support. - Promote responsible behaviour, including condom use and male circumcision, as preventive measures. - Partner with organizations to reduce the impact of HIV/AIDS and other communicable diseases.

7.11.2 PROGRAMMES: SPECIAL PROJECTS AND TRANSVERSAL ISSUES:

The Special Projects and Transversal Issues Programmes as per the below table for Govan Mbeki Municipality focus on promoting inclusivity, addressing social challenges, and empowering vulnerable groups. These initiatives span multiple stakeholders and quarters, targeting issues such as gender-based violence, HIV/AIDS awareness, youth development, disability rights, and senior citizen welfare.

CALENDAR OF EVENTS PROGRAMMES: SPECIAL PROJECTS & TRANSVERSAL					
ACTIVITY	RATIONALE	STAKEHOLDERS	QUARTER	COST DRIVERS	ESTIMATE D BUDGET
Local AIDS Council (LAC) & Gender-Based Violence Femicide Rapid Response Team (GBVF RRT) Quarterly Meetings	Presentation of reports by LAC & GBVF RRT stakeholders Adopt quarterly reports Monitor HIV & GBVF response Review Implementation plans	GMM, DoH, DSD, DoE Basic & Higher Education, SAPS, Thuthuzela Centre, Govan Mbeki Women's Forum, NPA, Traditional & Church Leadership, Civil Society Organisations, All Community Leaders, Private Sector and All other relevant stakeholders	1 st , 2 nd , 3 rd & 4 th Quarters	Catering & Bottled Water	R120 000
HIV/AIDS & GBVF Summit	Raise awareness about the gravity and complexities of GBVF as a societal pandemic Solicit buy-in and support for the roll out of the 365 days of no violence against women and children action plan	GMM, DoH, DSD, DCS, DoJ, DoE Basic & Higher Education, SAPS, Thuthuzela Centre, Govan Mbeki Women's Forum, NPA, Traditional & Church Leadership, Civil Society Organisations, All Community Leaders, Private Sector & All other relevant Stakeholders	1 st Quarter	PA Sound System, Catering, Bottled Water, Decoration, Gas Heaters	R200 000
Govan Mbeki Active Ageing Golden Games	Local active ageing golden games for Senior Citizens that will produce a local team with various sporting codes to present Govan Mbeki Municipality at District Level	GMM, DSD DCSR, SASOL & Govan Mbeki Senior Citizens Forum	1 st Quarter	Catering, Bottled Water PA Sound System, Generator & Transport	R300 000
National Women's Month	Dialogues on various women challenges and information sharing on accomplishments by local women	GMM, Govan Mbeki Women Forum & All other relevant Stakeholders	1 st Quarter	Catering and Decoration, PA Sound System & Generator	R200 000

CALENDAR OF EVENTS

PROGRAMMES: SPECIAL PROJECTS & TRANSVERSAL

ACTIVITY	RATIONALE	STAKEHOLDERS	QUARTER	COST DRIVERS	ESTIMATE D BUDGET
Govan Mbeki Senior Citizens Forum Quarterly Meetings	Presentation of reports and monitoring of activities	Forum Members	1 st , 2 nd , 3 rd & 4 th Quarters	Catering, Bottled Water & Transport	R120 000
Govan Mbeki Disability Forum Quarterly Meetings	Presentation of reports and monitoring of activities	Forum Members	1 st , 2 nd , 3 rd & 4 th Quarters	Catering, Bottled Water & Transport	R120 000
Govan Mbeki Women's Forum Quarterly Meetings	Presentation of reports and monitoring of activities	Forum Members	1 st , 2 nd , 3 rd & 4 th Quarters	Catering, Bottled Water & Transport	R120 000
Youth Business Breakfast	Information sharing session on available youth business and employment opportunities	All Organised Youth Formations	1 st Quarter	Catering, Bottled Water, PA Sound System & Transport	R200 000
Youth Summit	Provision of a platform for young people to organise, network, learn new things, and share their hopes and concerns in a public setting	Govan Mbeki Youth Council, Leadership of All Organised Youth Formations, Private Sector & All other relevant Stakeholders	1 st Quarter	Catering, Bottled Water, PA Sound System & Transport	R200 000
Govan Mbeki Youth Council Quarterly Meetings	Presentation of reports and monitoring of activities	Youth Council Members	1 st , 2 nd , 3 rd & 4 th Quarters	Catering, Bottled Water & Transport	R120 000
Junior Council Quarterly Meetings	Presentation of reports and monitoring of activities	Council Members, DSD, RCLs, DoE & All other relevant Stakeholders	1 st , 2 nd , 3 rd & 4 th Quarters	Catering, Bottled Water & Transport	R120 000
16 Days of Activism for No Violence Against Women and Children	Community Dialogues on Gender-Based Violence & Femicide	GMM, DoH, DSD, DCS, DoJ, DoE Basic and Higher Education, SAPS, Thuthuzela Centre, Govan Mbeki Women's Forum, NPA, Traditional & Church Leadership, Civil Society Organisations, All Community Leaders, Private Sector & All other relevant Stakeholders	2 nd Quarter	Tent, Mobile Toilets, Catering, PA Sound System, Bottled Water, Branded Banner & Fliers	R200 000
World AIDS Day	Raise public awareness about HIV/AIDS and demonstrate national solidarity in the face of the pandemic	GMM, LAC, DoH, DSD, DCS, Community Members & Leaders & All other relevant Stakeholders	2 nd Quarter	Tent, HIV ribbon, Chairs, Tables, PA Sound System, Mobile Toilets, Bottled Water & Catering	R200 000
100-Days Challenge to End GBVF	Organise multi-stakeholder collective action to move the	GMM, World of Impact & All other relevant Stakeholders	2 nd Quarter	Tent, HIV ribbon, Chairs, Tables, PA Sound System,	R200 000

CALENDAR OF EVENTS

PROGRAMMES: SPECIAL PROJECTS & TRANSVERSAL

ACTIVITY	RATIONALE	STAKEHOLDERS	QUARTER	COST DRIVERS	ESTIMATE D BUDGET
	needle on specific impact and outcome indicators of NSP on GBVF			Mobile Toilets, Bottled Water & Catering	
National Disability Rights Awareness Month	Summit for Persons with Disabilities	GMM, Persons with Disabilities Forum, Government Departments, Private Sector, Community Based Organisations	2 nd Quarter	Catering, Bottled Water, PA Sound System & Transport	R200 000
International Day for Senior Citizens	Govan Mbeki Choral Music for Senior Citizens	GMM, Senior Citizens Forum, Government Departments, Private Sector, Community Based Organisations	2 nd Quarter	Catering, Bottled Water, PA Sound System & Transport	R150 000
Youth Career Guidance and Skills Development Exhibition	Provision of a platform to young people to acquire more knowledge on career guidance and skills development	GMM, SASOL, DSD, NYDA, SEDA, SEFA, MEGA, SGBs & SA Youth	2 nd Quarter	Catering, Bottled Water, PA Sound System & Transport	R150 000
World TB Day	Raise public awareness about the devastating health, social and economic consequences of tuberculosis	GMM, Community Members & Leaders & All other relevant Stakeholders	3 rd Quarter	Tent, Chairs, Tables, PA Sound System, Mobile Toilets, Bottled Water & Catering	R150 000
International Women's Month	Seminar on information sharing for self-sustainability to curb poverty & women empowerment business opportunities	GMM, Govan Mbeki Women's Forum, Community Based Organisations, Private Sector & All other relevant Stakeholders	3 rd Quarter	Catering, Bottled Water, PA Sound System & Transport	R150 000
Back to School Campaign	Handover of school uniform to no fee primary schools and destitute pupils	Govan Mbeki Junior Council, DoE and all other relevant stakeholders	3 rd Quarter	School Uniform, Catering, Bottled Water, PA Sound System & Transport	R300 000
Workplace Women to Women Frank Talk	Roundtable on money scammers and women self-preservation	GMM Female Workforce, Govan Mbeki Women's Forum & All other relevant Stakeholders	4 th Quarter	Catering, Bottled Water, PA Sound System	R200 000
Youth Month Commemoration	Honour young people who opposed the apartheid regime and helped our country attain independence	GMM, Govan Mbeki Youth Council & All other relevant Stakeholders	4 th Quarter	Catering, Bottled Water, PA Sound System & Transport	R200 000
Launch of Local Drug Action Committee	Election of Local Drug Action Committee Development of Plan of Action for Substance Abuse & Alcohol	Govan Mbeki Youth Council, Leadership of Organised Youth Formations, Private Sector & All other relevant stakeholders	4 th Quarter	Catering, Bottled Water, PA Sound System & Transport	R200 000

This table summarizes the components, current status, and planned actions for addressing challenges related to transversal issues in the Govan Mbeki Municipality

Component	Unique Description	Current Status	Plan to Address Challenges
Gender and Senior Citizens	Focuses on gender equality and the well-being of senior citizens, addressing gender discrimination, empowerment, and issues affecting the elderly.	Govan Mbeki Gender Policy is in place. Active participation in national senior citizen events, but challenges with accessibility and assistive devices.	❑ Cluster gender and senior citizens components. Relaunch Govan Mbeki Women's Forum and Multiparty Women Caucus. ❑ Host awareness campaigns on gender-based violence. Mobilize support for gender parity in the workplace. Assist with senior citizens' access to buildings and centres.
Youth and Children	Promotes youth development, focuses on youth unemployment, economic participation, training, and the protection of children's rights.	The Govan Mbeki Junior Council was launched in 2019 but is not functional. Youth issues are managed by the Youth Coordinator.	❑ Cluster youth and children components. Encourage participation in sports, arts, and culture. Organize job preparedness conferences. Launch teenage pregnancy awareness campaigns. Revive Govan Mbeki Junior Council and Back to School campaigns.
Persons with Disabilities	Aims to empower persons with disabilities by advocating for universal access, employment, education, and the removal of societal barriers.	Govan Mbeki Disability Forum is functional. Disability issues are currently managed by the Coordinator for Gender, Elderly, and Disability.	❑ Establish a dedicated disability component. Relaunch Govan Mbeki Disability Forum. Advocate for assistive devices and employment opportunities. Organize campaigns to combat discrimination. ❑ Host life skills and entrepreneurship seminars for persons with disabilities.
HIV/AIDS and Moral Regeneration	Focuses on tackling HIV/AIDS, TB, STIs, and promoting moral regeneration through awareness and support.	HIV/AIDS campaigns and testing are ongoing, but greater coordination is needed for a comprehensive response.	❑ Cluster HIV/AIDS and moral regeneration into one component. ❑ Increase HIV, TB, STI, and Covid-19 awareness campaigns. Support those taking ARVs and TB medication. Promote prevention strategies like male circumcision and condom usage. Coordinate with the Govan Mbeki Local Aids Council for better support.

CHAPTER 8: INTERGOVERNMENTAL DEVELOPMENT AND STRATEGIC ALIGNMENT

Govan Mbeki Municipality remains committed to fostering robust intergovernmental relations by actively engaging with stakeholders across all spheres of government. Through structured participation in intergovernmental forums and strategic partnerships, the Municipality seeks to enhance:

Collaboration between local, provincial, and national government entities to drive sustainable development.

Effective resource allocation through coordinated budget planning and investment prioritization.

Improved service delivery through shared strategies and collective problem-solving initiatives.

As a sphere of government closest to communities, the Municipality plays a pivotal role in fostering cooperative governance and ensuring alignment with provincial and national government priorities. Strengthening intergovernmental relations (IGR) is crucial to achieving integrated development objectives, facilitating investment in key infrastructure projects, and enhancing service delivery.

To promote effective collaboration across government levels, the Municipality actively participates in intergovernmental engagements, ensuring that its strategic objectives and priorities align with those of National and Provincial Government.

This alignment is essential in securing both short- and long-term investment commitments, particularly in infrastructure development, economic growth, and service delivery improvement.

8.1 Legislative and Constitutional Framework for Intergovernmental Relations

Intergovernmental cooperation within the Municipality is governed by the Constitution of South Africa and other key legislative instruments, including the:

- ❑ Intergovernmental Relations Framework Act (Act No. 13 of 2005) – establishing mechanisms for effective intergovernmental engagement.
- ❑ Municipal Systems Act (Act No. 32 of 2000) – ensuring the alignment of municipal plans with national and provincial strategies.
- ❑ Municipal Finance Management Act (MFMA, Act No. 56 of 2003) – guiding the integration of budget planning across government levels.

In compliance with these frameworks, the Municipality is mandated to:

Uphold its legislative authority while fostering a collaborative governance approach. Strengthen communication, coordination, and integration with provincial and national government entities. Promote intergovernmental budget planning to optimize financial sustainability and service efficiency.

By maintaining structured intergovernmental relations, the Municipality enhances its capacity to deliver quality services, optimize financial and human resources, and address critical community needs.

Municipal officials and councillors are actively delegated to participate in intergovernmental forums at district, provincial, and national levels, ensuring representation in key policy discussions and collaborative decision-making.

Key Intergovernmental relations , partnerships and Forums

The Municipality actively engages in intergovernmental platforms, ensuring representation in strategic forums that influence policy, funding, and development planning. These include:

INTERGOVERNMENTAL RELATIONS FORUMS:		
Forum	Frequency	Department
Municipal Managers Forum	Quarterly	Office of the Municipal Manager
SALGA Working Groups, NCOP, FFC	Quarterly	Relevant Department and Portfolio Councillor
Premiers Co-ordinating Forum (PCF)	Quarterly	Office of the Executive Mayor and Office of the Municipal Manager
MinMay	Quarterly	Executive Mayor
MinMay-tech	Quarterly	Municipal Manager
Communication Forum	Quarterly	Office of the Municipal Manager
Monitoring and Evaluation Forum	Quarterly	Planning and Development
Provincial Skills Development Forum	Quarterly	Corporate Services
Disaster Management Forum	Quarterly	Community Services
Local Economic Development Forum	Quarterly	Planning and Development
DISTRICT INTERGOVERNMENTAL STRUCTURES		
District Co-ordinating Forum (DFC)	Quarterly	Office of the Mayor, Speaker ,MMC's, Office of the Municipal Manager and Directors
District IDP Managers Forum	Quarterly	Planning and Development

This chapter therefore emphasizes the municipality's dedication to aligning its Strategic Development Objectives and Strategies with those of National and Provincial Government. Such alignment ensures that the municipality actively contributes to broader developmental goals while addressing local priorities.

Additionally, Govan Mbeki municipality recognizes and appreciates the short- and long-term investment commitments made by National and Provincial Government Departments. These commitments, aimed at infrastructure development and service improvements within the municipal jurisdiction, are essential to enhancing socio-economic development and improving the quality of life for residents.

Through these strategic relationships, the Municipality reaffirms its commitment to cooperative governance, sustainable development, and service excellence, ultimately improving the quality of life for all residents within its jurisdiction.

8.2 PLANNED SECTOR CONTRIBUTIONS TO MUNICIPAL DEVELOPMENT

In accordance with Chapter 8 of the Municipal Systems Act (Act 32 of 2000), cooperative governance is fundamental to municipal planning, requiring municipalities to align their strategies with other spheres of government to effectively implement their five-year strategic plans. The Act further mandates that the Integrated Development Plan (IDP) must serve as a central framework that links, integrates, and coordinates development initiatives within the Municipality.

To ensure the successful implementation of the IDP, resource allocation and institutional capacity must be strategically aligned, as it forms the basis for the Municipality's annual budget. Given its pivotal role in municipal development, the IDP should guide sector departments in allocating resources at the local government level. It is, therefore, in the interest of sector departments to actively participate in the IDP planning process to ensure alignment between municipal and sectoral programmes.

The planned investments , departmental projects and programmes by Sector Departments and the Private Sector for integration into the IDP are outlined in the tables below:

8.2.1 Department of Co-Operative Governance, Human Settlements and Traditional Affairs (COGHSTA)

Department of Co-Operative Governance, Human Settlements and Traditional Affairs (COGHSTA)					
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
First Home Finance (FHF)	Govan Mbeki, Various areas	12 Housing units	2026/27	1 677	4 658
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Langverwacht	Bulk Infrastructure	2026/27	1 000	82 133
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Mbalenhle Ext 18	Township Establishment	2026/27	500	58 800
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Mbalenhle Ext 25	Township Establishment	2026/27	600	900
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Kinross	Bulk Infrastructure	2026/27	3 550	11 406
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Brendan Village	Township Establishment	2026/27	3 000	18 130
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 6 of Blekbokspruit/Emzinoni Ext 14	Township Establishment	2026/27	500	9 379
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 6 of Blekbokspruit/Emzinoni Ext 15	Township Establishment	2026/27	1 000	4 169
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 133/Winkelhaak 135IS	Township Establishment	2026/27	500	1 905

Department of Co-Operative Governance, Human Settlements and Traditional Affairs (COGHSTA)					
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
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 4 Bleksbokspruit/ Emzinoni Ext 18	Township Establishment	2026/27	1 000	6 138
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 8 Bleksbokspruit/ Emzinoni Ext 16	Township Establishment	2026/27	500	5 777
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Prt 10 Bleksbokspruit/ Emzinoni Ext 17	Township Establishment	2026/27	1 000	2 615
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Kinross Ext 33	Bulk Infrastructure	2026/27	3 000	42 526
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Brendan Village	Bulk Infrastructure	2026/27	7 200	478 949
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Kinross Ext 33 & 34	Bulk Infrastructure	2026/27	3 050	63 726
Integrated Residential Development Programme (IRDP) Phase 1	Govan Mbeki, Kinross Ext 31 & 33	100 Serviced Sites	2026/27	7 186	41 211
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Embalenhle Ext 25	100 Housing units	2026/27	21 075	90 103
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Mzinoni Ext 11	150 Housing units	2026/27	31 612	84 863
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Mzinoni Ext 11	75 Housing units	2026/27	12 012	76 967
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Various areas	21 Housing units	2026/27	2 725	17 998
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Lebogang, Emzinoni/Kinross	23 Housing units	2026/27	4 215	24 185
Integrated Residential Development Programme (IRDP) Phase 2 Units	Govan Mbeki, Emzinoni	36 Housing units	2026/27	4 617	4 618
Security of Tenure	Govan Mbeki, Embalenhle	100 Title Deeds	2026/27	173	173
Security of Tenure	Govan Mbeki, Various areas	50 Title Deeds	2026/27	86	86
Security of Tenure	Govan Mbeki, Various areas	100 Title Deeds	2026/27	173	173

8.2.2 Energy and Electricity (INEP)

INEP Schedule 5B (Municipal) Programme					
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
Electrification of Emzinoni Extension11(Pre-Eng 4600HH)	Govan Mbeki	Pre-Engineering	2026/27	R1 687 000,00	R1 687 000,00
New 88/22KV,40MVA, Emzinoni Substation Phase 6(15km ,88KV bulk line)	Govan Mbeki	Infrastructure	2026/27	R34 061 000,00	R34 061 000,00
	Govan Mbeki Total			R35 748 000,00	R35 748 000,00

8.2.3 Department of Health

DEPARTMENT OF HEALTH					
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
Kinross Clinic	Govan Mbeki	100% Completion in 2026/27	22 Sept 2026 to 22 May 2026	R15, 000	R22, 528
Lebohang Clinic	Govan Mbeki	100% Completion in 2026/27	29 August 2025 to 30 April 2026	R15, 000	R23, 407

8.2.4 Department: Agriculture, Rural Development, Land Reform and Environmental Affairs (DARDLEA)

DEPARTMENT: AGRICULTURE, RURAL DEVELOPMENT LAND REFORM AND ENVIRONMENTAL AFFAIRS					
Project/Programme Name/Description	Project Beneficiary/ Ward/Location/GPS	2025/26 Target	2025/26 budget expenditure R'000	Progress to date	Challenge/remedial action
MP AgriPark (Shade Net and Tunnels)	Ward 5	Completion for construction of 6 x 30m Hydroponic Tunnels Installation of 4Ha 40% white shade nets structure	2 200	Overall physical progress on shade-net: 80% - Earthworks and area clearance & preparation: tunnel & shade nets. - Excavation for poles & anchors for the nets. - Construction & Installation: tunnels & nets - Irrigation system: tunnels	- While structural progress is acknowledged, - The inspection revealed numerous incomplete works, defective installations, and untested systems. - These items are material in nature and prevent the Works from being regarded as substantially/ practically complete - EOT presented until 31 March 2026
MP AgriPark (Cannabis)	Ward 5	Establishment of cannabis facility	29 728	Building Earthworks (100%): All fill layer works have been completed & 90% of test results received – final layer test results. - Setting out of foundation done & approved – except fire wall – surveyor to set out this week – excavation to be done once test results are received. Roadworks: Sub-base layer ongoing	Slow progress due to heavy rainfall. Awaiting delivery of materials on site Acceleration plan developed

DEPARTMENT: AGRICULTURE, RURAL DEVELOPMENT LAND REFORM AND ENVIRONMENTAL AFFAIRS					
Project/Programme Name/Description	Project Beneficiary/ Ward/Location/GPS	2025/26 Target	2025/26 budget expenditure R'000	Progress to date	Challenge/remedial action
				- To start base course phase – spreading & compacting G1 material - Subsoil drainage pipes - ongoing	
Review of Provincial SDF	All District and Local Municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R2 000	R2 000

8.2.5 Department of Culture, Sport, and Recreation (DCSR)

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)					
Project/Programme Name/Description	Project Beneficiary/ Ward/Location/GPS	2025/26 Target	2025/26 budget expenditure R'000	Progress to date	Challenge/remedial action
Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession	Leandra	One (1) Archive week hosted	650	Hosted 1 Archive week	None
Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture	Municipalities	Four (4) Cultural structures supported	2,417	Supported 4 Cultural structures	None
Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhosi	All local municipalities at Gert Sibande District	Umkhosi woMhlanga KZN	200	Supported Umkhosi woMhlanga KZN	None

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)					
Project/Programme Name/Description	Project Beneficiary/ Ward/Location/GPS	2025/26 Target	2025/26 budget expenditure R'000	Progress to date	Challenge/remedial action
Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All local municipalities at Gert Sibande District	Two (2) National and Commemorative Days celebrations	8,600	Celebrated 2 National and Commemorative Days	None
Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Municipalities	Twenty one (21) Arts and Craft cooperatives	150	Supported 21 Arts and Craft cooperatives	None
Promote participation in sport and recreation by facilitating opportunities for people to share space	All local municipalities at Gert Sibande District	Seventeen (17) Sport and Active Recreation Events	4,327	17 Sport and Active Recreation Events	None
		Seven (7) local leagues supported	1,689	Supported 7 local leagues	None
		Four (4) athletes development programmes supported by academies	2,292	4 athletes development programmes supported by academies	None
Provision of athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	All local municipalities at Gert Sibande District	50 Schools, 10 hubs and 20 clubs provided with sport equipment	7,141	Awaiting delivery from the service providers	Engage the service provider to fast-track delivery. The indicator will be achieved in the 4 th quarter.
Provide learners with opportunities to excel in school sport seasons hosted	Municipalities	Seventeen (17) School Sports programs supported at a district and local level	4,392	17 School Sports programs supported at a district and local level	None

8.2.6 Department of Economic Development and Tourism (DEDT)

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (DEDT)				
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
8745 electronic book accessible to 45 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	All local municipalities at Gert Sibande District	1000 electronic book accessible to 45 public libraries	500	500
15 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Ermelo (-26,5275148 29,9886500), Wesselton (-26,5146764 29,9727053), Elukwatini (-26,0530 30,7946, Bethal (26,4558767 29,4606383), ZN Mkhwanazi (-26,264033531,1146)	15 libraries offering services to the blind	583	583
12 Arts and Culture EPWP jobs opportunities created Project implemented to increase scope of implementing Arts and Culture projects	All local municipalities at Gert Sibande District	12 Arts and Culture EPWP jobs opportunities created	536	536
1 Museum provided with maintenance Nomoya Masilela-Maintenance of the existing Provincial Museum	Govan Mbeki	1 Museum provided with maintenance	500	500
2 Geographic Name Change through LGNC and PGNC Standardization of the geographical land scape through name change programme	All local municipalities at Gert Sibande District	2 Geographic Name Change through LGNC and PGNC	233	233

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (DEDT)				
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
2 Heritage resources assessed for grading through MHRA.	All local municipalities at Gert Sibande District	2 Heritage resources assessed for grading through MHRA.	133	133
7 initiatives implemented to raise awareness on the National symbols Project that seeks to foster Constitutional values, raise awareness and promote social cohesion	All local municipalities at Gert Sibande District	7 initiatives implemented to raise awareness on the National symbols	82	82
1 Project implemented to promote literature Development of reading materials in designated languages of the province through literature project	All local municipalities at Gert Sibande District	1 Project implemented to promote literature	200	200
6 Sport and Active Recreation Events Events organized in sport and active recreation	All local municipalities at Gert Sibande District	17 Sport and Active Recreation Events	1,532	1,532
7 local leagues supported Local leagues which are organized by federations or associations in communities where club development program is established	All local municipalities at Gert Sibande District	7 local leagues supported	537	537
1 athletes development programs supported by the sport academies Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support	All local municipalities at Gert Sibande District	1 athletes development programs supported by the sport academies	764	764

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (DEDT)				
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
Sport equipment and Attire 50 Schools,10 hubs and 20 clubs provided with sport equipment	All local municipalities at Gert Sibande District	Sport equipment and Attire 50 Schools,10 hubs and 20 clubs provided with sport equipment	7,141	7,141
106 learner competing at the national school sport championship	All local municipalities at Gert Sibande District	106 learner competing at the national school sport championship	1,500	1,500
5 MSMEs supported in Agro-processing with equipment	Govan Mbeki	Second quarter	2026/27	R200 000
7 Car washes supported with equipment	Govan Mbeki	Second quarter	2026/27	R147 000

8.2.7 Department of Education

DEPARTMENT OF EDUCATION				
Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	PROGRAMME	SCOPE OF WORK	STATUS
Trichardfontein Primary	Govan Mbeki	New	Phase 1: Planning and design and provision of basic services)	Awaiting Appointment
Trichardfontein Primary	Govan Mbeki	New	Phase 2: Construction of 8 Classroom, 1 x Grade R Centre, guardhouse, admin block, kitchen	Awaiting Appointment

8.2.8 Department of Water and Sanitation (DWS)

DEPARTMENT OF WATER AND SANITATION (DWS)					
FUND	Project/Programme Name/Description	Project Beneficiary/Ward/Location	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
RBIG	Embalenhle Bulk Sewer and Wastewater Treatment Works Refurbishment and Upgrading (Schedule 6B)	Embalenhle	IRS	R4 598,00	

8.2.9 South African Social Security Agency (SASSA)

SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)					
Programme Name/Description	Project Beneficiary/Ward/Location/GPS	2025/26 Target	2025/26 budget expenditure R'000	Progress to date	Challenge/remedial action
Social Grants payment (All types)	All local municipalities	401, 580	R 4.7 b	394,007	The region could not achieve the target due to the lapsing of grants such as CSG, FCG and CDG.
School Uniform – Social Relief of Distress (SRD)	All local municipalities	1,330	R 7.4 m	1,356	None

8.2.13 ELECTRICITY SUPPLY COMMISSION

ESKOM					
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
Govan Mbeki pre-eng	MP307_Govan Mbeki	Pre-Engineering	2026/27	R262 250,00	R262 250,00

8.2.10 DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON					
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
Public Participation/Community Outreach	Emzinoni	2026/27	October 2026	1300	1300
Renovation of Driving Licensing Testing Centres (DLTCs)	Bethal and Leandra		July-September 2026	Operational	Operational
Overall Friday	Emzinoni		October 2026	17	17
Liquor traders event	Secunda		Nov 2026	5,600	5,600
Liquor traders event	Secunda		October 2026	5,600	5,600
Gender Based Violence awareness Campaign	Evander		January 2027	8,500	8,500
Crime awareness campaign	Osizweni Secondary School		April 2026	Operational	Operational
Prison Visit	Thistle Grove Secondary School		September 2026	20	20
Stock Theft Awareness Campaign	Emzinoni		June 2026	5,600	5,600
Anti Stolen Goods	Embalenhle		December 2026	8,500	8,500
Community Patrollers programme (TSM)	Govan Mbeki Local Municipality		2026/27	Operational	Operational
Support to Community Safety Forums (CSFs)	Govan Mbeki Local Municipality		October 2026	10	10
Support to Community Safety Forums (CPFs)	- Embalenhle - Leslie - Trichardt - Kinross - Secunda - Val - Evander - Charl Cilliers - Emzinoni - Bethal		2026/27	70	70
Transport Regulation Programme: - Safety Engineering - Traffic Law Enforcement - Road Safety Education - Transport Administration - and Licensing and; - Overload Control	Govan Mbeki Local Municipality		2026/27	Operational	Operational

8.2.11 DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2027/26 Target	2026/27 Budget Allocation (Annual) R'000	Total Project Cost R'000
Rehabilitation of Road P216/1 eMbalenhle to Secunda (km 0.0 to km 6.1) (6.1 km) Phase 1	-26.5141, 29.1243	50% Complete	40 000	231 150,00

8.2.12 MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY

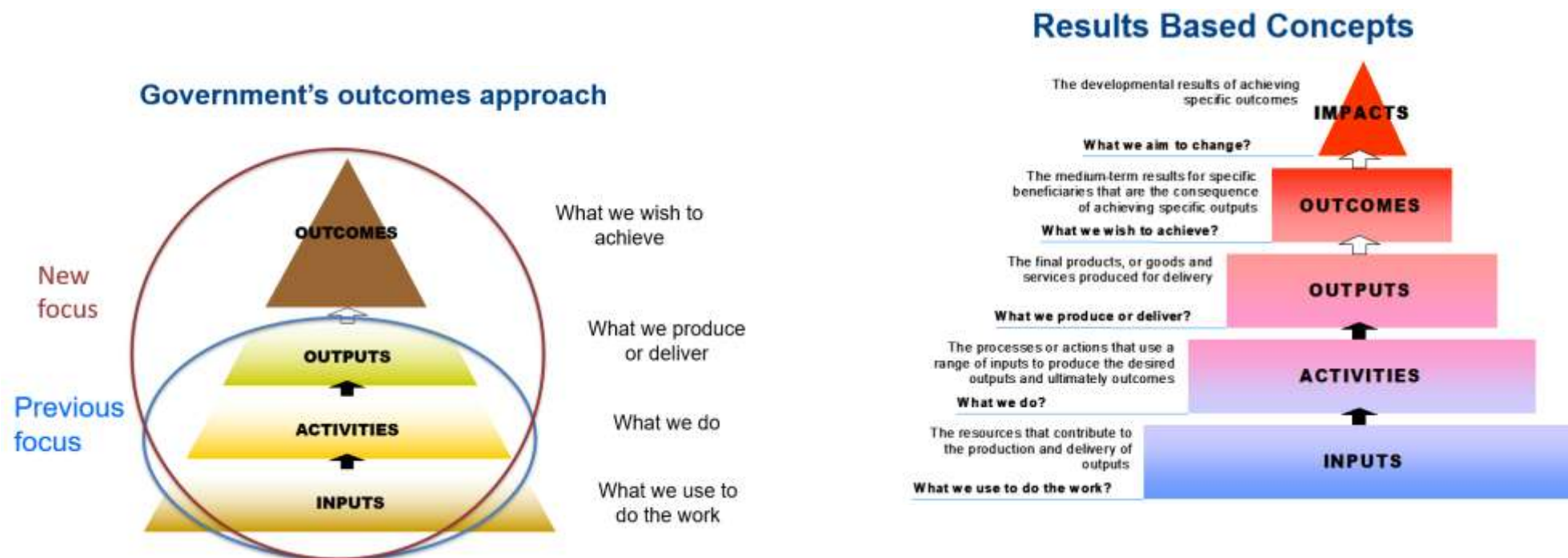
MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY					
Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Technical skills development programme (Young Graduates & Artisans)	Govan Mbeki	N/A	36 Months (2025/26 2027/28)	N/A	N/A
Municipalities provided with technical support to improve household access to electricity	Govan Mbeki	Yearly target	2026/27 FY	N/A	N/A
Water Services Authority (WSAs) provided with technical support to monitor reviewal of the Corrective Action Plans (CAPs) for Water (WTWs) and Wastewater Treatment Works (WWTWs).	Govan Mbeki	Yearly target	2026/27 FY	N/A	N/A
Adopt a municipality programme in collaboration with ISA	Govan Mbeki	Provide technical support for the identified projects Yearly target	2026/27 FY	N/A	N/A
Municipalities with improved infrastructure procurement compliance, governance enhance operational efficiency and self-reliance.	Govan Mbeki LM	Yearly target	2026/27	N/A	N/A

8.2.14 INFRASTRUCTURE SOUTH AFRICA ADOPT-A-MUNICIPALITY PROJECT

GOVAN MBEKI MUNICIPALITY PROJECTS LIST- INFRASTRUCTURE SOUTH AFRICA (ISA)					
Sector	Project description	Status	Cost Estimate	Economic Benefit	Environmental Contribution
Secunda Ext 75	Electrical reticulation of housing development consisting of 3700 households and institutional units	Construction has commenced for the Civil Infrastructure. Electrical Infrastructure is on Planning phase	R148m	Eradication of housing backlog	None
Extension 11 eMzinoni and other areas	Electrification of Emzinoni Ext 11 consisting of 4500 households, to include other GMM areas	Design Phase	R135m	Job creation, electricity capacity availability, FBE to indigent.	Reduce pollution
GMM Electrical Substations Upgrade Program	Upgrading of various Substation including Switchgear Replacement, upgrading of Substation Building to accommodate Remote switching Panel (RCP) and installation of SCADA (see attached list of substations)	Planning phase	R214m	Reliable Supply of electricity	None
Replacement of asbestos pipeline in GMM	Replacement of asbestos pipeline in GMM	Procurement Stage	R67m	Reliable water supply boost to sustainable business environment	improved water losses
Replacement and upliftment of water meters within GMM (revenue enhancement)	Replacement and upliftment of water meters within GMM (revenue enhancement)	Procurement Stage	R30m	Reliable water supply boost to sustainable business environment	improved water losses
Water purification Plant	Construction of Water treatment works	Planning Stage	R280m	Job creation and improve revenue	Clean and drinkable water
Upgrading of Kinross, Trichardt and Emzinoni WWTW	Upgrading of Kinross, Trichardt and Emzinoni WWTW	Planning and Design stage	R45m	Job creation and improve revenue	Cleaner and safer environment

8.3 GOVAN MBEKI MUNICIPAL STRATEGIC: OUTCOMES-BASED PLANNING APPROACH

The below outcome-based IDP planning approach, outlines the Municipal Strategic outcomes-oriented goals and objectives as link to each Municipal Key Performance Area (KPA), which stated clearly what Govan Mbeki Municipality intends to do and strive to achieved over the five-year period, in line with the municipal vision, mission and values and also how these goals and objectives relate to the national and provincial priorities.



INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 1 : FINANCIAL VIABILITY									
Problem statement and root causes per KPA:	☐ Persistent low revenue collection, Poor credit control practices, unreliable indigent database, high levels of consumer debt. ☐ Inability to raised funds required to meet the municipal functional requirement ☐ Low Collection Rate, Debt collection, Eskom, People Poor, Business close.									
One Plan Transformation Area	Governance and Financial Management									
2019-24 MTSF Priorities	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State MTSF PRIORITY 7: A Better Africa and World					MTSF Targets: Achieve at least 75% revenue collection rate; Reduce fruitless, wasteful, and irregular expenditure				
Municipal Priority	Strengthening financial viability and sustainability.									
Strategic objective	To enhance revenue & secure financial sustainability									
Impact statement: Enhance revenue & secure financial sustainability as well a financially viable municipality that meets its service delivery obligations.										
2024–2029 MTDP Priorities: Strengthening financial governance and accountability; Enhancing revenue collection and debt management				2024–2029 Medium Term Development Plan (MTDP) Targets: Maintain revenue collection above 80%; Reduce municipal debt by 30%; Improve financial reporting and accountability; Strengthen revenue enhancement strategies						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	58%	Low Collection Rate Illegal connections, Billing issues, problems Inability to raised funds required to meet the municipal functional requirement Low Collection Rate, Debt collection. Eskom .	Collection Rate 95%	Meter Audit Key change of SGC codes Installation of meters Cut off Data cleaning	70%	80%	90%	95%	100%

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 1 : FINANCIAL VIABILITY									
Problem statement and root causes per KPA:	☐ Persistent low revenue collection, Poor credit control practices, unreliable indigent database, high levels of consumer debt. ☐ Inability to raised funds required to meet the municipal functional requirement ☐ Low Collection Rate, Debt collection, Eskom, People Poor, Business close.									
One Plan Transformation Area	Governance and Financial Management									
2019-24 MTSF Priorities	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State				MTSF Targets: Achieve at least 75% revenue collection rate; Reduce fruitless, wasteful, and irregular expenditure					
	MTSF PRIORITY 7: A Better Africa and World									
Municipal Priority	Strengthening financial viability and sustainability.									
Strategic objective	To enhance revenue & secure financial sustainability									
Impact statement: Enhance revenue & secure financial sustainability as well a financially viable municipality that meets its service delivery obligations.										
2024–2029 MTDP Priorities: Strengthening financial governance and accountability; Enhancing revenue collection and debt management				2024–2029 Medium Term Development Plan (MTDP) Targets: Maintain revenue collection above 80%; Reduce municipal debt by 30%; Improve financial reporting and accountability; Strengthen revenue enhancement strategies						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			People poor, Business close							
Reduction of Funded Budget	Credible Realistic and Funded budget	Unfunded budget	Unfunded that is not realistic & credible	Reduction of Accounting deficit on Budget and increase of surplus on cashflow	Demonstratable prove of implementation Budget Funding Plan	(R 200 mil)	(R 300 mil)	(R 450 mil)	(R 500 mil)	R 550 mil

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

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Municipal KPA		KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services													
Problem statement and root causes per KPA:	☐ Aged water and sanitation infrastructure, Asbestos/ steel pipe, ☐ Increase in water loses, ☐ Vandalized infrastructure, Inconsistent water pressure, ☐ Water supply challenge, ☐ Poor water quality ☐ Aged electrical infrastructure, Regular power cuts, Poor maintenance, High Eskom debt, Illegal connections, Theft and vandalism					☐ Old road infrastructure. lack and poor storm water and control system ☐ Frequent sewer blockages, ☐ limited stormwater systems, and ☐ customer dissatisfaction with service delivery.									
	One Plan Transformation Area														
	2019-24 MTSF Priority					MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government					MTSF Target: Improve access to water, sanitation, electricity, and waste management				
	Municipal Priority		Improved infrastructure and enhanced customer service delivery.												
	Strategic objective		To provide sustainable services, optimise operations and improve customer care												
Impact statement: Improved quality of life through reliable and accessible services to communities and responsive municipal support.															
2024–2029 MTDP Priorities: Expanding access to basic services; Strengthening infrastructure resilience and sustainability					2024–2029 Medium Term Development Plan (MTDP) Targets: Upgrade municipal infrastructure; Expand service delivery programs; Ensure 90% access to basic services; Improve customer service responsiveness										
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION									
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs					
Ensure the provision of sustainable municipal basic	Improved the access for households/ Communities to basic services (100%-	99% Access on water	Water supply challenges Aged water and sanitation infrastructure Asbestos/ steel pipe	100% access to water and Sewer through: The total of water &	Upgrading and maintenance of water and sewer infrastructure / Securing through fencing	11 x water & sewer facilities	11x water & sewer facilities	11x water & sewer facilities	11 x water & sewer facilities	11 x water & sewer facilities					

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One Plan Transformation Area		Integrated Service Delivery and Infrastructure								
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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
services (electricity, sanitation & water) to all households/ communities	electricity, sanitation & water)		Increase in water losses Vandalized infrastructure	sewer facilities secured=55						
				Replace/ Upgrade the water and sewerage	Km of replaced/ upgraded water and sewerage pipeline	10km	10km	10km	10km	10km

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				pipelines = 50						
		98% Access on sewer		Number of converted septic tanks & VIP toilets = 1000	Conversion of VIP toilets and septic tanks to waterborne/ Borehole's & communal taps installation	300	0	200	200	300

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		33% water losses		Reduction of water losses to 25%	Reduction in water losses	32%	30%	28%	27%	25%
		Improved sanitation effluent quality to above 73%		Improved sanitation effluent quality to above 75%	Improve in sanitation effluent quality	75%	77%	79%	82%	85%

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs	
		99% of households have access on water	Poor water quality aging infrastructure Asbestos/ steel pipes. Inconsistent water of households have	100% of HH Access on water	Cleaning of reservoirs/ treatment works Replace asbestos pipes Upgrading of the Water Treatment works Upgrading of pumpstation in	99% of HH Access on water	99% of HH Access on water	100% of HH Access on water	100% of HH Access on water	100% of HH Access on water	

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			access on water pressure		Grootvlei & Greylingstad. Upgrading of water pump station in Zone 7. Improve Blue Drop station. Rehabilitation					

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs					
		94%, of HH Access to Energy	Regular power cuts Poor maintenance High Eskom debt Illegal connections Aged infrastructure	100 %, of HH Access to Energy	Disconnection of illegal connections Install ring feeder in all connection points Upgrading of Substations Upgrading transformers	94 %, of HH Access to Energy	94%, of HH Access to Energy	95%, of HH Access to Energy	95%, of HH Access to Energy	100 %, of HH Access to Energy					

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Theft and vandalism		Fencing of electrical infrastructure					
Improved roads Network	Roads upgraded/ Improved roads Network	70.3% out of 108894 HH receiving a weekly refuse collection service	Old road infrastructure lack and poor storm water control system	15km	Paving of roads Improvement of storm water drainage system Development of Storm water	3km	3km	3km	3km	3km

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs					
		(StatsSA 2016).			Management System Patching of Potholes Regravelling of roads										
Improved access to basic services	Increase of households with access to basic services	70.32% out of 108894 HH receiving a weekly	- 71710 proclaimed erven with 70.3% out of	- 95% (103449)HH)	- Budget for the procurement/ replacement of waste	75% (81670 HH)	80% (87115 HH)	85% 92559 (HH)	90% (98004 HH)	95% (103449) HH)					

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		refuse collection service (StatsSA 2016).	108894 HH receiving a weekly refuse collection service (StatsSA 2016).		management fleet - Extend refuse removal service to new township developments					

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			- Backlogs due to downtime of refuse removal trucks. - Illegal dumping due to non-		- Development of central transfer station in Evander - Development of mini-transfer stations (drop					

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			adherence to the refuse removal schedule - Limited airspace at Secunda landfill site		off facilities) in all regions - Upgrading of infrastructure at the Leandra landfill site to become a regional landfill site.					

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Strategic objective		To provide sustainable services, optimise operations and improve customer care								
Impact statement: Improved quality of life through reliable and accessible services to communities and responsive municipal support.										
2024–2029 MTDP Priorities: Expanding access to basic services; Strengthening infrastructure resilience and sustainability					2024–2029 Medium Term Development Plan (MTDP) Targets: Upgrade municipal infrastructure; Expand service delivery programs; Ensure 90% access to basic services; Improve customer service responsiveness					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Non-compliance to waste license conditions of landfill sites		- Budget /apply for funding for waste management infrastructure - Continuation of illegal dumped					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services								
Problem statement and root causes per KPA:		☐ Aged water and sanitation infrastructure, Asbestos/ steel pipe, ☐ Increase in water loses, ☐ Vandalized infrastructure, Inconsistent water pressure, ☐ Water supply challenge, ☐ Poor water quality ☐ Aged electrical infrastructure, Regular power cuts, Poor maintenance, High Eskom debt, Illegal connections, Theft and vandalism				☐ Old road infrastructure. lack and poor storm water and control system ☐ Frequent sewer blockages, ☐ limited stormwater systems, and ☐ customer dissatisfaction with service delivery.				
One Plan Transformation Area		Integrated Service Delivery and Infrastructure								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government				MTSF Target: Improve access to water, sanitation, electricity, and waste management				
Municipal Priority		Improved infrastructure and enhanced customer service delivery.								
Strategic objective		To provide sustainable services, optimise operations and improve customer care								
Impact statement: Improved quality of life through reliable and accessible services to communities and responsive municipal support.										
2024–2029 MTDP Priorities: Expanding access to basic services; Strengthening infrastructure resilience and sustainability					2024–2029 Medium Term Development Plan (MTDP) Targets: Upgrade municipal infrastructure; Expand service delivery programs; Ensure 90% access to basic services; Improve customer service responsiveness					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					waste removal according to a programme in all regions Rehabilitation of closed landfill sites					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Facilitate the development of business infrastructure	Promote and Intensify support for the local economy	10	Business closure due to Covid19. Inadequate Finances	15 x Local Businesses supported	Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		2		10X Cooperative supported	Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		2		2X Local SMME accessing business in LM	Local SMME accessing business in LM Boss 2 Box program Youth Kiosk program.	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					Entrepreneur Training	in LM				
		1		1X Review of the Approved LED strategy	Review of the Approved LED	1X Review of the Approved LED	n/a	n/a	n/a	n/a

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
						strategy				
		1		Establishment of Local Economic Development Forum.	Implement the plan to properly establish the Local Economic Development Forum.	n/a	1x Establishment of Local Economic Development Forum.	n/a	n/a	n/a

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

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Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					The LEDF is strategic towards local Economic Development agenda, assist with the implement					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA		KPA 3: ECONOMIC GROWTH AND DEVELOPMENT								
Problem statement and root causes per KPA:		☐ Increased unemployment rate, poverty and inequality. ☐ Business closure due to Covid19. Inadequate financial								
One Plan Transformation Area		Economic Development and Job Creation								
2019-24 MTSF Priority		MTSF PRIORITY 2: Economic Transformation and Job Creation MTSF PRIORITY 3: Education, Skills and Health				MTSF Target: Increase local economic development initiatives; Support small businesses				
Municipal Priority		Economic diversification and inclusive development.								
Strategic objective		To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation								
Impact statement: A diversified and inclusive economy with reduced unemployment.										
2024–2029 MTDP Priorities: Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives					2024–2029 Medium Term Development Plan (MTDP) Targets Reduce unemployment rates; Strengthen municipal economic programs; Increase municipal investment in local enterprises; Expand youth employment initiatives, Increase local economic development initiatives; Support small businesses					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022 /23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					ation of LED policy and Strategy					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE											
TABLE A: INTEGRATED DEVELOPMENT PLAN											
Municipal KPA		KPA 4 : Institutional Transformation									
Problem statement and root causes per KPA:		☐ High vacancy rate ☐ Inability to retain senior managers ☐ Unsatisfactory functionality of oversight committee ☐ High litigation for or against the municipality									
One Plan Transformation Area		Governance and Administration									
2019-24 MTSF Priority		MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State					MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes				
		MTSF PRIORITY 3: Education, Skills and Health					Increase local economic development initiatives; Support small businesses				
Municipal Priority		Efficient human capital development and organisational capacity.									
Strategic objective		To enhance the capacity of human capital and deliver institutional transformation									
Impact statement: To provide effective administration support Efficient human capital development and organisational capacity.											
2024–2029 MTDP Priorities: Strengthening institutional capacity and governance; Enhancing digital transformation in municipalities					2024–2029 Medium Term Development Plan (MTDP) Targets: Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION					
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs	
Improved Municipal capability	Top Management stability	3	High vacancy rate Inability to retain senior managers	Fill all Section 54 and section 56 senior Managers vacant positions	Filling of key critical positions Improve employer and employee relations.	7	0	0	0	0	

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 4 : Institutional Transformation									
Problem statement and root causes per KPA:	☐ High vacancy rate ☐ Inability to retain senior managers ☐ Unsatisfactory functionality of oversight committee ☐ High litigation for or against the municipality									
One Plan Transformation Area	Governance and Administration									
2019-24 MTSF Priority	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State MTSF PRIORITY 3: Education, Skills and Health						MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes Increase local economic development initiatives; Support small businesses			
Municipal Priority	Efficient human capital development and organisational capacity.									
Strategic objective	To enhance the capacity of human capital and deliver institutional transformation									
Impact statement: To provide effective administration support Efficient human capital development and organisational capacity.										
2024–2029 MTDP Priorities: Strengthening institutional capacity and governance; Enhancing digital transformation in municipalities				2024–2029 Medium Term Development Plan (MTDP) Targets: Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Institutional transformation	1172	• High vacancy rate (678 vacancies) . • Inadequate implementation of PMS Framework	• Fill all scares and critical vacant posts • Cascade PMS to all employees.	• Review staff establishment • Implement succession and Retention Strategy • Finalise Job descriptions.	1172	1351	1520	1689	1850

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 4 : Institutional Transformation									
Problem statement and root causes per KPA:	☐ High vacancy rate ☐ Inability to retain senior managers ☐ Unsatisfactory functionality of oversight committee ☐ High litigation for or against the municipality									
One Plan Transformation Area	Governance and Administration									
2019-24 MTSF Priority	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State MTSF PRIORITY 3: Education, Skills and Health						MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes Increase local economic development initiatives; Support small businesses			
Municipal Priority	Efficient human capital development and organisational capacity.									
Strategic objective	To enhance the capacity of human capital and deliver institutional transformation									
Impact statement: To provide effective administration support Efficient human capital development and organisational capacity.										
2024–2029 MTDP Priorities: Strengthening institutional capacity and governance; Enhancing digital transformation in municipalities				2024–2029 Medium Term Development Plan (MTDP) Targets: Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			• inability to fully implement WSP. ineffective functioning of Local Labour Forum.	• Implement approved Workplace Skills Plan • Effective functioning of the LLF.	• Cascade PMS Framework to all staff members. • to all staff members • Capacitate staff, Councilors					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 4 : Institutional Transformation									
Problem statement and root causes per KPA:	☐ High vacancy rate ☐ Inability to retain senior managers ☐ Unsatisfactory functionality of oversight committee ☐ High litigation for or against the municipality									
One Plan Transformation Area	Governance and Administration									
2019-24 MTSF Priority	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State MTSF PRIORITY 3: Education, Skills and Health						MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes Increase local economic development initiatives; Support small businesses			
Municipal Priority	Efficient human capital development and organisational capacity.									
Strategic objective	To enhance the capacity of human capital and deliver institutional transformation									
Impact statement: To provide effective administration support Efficient human capital development and organisational capacity.										
2024–2029 MTDP Priorities: Strengthening institutional capacity and governance; Enhancing digital transformation in municipalities				2024–2029 Medium Term Development Plan (MTDP) Targets: Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					and community. Improve employer and employees’ relations.					
Improved Council functionality	Section 79 and 80 Committees	12	Unsatisfactory functionality of oversight committee	10	Capacity building of section 79 and 80 committees	12	12	12	12	12

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA		KPA 4 : Institutional Transformation								
Problem statement and root causes per KPA:		☐ High vacancy rate ☐ Inability to retain senior managers ☐ Unsatisfactory functionality of oversight committee ☐ High litigation for or against the municipality								
One Plan Transformation Area		Governance and Administration								
2019-24 MTSF Priority		MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State					MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes			
		MTSF PRIORITY 3: Education, Skills and Health					Increase local economic development initiatives; Support small businesses			
Municipal Priority		Efficient human capital development and organisational capacity.								
Strategic objective		To enhance the capacity of human capital and deliver institutional transformation								
Impact statement: To provide effective administration support Efficient human capital development and organisational capacity.										
2024–2029 MTDP Priorities: Strengthening institutional capacity and governance; Enhancing digital transformation in municipalities				2024–2029 Medium Term Development Plan (MTDP) Targets: Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management Driving inclusive economic growth; Expanding employment opportunities; Strengthening support for small businesses and cooperatives						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Litigation	Litigation for and against the municipality	57	High litigation for or against the municipality.	To institute litigation for or against the municipality.	Strive to reduce high litigation for against the municipality.	57	57	57	57	57

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA		KPA 5: Spatial Integration and Safe Protected Environment								
Problem statement and root causes per KPA:		☐ Shortage of erven ☐ Compliance: MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified ☐ Backlog of housing needs								
One Plan Transformation Area		Establish integrated human settlements; Reduce crime by 20%; Expand protected green spaces. Develop integrated housing projects; Improve urban planning								
2019-24 MTSF Priority		MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities				MTSF Target: Develop integrated housing projects; Improve urban planning				
Municipal Priority		Spatial planning, community safety and protected environment.								
Strategic objective		To develop spatially integrated, safe communities and a protected environment								
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience				2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ensure sustainable human settlements and improve the quality of people's lives	Improve sustainable livelihoods of people through the establishment of townships to reduce the shortage of identified erven for Integrated Human Settlement.	5000 erven	Shortage of erven 52 000	30 000 new erven through township establishment	☐ Approved layout plan and conditions of establishment for 30 000 erven	6000 Erven	6000 Erven	5000 Erven	7000 Erven	6000 Erven

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA		KPA 5: Spatial Integration and Safe Protected Environment								
Problem statement and root causes per KPA:		☐ Shortage of erven ☐ Compliance: MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified ☐ Backlog of housing needs								
One Plan Transformation Area		Establish integrated human settlements; Reduce crime by 20%; Expand protected green spaces. Develop integrated housing projects; Improve urban planning								
2019-24 MTSF Priority		MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities				MTSF Target: Develop integrated housing projects; Improve urban planning				
Municipal Priority		Spatial planning, community safety and protected environment.								
Strategic objective		To develop spatially integrated, safe communities and a protected environment								
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience				2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ensure sustainable human settlements and improve the quality of people's lives	Promote sound and sustainable governance Ensure a sustainable environment Compliance to SPLUMA	1 LUS (2020)	Legislative arrangements and review SPLUMA- By-law	100% compliance and implementation of SPLUMA	☐ By-law promulgation ☐ SDF and Land Use Scheme Approval	Review SPLUMA By-Law	Re-view and adopt Land Use Scheme	Council approval of NEW Land Use Scheme	Review and adopt SDF	Review and adopt SDF

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 5: Spatial Integration and Safe Protected Environment									
Problem statement and root causes per KPA:	☐ Shortage of erven ☐ Compliance: MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified ☐ Backlog of housing needs									
One Plan Transformation Area	Establish integrated human settlements; Reduce crime by 20%; Expand protected green spaces. Develop integrated housing projects; Improve urban planning									
2019-24 MTSF Priority	MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities					MTSF Target: Develop integrated housing projects; Improve urban planning				
Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience				2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
To provide sustainable services, optimise operations and improve customer care	Municipal GIS	1 Internal GIS viewer	Limited internal GIS viewer	Development of a web based Municipal GIS viewer	☐ Updating, Uploading , Verification and capturing all GIS related data ☐	Approval of GIS Policy	Verification on and updated Engineering Services layer for internal use and	Verification on and update of all data layer for internal use and external viewer	Development of Web based GIS viewer for public view	Activate and launching Web based Municipal GIS viewer for public view

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 5: Spatial Integration and Safe Protected Environment									
Problem statement and root causes per KPA:	☐ Shortage of erven ☐ Compliance: MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified ☐ Backlog of housing needs									
One Plan Transformation Area	Establish integrated human settlements; Reduce crime by 20%; Expand protected green spaces. Develop integrated housing projects; Improve urban planning									
2019-24 MTSF Priority	MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities					MTSF Target: Develop integrated housing projects; Improve urban planning				
Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience					2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
							external viewer			
To provide sustainable services, optimise operations and improve customer care	Improved internal and external communication with community	new	High levels of LU and BC contraventions	5x Educational and awareness programs TRP (LUM, BC & GIS)	☐ Public awareness and Education	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ensure Maintenance of General Valuation Roll	Certified Supplementary Valuation Rolls	1 x Compiled Certified Supplementary Valuation Rolls	Compliance : MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified	5X Certified Supplementary Valuation Rolls by 30 April annually	Maintenances of the General Valuation Roll 2020/25 Advertise 2 consecutive weeks on local	1x Certified Supplementary Valuation Roll	1x Certified Supplementary Valuation Roll	1x Certified Supplementary Valuation Roll	1x Certified Supplementary Valuation Roll	1x Certified Supplementary Valuation Roll

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					newspaper calling for inspection of The supplementary valuation roll. weeks Notice to the Government Gazette.					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Municipal Priority		Spatial planning, community safety and protected environment.								
Strategic objective		To develop spatially integrated, safe communities and a protected environment								
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					Distribution of supplementary notices to applicable property owners listed Annually Supplementary Valuation Roll					

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					completely finalised, including objections and/or appeals					
Ensure Compilation of General Valuation Roll	Certified General Valuation Roll 2025/30	1x Certified General Valuation Roll	MPRA, Act 6 of 2006	1x Certified General Valuation	Item to Council for Compilation of General	n/a	n/a	1x Certified General Valuation	n/a	

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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				Roll 2025-2023	Valuation Roll (June 2023) Tender for Appointment of the Service Provider (Municipal Valuer) (November 2023)			2025 – 2030 by 30 June 2025 impleme ntation 01 July 2025		

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Generate income from sale and lease of land	Successful implementation of Land Audit recommendations	1x Land Audit	None adherence to conditions of agreements	Quarterly reporting on Land Alienated , Lease and Retrieved	Implementation of Land Audit recommendations through quarterly reporting on Land Alienated , Lease and	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
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Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
Impact statement: An integrated and safe environment for all residents										
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Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					Retrieved to Council		Retrieve d			
Ensure sustainable human settlements and improve the quality of people's lives	Improve sustainable livelihoods of people through the facilitation and monitoring of identified erven allocated for	2916	Shortage of allocation of housing units Backlog of 52000 erven Lack of performance by	5X Applications submitted to the Dept of Human Settlement for 30 000 x Erven	Submission of Annual Applications to the Dept of Human Settlement for allocation of housing units	1x Application for Kinross 32, 33, Leslie X8 Charl Cilliers X1 for	1x Application for Secunda X75 eMzinoni X11, X13 for	1x Application for Kinross X34 Lebohang X24, X27	1x Application for Secunda Wes Phase 2: X76	eMba - Grootspuit, eMzinoni 148-IS, Sorento Park, West Secunda

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Problem statement and root causes per KPA:	☐ Shortage of erven ☐ Compliance: MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified ☐ Backlog of housing needs									
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2019-24 MTSF Priority	MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities					MTSF Target: Develop integrated housing projects; Improve urban planning				
Municipal Priority	Spatial planning, community safety and protected environment.									
Strategic objective	To develop spatially integrated, safe communities and a protected environment									
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience				2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Integrated Human Settlement.		appointed contractors. Backyard dwellers Backlog of housing needs	allocated to beneficiaries through Applications submitted as per the Integrated Human Settlement	per each township establishment on identified erven	allocation of 6000 erven	allocation of 6000 erven	(5000)	eMzinoni X 13 and 14, Bredon village for allocation of 7000 erven	Phase 3 (6000)

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Municipal KPA		KPA 5: Spatial Integration and Safe Protected Environment								
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2019-24 MTSF Priority		MTSF PRIORITY 5: Spatial Integration Human Settlements and Local Government MTSF PRIORITY 6: Social Cohesion and Safe Communities					MTSF Target: Develop integrated housing projects; Improve urban planning			
Municipal Priority		Spatial planning, community safety and protected environment.								
Strategic objective		To develop spatially integrated, safe communities and a protected environment								
Impact statement: An integrated and safe environment for all residents										
2024–2029 Medium Term Development Plan Priorities : Advancing spatial transformation and integrated human settlements; Strengthening environmental sustainability and climate resilience					2024–2029 Medium Term Development Plan (MTDP) Targets Strengthen rural development initiatives; Enhance land use management; Increase sustainable housing projects; Improve environmental sustainability measures					
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 -year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				Program (IRDP) Subsidised housing						

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE										
TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	KPA 6: Governance and Stakeholder Participation									
Problem statement and root causes per KPA:	Weak public trust in municipal decision-making. Limited access to municipal governance information. Low participation in IDP and budget consultation processes. Compliance challenges with MFMA governance standards Limited public participation, weak communication, outdated by-laws, poor oversight and policy enforcement.									
One Plan Transformation Area	Governance and Administration									
2019-24 MTSF Priority	MTSF PRIORITY 1: Building a Capable, Ethical and Developmental State					MTSF Target: Strengthen governance and accountability; Improve municipal audit outcomes				
Municipal Priority	Enhanced transparency, stakeholder trust and performance monitoring. Improve financial viability of the Municipality through revenue collection & Financial Long Term Plan									
Strategic objective	To promote good corporate governance and effective stakeholder engagement									
Impact statement: Strengthened governance accountability, ensuring improved service delivery and public engagement. Ensuring open government and accountability., Strengthening public participation frameworks. Enhancing governance compliance with national regulations				2024–2029 Medium Term Development Plan (MTDP) TARGETS Achieve unqualified audit outcomes; Enhance municipal capacity and leadership; Improve municipal workforce efficiency; Strengthen consequence management						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve Audit Outcome	Unqualified Audit Opinion with no matters	Qualified Audit Opinion	Inadequate implementation on internal control Migration data that was not followed up Overlapping audit For Each situational	Unqualified Audit Opinion with no matters	Investigation of the billing data Perform Quarterly Financial statements Improving records management processes and controls	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion with no matters

			analysis link to intervention		Elimination of the material adjustment to the AFS Reduction of unauthorized and irregular expenditure					
Improve Municipal Responsiveness	Percentage of ward committees that are functional	100% functional ward committees	Inadequate implementation of Public participation Strategy Lack of war rooms	100% functional of all ward committees across 32 wards	Capacity building of ward committees to ensure fully functional	100% functional ward committees	100% functional ward committees	100% functional ward committees	100% functional ward committees	100% functional ward committees
Zero tolerance of fraud and corruption	Number of fraud and corruption reported	Reviewed Fraud and corruption strategy	Inadequate implementation of consequence management	1X Annual review of the Fraud and corruption strategy	Review fraud and corruption strategy/ Capacity building of Disciplinary board	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE B:
INTEGRATED DEVELOPMENT PLAN
TRANSLATE INTERVENTIONS AND PROGRAMMES INTO ANNUAL OUTPUTS AND KPIS

Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
KPA 1: FINANCIAL SUSTAINABILITY										
Improved Revenue Collection	Increase revenue collection (%)	58%	Low collection rate, illegal connections, billing issues, inability to raise funds	95%	Meter audit, installation of meters, data cleaning, cut- offs	70%	80%	90%	95%	100%
Reduction of Unfunded Budget	Credible, realistic, and funded budget	Unfunded budget	Accounting deficit, lack of surplus, need for budget funding plan	R550M surplus	Implementation of budget funding plan	R200M	R300M	R450M	R500M	R550M
KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE & IMPROVED CUSTOMER CARE SERVICES										
Improved access to basic services Reduced strain on municipal infrastructure and improved revenue collection	Percentage of households with access to basic services (100%- electricity, sanitation & water)	99% Access on water	Water supply challenges Aged water and sanitation infrastructure Asbestos/ steel pipe Increase in water losses Vandalized infrastructure	100% access to water and Sewer through: The total of water & sewer facilities secured=55	Upgrading and maintenance of water and sewer infrastructure / Securing through fencing	11 x water & sewer facilities	11x water & sewer facilities	11x water & sewer facilities	11 x water & sewer facilities	11 x water & sewer facilities
				Replace/ Upgrade the water and sewerage pipelines = 50	Km of replaced/ upgraded water and sewerage pipeline	10km	10km	10km	10km	10km
		98% Access on sewer		Number of converted septic	Conversion of VIP toilets and septic	300	0	200	200	300

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Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				tanks & VIP toilets = 1000	tanks to waterborne/ Borehole's & communal taps installation					
		33% water loses		Reduction of water loses to 25%	Reduction in water loses	32%	30%	28%	27%	25%
		Improved sanitation effluent quality to above 73%		Improved sanitation effluent quality to above 75%	Improve in sanitation effluent quality	75%	77%	79%	82%	85%
		99% of households have access on water	Poor wat er quality aging infrastructure Asbestos/ steel pipes. Inconsistent water of households have access on water pressure	100% of HH Access on water	Cleaning of reservoirs/ treatment works Replace asbestos pipes Upgrading of the Water Treatment works Upgrading of pumpstation in Grootvlei & Greylingstad. Upgrading of water pump station in Zone 7. Improve Blue Drop station. Rehabilitation	99% of HH Access on water	99% of HH Access on water	100% of HH Access on water	100% of HH Access on water	100% of HH Access on water

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

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TRANSLATE INTERVENTIONS AND PROGRAMMES INTO ANNUAL OUTPUTS AND KPIS

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		94%, of HH Access to Energy	Regular power cuts Poor maintenance High Eskom debt Illegal connections Aged infrastructure Theft and vandalism	100 %, of HH Access to Energy	Disconnection of illegal connections Install ring feeder in all connection points Upgrading of Substations Upgrading transformers Fencing of electrical infrastructure	94 %, of HH Access to Energy	94%, of HH Access to Energy	95%, of HH Access to Energy	95%, of HH Access to Energy	100 %, of HH Access to Energy
Enhanced road infrastructure and mobility	Percentage of roads maintained annually		Old road infrastructure lack and poor storm water control system	15km	Paving of roads Improvement of storm water drainage system Development of Storm water Management System Patching of Potholes Regravelling of roads	3km	3km	3km	3km	3km
Development of stormwater management system	Strengthened flood prevention and drainage efficiency									
Improved access to basic services	Increase of households with access to basic services	70.32% out of 108894 HH receiving a weekly refuse collection service (StatsSA 2016).	71710 proclaimed erven with 70.3% out of 108894 HH receiving a weekly refuse	95% (103449)HH)	Budget for the procurement/ replacement of waste management fleet Extend refuse removal service to	75% (81670 HH)	80% (87115 HH)	85% 92559 (HH)	90% (98004 HH)	95% (103449 HH)
Upgrading of infrastructure at the Leandra landfill site	Improved waste management									

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

**TABLE B:
INTEGRATED DEVELOPMENT PLAN
TRANSLATE INTERVENTIONS AND PROGRAMMES INTO ANNUAL OUTPUTS AND KPIS**

Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Rehabilitation of closed landfill sites	capacity and compliance Enhanced environmental sustainability and waste management		collection service (StatsSA 2016). Backlogs due to downtime of refuse removal trucks. Illegal dumping due to non- adherence to the refuse removal schedule Limited airspace at Secunda landfill site Non-compliance to waste license conditions of landfill sites		new township developments Development of central transfer station in Evander Development of mini- transfer stations (drop off facilities) in all regions.. Upgrading of infrastructure at the Leandra landfill site to become a regional landfill site. Budget /apply for funding for waste management infrastructure Continuation of illegal dumped waste removal according to a programme in all regions Rehabilitation of closed landfill sites					

KPA 3: ECONOMIC GROWTH & DEVELOPMENT

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

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TRANSLATE INTERVENTIONS AND PROGRAMMES INTO ANNUAL OUTPUTS AND KPIS**

Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Business support	Number of local businesses supported	10	Business closure due to Covid19. Inadequate Finances	15 x Local Business supported	Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported	5 x Local Business supported
Strengthened cooperative development and sustainability	Number of cooperatives receiving financial or technical support Percentage increase in cooperative revenue Number of cooperatives accessing new markets	2		10X Cooperative supported	Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported	2X Cooperative supported
Increased participation of SMMEs in the local economy	Number of SMMEs accessing municipal business opportunities Percentage increase in SMME revenue Number of SMMEs	2		2X Local SMME accessing business in LM	Local SMME accessing business in LM Boss 2 Box program Youth Kiosk program. Entrepreneur Training	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM	2X Local SMME accessing business in LM

INTEGRATED DEVELOPMENT PLAN (IDP) OUTCOMES- BASED 2022-2027 PLANNING CYCLE

TABLE B:
INTEGRATED DEVELOPMENT PLAN
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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	receiving business development training									
Strengthened local economic development planning and alignment with municipal priorities	Completion of LED strategy review Number of policy recommendations integrated into municipal planning Percentage of LED projects aligned with the revised strategy	1	Compliance	1X Review of the Approved LED strategy	Review of the Approved LED	1X Review of the Approved LED strategy	n/a	n/a	n/a	n/a
Enhanced coordination and stakeholder engagement in local economic development	Number of LEDF meetings held annually- Percentage of LED initiatives supported through the forum Number of partnerships established	1		Establishment of Local Economic Development Forum.	Implement the plan to properly establish the Local Economic Development Forum. The LEDF is strategic towards local Economic Development agenda, assist with the implementation of LED policy and Strategy	n/a	1x Establishment of Local Economic Development Forum.	n/a	n/a	n/a

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	for economic development									
KPA 4: INSTITUTIONAL TRANSFORMATION										
Improved municipal capability	Vacancy rate reduction	3	High vacancy rate Inability to retain senior managers	Full staffing Fill all Section 54 and section 56 seior Managers vacant positions	Filling of key critical positions Improve employer and employee relations.	7	0	0	0	0
		1172	High vacancy rate (678 vacancies) . Inadequate implementation of PMS Framework inability to fully implement WSP. ineffective functioning of Local Labour Forum.	Fill all scares and critical vacant posts Cascade PMS to all employees. Implement approved Workplace Skills Plan Effective functioning of the LLF.	Review staff establishment Implement succession and Retention Strategy Finalise Job descriptions. Cascade PMS Framework to all staff members. to all staff members Capacitate staff, Councilors and community.	1172	1351	1520	1689	1850

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					Improve employer and employees' relations.					
Strengthened oversight and governance effectiveness	Number of functional oversight committees Percentage of council resolutions implemented- Number of capacity- building programs for Section 79 and 80 committees	12	Unsatisfactory functionality of oversight committee	10	Capacity building of section 79 and 80 committees	12	12	12	12	12
Reduced legal risks and improved municipal compliance	Number of litigation cases for and against the municipality Percentage reduction in legal disputes Number of successful legal resolutions	57	High litigation for or against the municipality.	To institute litigation for or against the municipality.	Strive to reduce high litigation for against the municipality.	57	57	57	57	57

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
KPA 5: SPATIAL INTEGRATION & SAFE PROTECTED ENVIRONMENT										
Sustainable human settlements	Number of new erven established	5000 erven	Shortage of erven 52 000	30 000 new erven through township establishment	Approved layout plan and conditions of establishment for 30 000 erven	6000 Erven	6000 Erven	5000 Erven	7000 Erven	6000 Erven
Compliance with SPLUMA	Percentage compliance	1 LUS (2020)	Legislative arrangements and review SPLUMA- By-law	100% compliance and implementation of SPLUMA	By-law promulgation SDF and Land Use Scheme Approval	Review SPLUMA By-Law	Re-view and adopt Land Use Scheme	Council approval of NEW Land Use Scheme	Review and adopt SDF	Review and adopt SDF
Improved accessibility and efficiency in municipal spatial data management Enhanced accuracy and reliability of municipal spatial data	Percentage of municipal departments utilizing the GIS viewer Number of GIS layers integrated into the system Reduction in manual data retrieval time (%) Percentage of GIS data verified and updated	1 Internal GIS viewer	Limited internal GIS viewer	Development of a web based Municipal GIS viewer	Updating, Uploading , Verification and capturing all GIS related data	Approval of GIS Policy	Verification and updated Engineering Services layer for internal use and external viewer	Verification and update of all data layer for internal use and external viewer	Develop of Web based GIS viewer for public view	Activate and launching Web based Municipal GIS viewer for public view

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	annually- Number of datasets uploaded and maintained Reduction in data discrepancies (%)									
Strengthened stakeholder engagement and transparency	Number of public participation engagements held annually Percentage of municipal policies communicate d effectively- Increase in community feedback responses (%)	new	High levels of LU and BC contraventions	5x Educational and awareness programs TRP (LUM, BC & GIS)	Public awareness and Education	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs	1x Educational and awareness programs
Improved municipal revenue collection and property valuation accuracy	Number of certified supplementar y valuation rolls completed annually	1 x Compiled Certified Supplementary Valuation Rolls	Compliance : MPRA, Act 6 of 2006 Annually Supplementary Valuation Roll certified	5X Certified Supplementary Valuation Rolls by 30 April annually	Maintenances of the General Valuation Roll 2020/25 Advertise 2 consecutive weeks on local newspaper calling for inspection	1x Certified Supplement ary Valuation Roll	1x Certified Supplement ary Valuation Roll	1x Certified Supplement ary Valuation Roll	1x Certified Supplement ary Valuation Roll	1x Certified Supplementa ry Valuation Roll

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Percentage of properties accurately valued Reduction in valuation disputes (%)				of The supplementary valuation roll. weeks Notice to the Government Gazette. Distribution of supplementary notices to applicable property owners listed Annually Supplementary Valuation Roll completely finalised, including objections and/or appeals					
Compliance with MPRA and accurate property valuation	Completion of General Valuation Roll by June 2025 Percentage of properties assessed and value Number of valuation objections resolved	1x Certified General Valuation Roll	MPRA, Act 6 of 2006	1x Certified General Valuation Roll 2025-2023	Item to Council for Compilation of General Valuation Roll (June 2023) Tender for Appointment of the Service Provider (Municipal Valuer) (November 2023	n/a	n/a	1x Certified General Valuation 2025 – 2030 by 30 June 2025 implementat ion 01 July 2025	n/a	

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						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Increased municipal revenue through effective land management	Quarterly reporting on land alienation, lease, and retrieval Percentage of land transactions finalized Revenue generated from land sales and leases (R- value)	1x Land Audit	None adherence to conditions of agreements	Quarterly reporting on Land Alienated , Lease and Retrieved	Implementation of Land Audit recommendations through quarterly reporting on Land Alienated , Lease and Retrieved to Council	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved	4x Quarterly reporting on Land Alienated , Lease and Retrieved
Increased access to integrated human settlements	Number of erven allocated annually- Percentage reduction in housing backlog Number of applications submitted to the Dept of Human Settlement	2916	Shortage of allocation of housing units Backlog of 52000 erven Lack of performa nce by appointed contractor s. Backyard dwellers	5X Applications submitted to the Dept of Human Settlement for 30 000 x Erven allocated to beneficiaries through Applications submitted as per the Integrated Human	Submission of Annual Applications to the Dept of Human Settlement for allocation of housing units per each township establishment on identified erven	1x Application for Kinross 32, 33, Leslie X8 Charl Cilliers X1 for allocation of 6000 erven	1x Application for Secunda X75 eMzinoni X11, X13 for allocation of 6000 erven	1x Application for Kinross X34 Lebohang X24, X27 (5000)	1x Application for Secunda Wes Phase 2: X76 eMzinoni X 13 and 14, Bredon village for allocation of 7000 erven	eMba - Grootspuit, eMzinoni 148-IS, Sorento Park, West Secunda Phase 3 (6000)

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Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Backlog of housing needs	Settlement Program (IRDP) Subsidised housing						
KPA 6: GOVERNANCE & STAKEHOLDER PARTICIPATION										
Improvement in audit opinion (Qualified to Unqualified)	Number of material adjustments eliminated Percentage reduction in audit findings related to financial misstatement s Improvement in audit opinion (Qualified to Unqualified)	Qualified Audit Opinion	Inadequate implementation on internal control Migration data that was not followed up Over lapping audit For Each situational analysis link to intervention	Unqualified Audit Opinion with no matters	Investigation of the billing data Perform Quarterly Financial statements Improving records management processes and controls. Elimination of the material adjustment to the AFS Reduction of unauthorized and irregular expenditure	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion with no matters
Improved municipal responsiveness	Percentage of functional ward committees	100% functional ward committees	In adequate implementatio n of Public participation Strategy Lack of war rooms	100% functional of all ward committees across 32 wards	Capacity building of ward committees to ensure fully functional	100% functional ward committees	100% functional ward committees	100% functional ward committees	100% functional ward committees	100% functional ward committees

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Outcome (what we wish to achieve	Outcome Indicator	Baseline	Situational analysis	Five (5) Year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Zero tolerance for fraud and corruption	Number of fraud and corruption cases reported	Reviewed Fraud and corruption strategy	Inadequate consequence management	Annual review of fraud strategy	Strengthening disciplinary processes	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy	1 x Reviewed Fraud and corruption strategy

CHAPTER 9: IDP IMPLEMENTATION

9.1 LONG-TERM FINANCIAL SUSTAINABILITY (LTFS)

Municipalities play a crucial role in driving economic transformation by leveraging resources allocated through the Medium-Term Revenue and Expenditure Framework (MTREF). This contributes significantly to addressing unemployment, enhancing social infrastructure, fostering economic growth, and alleviating challenges related to poverty and inequality.

Furthermore, municipalities indirectly support urgent matters such as education and healthcare through their role in economic and social reforms.

The purpose of the long-term financial strategy is to ensure that the municipality is financially sustainable and able to respond to the Municipal Growth and Development Strategy, policies, priorities and infrastructure needs.

9.1.1 Key Objectives of the LFS:

- ☐ Prudent and sound medium-term to long-term financial framework.
- ☐ Resilience and able to absorb future shocks.
- ☐ Ensure sustainability of services.
- ☐ Investment in infrastructure.
- ☐ Adequate maintenance of infrastructure.
- ☐ Identify strategies that will ensure long-term financial sustainability:
- ☐ Operational efficiency initiatives,
- ☐ Sustainable and alternative revenue streams.
- ☐ Respond to the long-term strategy of the municipality.
- ☐ Improve the municipality's credit rating.

Owing to the limited revenue base (municipal rates, user charges and grants/subsidies) the Municipality has to be proactive in the minimization of costs and the maximisation of efficiencies in order to respond to increased service delivery requirements.

The strategies and measures already implemented to ensure sustainability are:

9.1.2 Strategies and Measures Currently Implemented:

- ☐ The Budget Policy;
- ☐ The Revenue Enhancement Strategy;
- ☐ Budget Principles and guidelines; and
- ☐ The Cash-Flow Management Intervention Initiatives

9.1.3 Long-Term Financial Model (LTFM)

The long-term Financial Model essentially informs the compilation of the MTREF with the emphasis on affordability and long-term sustainability. Although the LTFM is predominantly a financial planning tool to ensure long-term financial sustainability for the organisation, the financial planning process and LTFM run parallel to ensure the strategies and direction of the Municipality are at all times informed by best practice. The municipality is in a process of reviewing its plans and developing a long-term financial strategy.

9.2 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) FY 2026/2027-2029/2030

9.2.1 2026/2027 MTREF Policy statements and guidelines

The IDP is the primary point of reference for preparation of the MTREF. Accordingly, the budget addresses the following strategic objectives:

- ☐ Provide basic services, roads and storm water.
- ☐ Economic growth and development and job creation.
- ☐ Sustainable communities with clean, healthy and safe environments and integrated social services.
- ☐ Participatory democracy and Batho Pele.
- ☐ Promote sound governance.
- ☐ Ensure financial sustainability.
- ☐ Organisational development and transformation.

The 2026/27 MTREF reflects the reality of the current budgetary pressures. The following budget guidelines directly informed the compilation of the budget;

- ☐ Scale down on baseline allocation as indicated by National Government.
- ☐ Approve a balanced budget and create cash surplus over the Medium-term.
- ☐ The budget must be funded in accordance with the funding compliance procedure set out in MFMA Circular 132 and the Funding Compliance Guideline.
- ☐ Reprioritise competing needs within the allocations.
- ☐ Ensure the timely delivery of the capital programmes (eliminate under spending of capital budget).
- ☐ Tariff and Property Rate increases should take into account the need to address infrastructure backlogs and other strategies and affordability of services.
- ☐ The percentage salary increases according SALGA guideline
 - 2026/27 Financial Year –4.15%
- ☐ Special attention needs to be given to efficiency gains and the principle of value for money.
- ☐ Filling of vacancies should be reviewed within the available budget.

9.2.2 Executive Summary

The preparation of the 2026/2027 Budget and Medium-Term Revenue and Expenditure Framework (MTREF) is based on the guidelines contained in the MFMA **Circular No.134** issued by National Treasury.

The other fundamental principles underlying the preparation of this draft budget is the application of sound Financial Management to ensure Financial Viability, and that municipal services provide sustainable, economically, and equitable to all communities.

Recommendations as outlined in the correspondence from CoGTA dated the 7th of February 2025 which related to the curbing of excessive property rates increases on implementation of the new valuation roll.

The main challenges experienced during compilation of the draft 2026/27 MTREF can be summarized as follows:

- ☐ Significant increase in operating expenditure with limited increase in operating revenue resulting in huge deficits.
- ☐ Cash flow constraints
- ☐ The need to re-prioritise expenditure within the existing resource given the cash flow realities and declining cash position.
- ☐ Unavailability of own-funding for capital budget

The following principles and guidelines will directly inform the draft 2026/27 MTREF:

- ☐ The budget of 2025/26 budget was used as baseline and was appropriate as upper limits.
- ☐ Guidelines from National Treasury except where specific sector increases are prescribed.
- ☐ Ensuring that drinking water meets the required quality standards at all times
- ☐ Identification of inefficiencies and elimination of no-priority spending
- ☐ Securing health of the assets by increasing the spending on repairs and maintenance
- ☐ Developing strategies in reducing water and electricity losses

- ☐ Developing tariffs that are cost reflective
- ☐ Maintaining a long financially sustainable environment
- ☐ Protect the poor from the worst impacts of the economic downturn at all times
- ☐ Job creation and poverty reduction

For the municipality to be able to deliver efficient and effective public services within the existing fiscal purse, tough decisions will have to be taken on the expenditure side. Priority ought to be given to the following areas:

- ☐ A performance culture where all the people are held accountable for their actions, accompanied by clear, measurable outcomes related to key developmental priorities.
- ☐ Limit outsourcing of work
- ☐ Procurement reforms
- ☐ Limit wastage and inefficient systems
- ☐ Strengthen the collection to reduce the debt book

The budget has been prepared with a vision of sustaining the financial capability of the municipality in the long term. A special effort was taken to improve the credibility of the budget. The tariffs have been set in line with tariff policy and the following factors were considered:

- ☐ The current collection rate
- ☐ The affordability of the community
- ☐ The social package
- ☐ The direct cost drivers

The tariffs for service charges have been adjusted as follows:

- ☐ Electricity 12.74% increase
- ☐ Water 11.00% increase
- ☐ Sewer 3.7% increase
- ☐ Property rates 3.7% increase
- ☐ Miscellaneous 3.7% increase
- ☐ Waste management 3.7% increase

The social package is proposed as follows:

Description	2024/2025 VAT Inc	2025/2026 VAT Inc	2026/2027 VAT Inc
Free Electricity (50 kw)	90.37	103.65	116.85
Free Water (10 kl)	324.51	374.16	415.32
Equitable Share	318.00	304.85	316.13
Total	732.88	782.15	848.30

The municipality is implementing the inclining block tariffs on electricity and water. The IBT for the electricity is in-line with the NERSA guidelines. The water tariffs are also designed using the inclining block model to promote conservative approach to the domestic consumers. The municipality will still ensure that the poor are protected through the indigent support scheme as per the indigent policy and debt collection strategy. The threshold for increasing free basic services for a household will be reviewed.

The increase on the package indicates the municipality's commitment to protect the poor and also to ensure that those who cannot afford to pay are not burden with the unpaid accounts.

The council is committed in creating employment and reducing poverty as part of National Initiative, through meaningful local economic developmental initiatives and labour-intensive projects. Furthermore, the municipality will on the continuous basis engage with the service providers to ensure that labour intensive approaches are utilized.

The municipality will also ensure that it implements the intern programs to provide the young people with on-the-job training. A conservative approach in spending will be adopted to ensure financial sustainability. As a municipality we should also all pay serious attention to managing revenue and any cash streams effectively through revenue management processes and procedures.

Consolidated overview

The budget has been prepared in terms of guidelines as contained in Circular 132 of the MFMA. The contents and format of the budget are in line with the requirements of the Municipal Budget and Reporting Regulations and any applicable legislation.

The 2026/2027 budget comprises **R4 166 billion** for operating expenditure and **R164 million** for capital investment programs. The total operating revenue of **R3 708 billion** with Capital grants amounting to **R107 million** resulting in a net deficit of **R515 million**.

Municipal revenues and cash flows are expected to increase with all revenue enhancement intervention in place.

9.2.2.1 Consolidated overview of the 2026/2027 Draft Budget

Description	Adjusted Budget 2025/26	Draft Budget 2026/2027	Final Budget 2026/2027	Final Budget 2027/2028	Final Budget 2028/2029
Total Operating Revenue	3,410,870,874.24	3,709,274,387.00	3,708,074,386.80	4,009,384,944.00	4,315,723,963.64
Less: Total Operating Expenditure	3,837,219,593.90	4,168,651,808.30	4,166,751,841.24	4,558,644,941.24	4,871,268,263.24
Deficit for year before capital grants & transfers	- 426,348,719.66	-459,377,421.30	- 458,677,454.44	- 549,259,997.24	- 555,544,299.60
Capital Grants and transfer revenue	115,201,530.75	110,009,000.00	107,609,000.00	97,549,000.00	104,869,000.00
Deficit after grants and transfers	- 311,147,188.91	-349,368,421.30	- 351,068,454.44	- 451,710,997.24	- 450,675,299.60
Total Capital Expenditure	220,540,907.98	192,866,949.00	164,753,864.43	97,416,119.00	96,866,607.00
Net deficit	- 531,688,096.89	-542,235,370.30	- 515,822,318.87	- 549,127,116.24	- 547,541,906.60

9.2.2.2 Operating budget

The operating budget deals with the day-to-day operations of the municipality to ensure that service delivery is sustained.

The operating expenditure budget has increased by **R329 532 247.34** compared to the current adjusted budget of **R3 837 219 593.90**.

The increase in operating expenditure is mainly driven by:

- ☐ salary increments,
- ☐ increasing infrastructure repairs and maintenance requirements,
- ☐ inflationary pressures,
- ☐ and rising bulk service costs

9.2.2.3 Capital budget

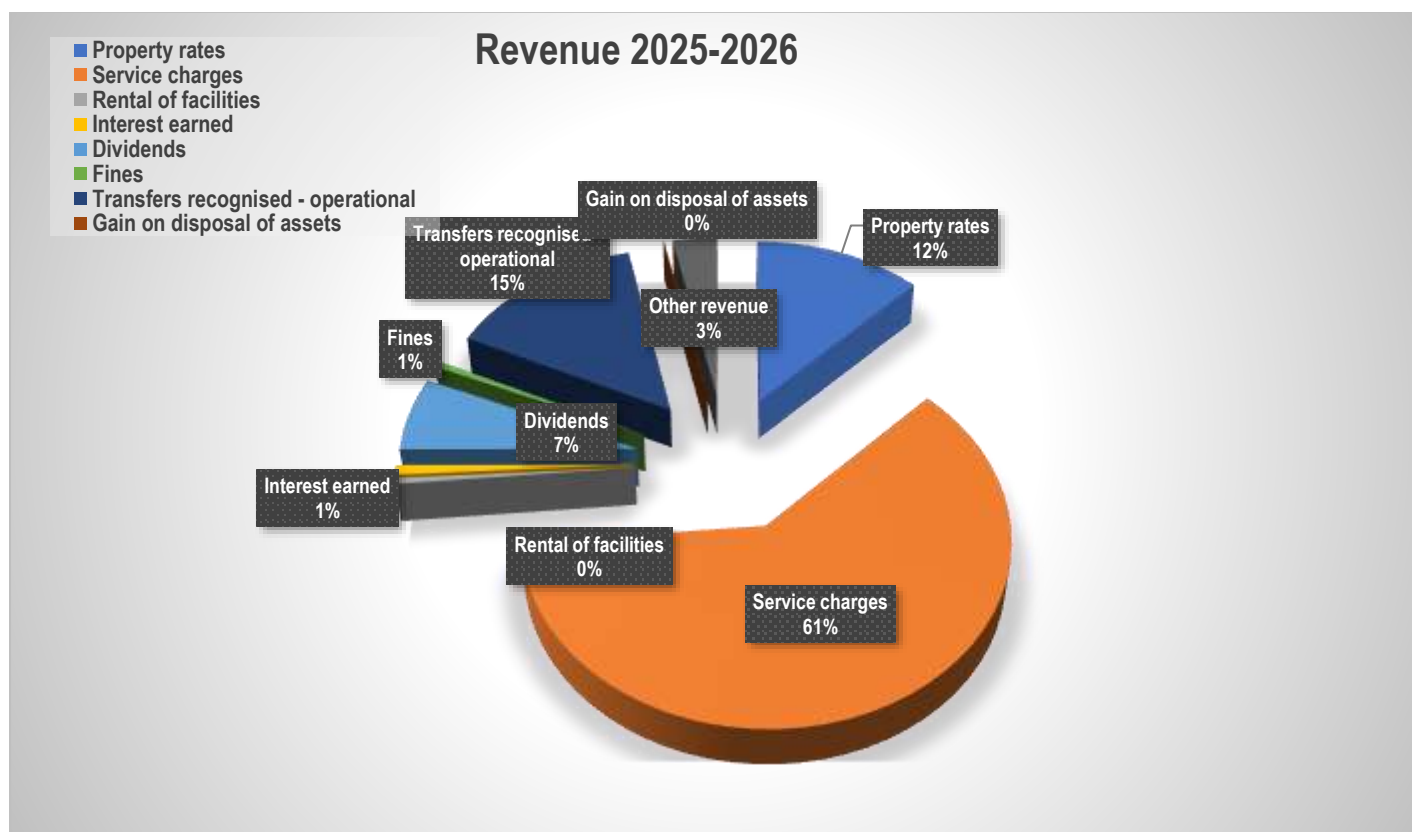
An amount of **R164 million** has been allocated for the capital investment program for 2026/2027 financial year.

This shows a decrease of the **R56 million** compared to adjusted budget 2025/2026. The internal funding capital program amounts to **R72.9 million**, **R31 million** relates **INEP**, **R1.3 million** relates to **FMG** and **R59.3 million** relates to **MIG**.

9.2.3 DETAILED OVERVIEW OF BUDGET

9.2.3.1 Total Revenue

Revenue	Original Budget 2025-26	Adjusted Budget 2025-26	Draft Budget 2026-27	Draft Budget 2027-28	Draft Budget 2028-29
Exchange Revenue					
Interest Dividend and Rent on Land	- 242,910,969	- 251,915,055	- 250,037,570.00	- 264,085,174.00	- 271,671,322.00
Licences or permits	- 7,000	- 80,000	- 80,000.00	- 82,960.00	- 86,029.00
Operational Revenue	- 6,566,990	- 6,437,516	- 7,380,978.10	- 3,727,823.00	- 4,582,529.00
Rental from Fixed Assets	- 19,812,995	- 20,546,076	- 20,546,076.00	- 21,306,281.00	- 22,094,613.00
Sales of Goods and Rendering of Services	- 7,831,703	- 9,187,002	- 10,121,009.70	- 10,508,529.00	- 10,930,672.64
Service Charges	- 2,097,973,230	- 2,333,375,627	- 2,333,375,641.00	- 2,574,614,495.00	- 2,842,104,511.00
Non-exchange Revenue					
Fines Penalties and Forfeits	- 19,535,892	- 21,804,725	- 21,804,726.00	- 25,033,023.00	- 27,035,665.00
Interest	- 31,723,892	- 32,897,679	- 32,897,679.00	- 34,114,893.00	- 35,377,144.00
Property Rates by Usage	- 456,203,199	- 473,082,707	- 473,082,707.00	- 490,586,766.00	- 508,738,478.00
Operating Transfers and Subsidies	- 525,805,014	- 557,418,000	- 556,218,000	- 582,795,000	- 590,573,000
Gains and Losses					
Disposal of Fixed and Intangible Assets	- 2,500,000	- 2,500,000	- 2,500,000.00	- 2,500,000.00	- 2,500,000.00
Fair Value Adjustment		- 30,000	- 30,000.00	- 30,000.00	- 30,000.00
Total Operating Revenue	-3,410,870,884.00	-3,709,274,387.00	-3,708,074,386.80	-4,009,384,944.00	-4,315,723,963.64
Capital Transfers and Subsidies	- 115,201,530	- 110,009,000	- 107,609,000	- 97,549,000	- 104,869,000
Total Revenue	- 3,526,072,405	- 3,819,283,387	- 3,815,683,386.80	- 4,106,933,944.00	- 4,420,592,963.64



9.2.3.2 Comments on Operating Revenue

The property rates

The property rates amount to R 473 million for the 2026/2027 financial year.. This revenue stream contributes 12% of the total revenue.

Service charges

Service charges include electricity, refuse, sewer and water. The service charges for 2026/2027 amount to R 2 333 billion. The service charges contribute 61% of the operating revenue.

Rental income

The rental income amounts to R 20.5 million. The stream contributes 0.5% of the total revenue..

Fines

The revenue estimates for the fines amounts to R 21.8 million this was done to make a provision as required by iGRAP1.

9.2.3.3 Grants and Subsidies – operating

The grants subsidies refer to the Division of Revenue Act allocations in the 2026/27 financial year the operational grants allocations are as follows:

Source of funding	Original Budget 2025-26	Adjusted Budget 2025/26	Draft Budget 2026-27	Draft Budget 2027-28	Draft Budget 2028-29
Equitable Share	492,462,000.00	523,359,000.00	523,359,000.00	553,795,000.00	561,573,000.00
Infrastructure Skills Development Grant	22,774,000.00	24,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00
Financial Management Grant	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00
Extended Public Works Programme	2,939,000.00	2,859,000.00	2,859,000.00	-	-
LG Seta	1,200,000.00	1,300,000.00	1,300,000.00	1,500,000.00	1,500,000.00
Point Duty Officer (SASOL)	2,153,926.00	-	1,200,000.00	-	-
Economic Development & Tourism Grant	313,901.00	-	-	-	-
Arts and Culture Grant	91,608.00	-	-	-	-
Pre Capacity Grant	92,529.00	-	-	-	-
Gert Sibande Grant	274,580.00	-	-	-	-
Energy Efficiency & Demand Management	3,470.00	-	-	-	-
	525,805,014.00	557,418,000.00	556,218,000.00	582,795,000.00	590,573,000.00

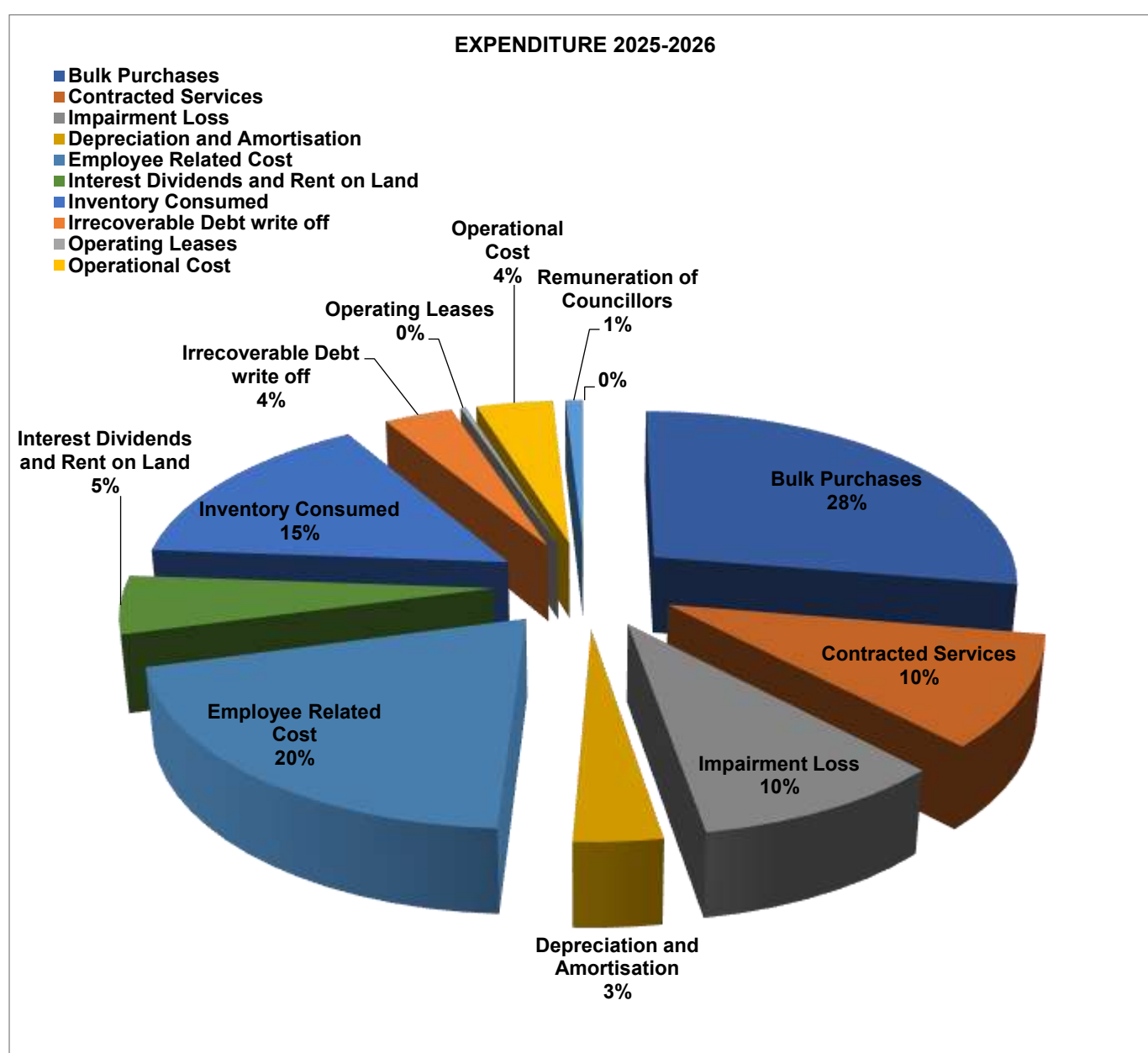
9.2.3.4 Grants and Subsidies – capital

The grants subsidies refer to the Division of Revenue Act allocations in the 2026/27 financial year, the capital grants allocations are as follows. The grants are allocated to serve specific purpose to the community which is improvement and/or construction of infrastructure.

Source of funding	Original Budget 2025-26	Adjusted Budget 2025/26	Draft Budget 2026-27	Draft Budget 2027-28	Draft Budget 2028-29
INEP	40,000,000	40,000,000	35,748,000	17,768,000	22,571,000
MIG	70,975,000	70,975,000	71,861,000	79,781,000	82,298,000
WSIG	-	1,972,378	-	-	-
MDRG	-	2,254,153	-	-	-
TOTAL	110,975,000	115,201,531	107,609,000	97,549,000	104,869,000

9.2.3.5 Operating Expenditure

Expenditure	Original Budget 2025-26	Adjusted Budget 2025/26	Draft Budget 2026-27	Draft Budget 2027-28	Draft Budget 2028-29
Bulk Purchases	828,129,512	1,150,000,000	1,150,000,000.00	1,408,794,228.00	1,577,849,532.00
Contracted Services	440,298,638	442,584,150	427,198,239.20	439,050,803.40	450,672,468.80
Depreciation and Amortisation	134,208,571	139,195,331	139,195,325.00	144,345,499.00	149,686,339.00
Employee Related Cost	800,000,270	838,370,513	838,570,495.24	878,390,086.24	920,100,721.24
Interest Dividends and Rent on Land	197,400,422	222,949,034	222,949,034.00	231,198,153.00	239,752,480.00
Impairment losses	526,975,262	396,654,974	396,654,973.00	411,331,205.00	426,550,463.00
Inventory Consumed	584,682,355	634,067,307	632,762,918.00	675,231,017.00	722,761,405.25
Irrecoverable Debts Written Off	126,727,380	146,133,966	146,133,948.00	151,540,908.00	157,147,944.00
Operating Leases	12,043,985	12,043,985	11,968,749.00	12,411,596.00	12,870,821.00
Operational Cost	149,748,129	148,907,047	163,572,659.80	167,722,875.60	174,555,671.95
Remuneration of Councillors	37,005,393	37,745,501	37,745,500.00	38,500,415.00	39,270,417.00
Grand Total	3,837,219,917	4,168,651,808	4,166,751,841.24	4,558,644,941.24	4,871,268,263.24



9.2.3.6 Comments on Operating Expenditure:

Employee related costs

The employee related costs and remuneration of councillors indicate a percentage of 20% of the total operating budget. The average salary increases by 3.4 + 0.75 per collective agreement. The overtime will have to be controlled, and filling of vacant positions will have to be fast tracked.

General expenditure

In a bid to cut cost and ensure the funding of the overall budget was increased to R 163.5 million. The transport cost still needs to be controlled. General expenditure takes 4% of the total operating expenditure.

Bulk purchases: Electricity

The bulk purchases for electricity amount to R1 150 billion, which contributes 28% of the operating budget. The Eskom will increase the bulk purchases to the municipality by 12,74%.

Depreciation

Depreciation constitutes 3% of the budget. The budget increase was informed by historical trends as well as budgeted and forecasted additions.

Inventory Consumed

Inventory consumed is inclusive of Bulk purchases for water which amounts to R 633 million, Rand water will increase bulk purchases to municipality by 15%

Contracted services

Contracted services constitute 10% of total operating expenditure due to cashflow constraint this line item was decreased

9.2.3.7 CONTRACTED SERVICES

Row Labels	Sum of Tabled Budget	Sum of 2028 Draft Budget	Sum of 2029 Draft Budget
1% SDL Trainings	3,600,781.00	3,734,011.00	3,872,168.00
Alien Vegetation Control	557,088.00	577,702.00	599,075.00
Assessment Services	5,340,603.00	5,538,201.00	5,743,119.00
Bethal Electrical infrastructure	17,971,628.00	18,636,584.00	19,326,132.00
Burial Services	100,000.00	307,950.00	319,340.00
Business and Advisory - Accounting and A	2,639,118.00	2,788,613.00	2,891,794.00
Business and Advisory: Business and Financial Management	106,974.00	110,932.00	115,036.00
Business and Advisory: Audit Committee	484,000.00	501,906.00	520,479.00
Civil Structures: Maintenance of Civil Sewerage Equipment (Sewerage)	382,450.00	396,602.00	411,275.00
Cleaning Services	282,086.00	292,529.00	303,346.00
Computer Equipment: Repairing Computers & Computer Equipment (ICT)	632,126.00	655,514.00	679,769.00
Contracted Services for the Lift (OTIS)	454,281.00	471,089.00	488,520.00
Data Cleansing Project	41,000.00	42,519.00	44,090.00
DC Systems: DC Systems Maintenance	20,000,000.00	20,740,005.00	21,507,380.00
Debt Collection and Credit Control	13,100,000.00	13,584,698.00	14,087,334.00
Disciplinary Committee Services	200,000.00	66,162.00	68,613.00
Drainage: Storm Water Drainage Maintenance (Storm Water Management)	1,462,197.00	1,516,294.00	1,572,401.00
Earthworks: Roads Maintenance (Roads)	1,447,152.00	1,500,702.00	1,556,222.00
Electrical Equipment: Maintenance of Electrical Equipment at the Offices (Facilit	1,040,752.00	1,079,254.00	1,119,192.00
Electricity Networks Maintenance	55,640,750.00	57,699,451.00	55,948,997.00
EPWP Expenditure	2,859,000.00	-	-
Equipment and Tools	1,681,461.00	1,743,670.00	1,808,191.00

Financial landfill audit	589,866.00	611,686.00	634,324.00
Furniture and Office Equipment:Repairs & Maintenance of Office Furniture and Equ	109,427.00	320,872.00	332,748.00
Hiring of plant/equipment (Vacuum VIP & Septic truck)	6,049,400.00	6,458,224.00	6,882,182.00
Infrastructure Skills Development Grant (Expenditure)	24,000,000.00	24,000,000.00	24,000,000.00
Installation of Smart Meters	25,106,919.00	26,035,880.00	26,999,202.00
Labour Cases	2,841,977.00	2,947,130.00	3,056,174.00
Land:Landfill Site Maintenance Contract (landfill)	20,916,000.00	21,689,895.00	22,492,418.00
Landfill Valuation	130,463.00	135,294.00	140,296.00
Legal Cost - Collection	100,000.00	103,706.00	107,537.00
Legal Cost - Legal Advice and Litigation	20,695,409.00	21,461,144.00	22,255,201.00
LGSETA EXPENDITURE	1,300,000.00	1,500,000.00	1,500,000.00
Machinery and Equipment:Maintenance of Genarators (Fire)	184,323.00	191,141.00	198,215.00
Maintanance of Theatre and Museums	113,570.00	117,778.00	122,130.00
Maintenance	278,928.00	278,928.00	289,253.00
Maintenance of pipe lines	1,853,181.00	1,921,746.00	1,992,853.00
Maintenance of Unspecified Assets	679,574.00	704,722.00	730,793.00
Mechanical Equipment:Maintenance of Fire Extinguishers (Fire)	349,936.00	362,880.00	376,310.00
Mechanical Equipment:Mechanical Equipment Maintenance	400,000.00	414,799.00	430,148.00
Reservouirs(Water Distri			
Medical Tests	533,808.00	553,562.00	574,041.00
Meter Readings	632,773.00	656,182.00	680,464.00
Pest Control	65,000.00	67,405.00	69,899.00
Pest Control and Fumigation	36,000.00	68,439.00	70,974.00
Pipe Work:Hiring of Septic Tank Trucks (Sewerage)			
Pipe Work:PVR Stations Maintenance (Water Distribution)	1,389,531.00	1,440,943.00	1,494,258.00
Pipe Work:Repairs (Waste Water Treatment)	2,135,226.00	2,214,235.00	2,296,156.00
Pipe Work:Repairs of Damaged Newtwork System (Sewerage)	7,539,931.00	7,818,912.00	8,108,208.00
PMS System	1,500,000.00	2,074,005.00	2,150,738.00
Point Duty Officers (Expenditure)	1,200,000.00	-	-
Prepaid Electricity Vendors	38,924,800.00	40,365,019.00	41,858,523.00
Preparation of Annual Financial Statement	-	313,200.00	313,200.00
Professional fees _Waste Water	3,500,000.00	3,629,506.00	3,763,791.00
Professional fees: Cemeteries	500,000.00		
Professional fees:Facilites	500,000.00	-	-
Professional fees_GIS	1,884,455.00	1,954,184.00	2,026,484.00
Public Lighting	-	-	-
Removal of Hazardous Waste	10,000.00	14,243.00	14,767.00
Reservoir Pump Station (Sewerage)	20,526,537.00	21,286,015.00	22,073,601.00
Risk Commitee Fees	78,537.00	81,439.00	84,456.00
Security Services	61,464,000.00	63,738,170.00	66,096,480.00
Security Services - Cash In Transit	2,074,000.00	2,150,744.00	2,230,315.00
Sewerage Purification	25,925,000.00	26,884,224.00	27,878,941.00
Spatial Development Framework & Land Surveying	1,000,000.00	1,036,997.00	1,075,369.00
Township Establishment	1,350,000.00	1,399,954.00	1,451,748.00
Training for finance Employess	400,000.00	594,995.00	695,000.00
Training for Internal Auditing	50,000.00	50,000.00	50,000.00
Transport Assets:Vehicles Maintenance (Community Services Administration)	4,156,655.00	4,569,696.00	4,738,780.00
Transport Assets:Vehicles Maintenance (Council Administration)	22,891.00	23,734.00	24,616.00
Transport Assets:Vehicles Maintenance (Technical Services Administration)	2,458,858.00	2,549,834.00	2,644,180.00
Urban design	1,600,000.00	1,659,195.00	1,720,590.00
VAT Recovery Services	3,132,000.00	3,247,881.00	3,368,056.00
Vetting of employees	1,705,186.00	1,768,280.00	1,833,704.00
MFMP Training	350,000.00	1,186,796.00	1,186,800.00
Development or Reviewal of IDP	500,000.00	-	-
Grand Total	427,198,239.20	439,050,803.40	450,672,468.80

9.2.3.8 REPAIRS AND MAINTENANCE

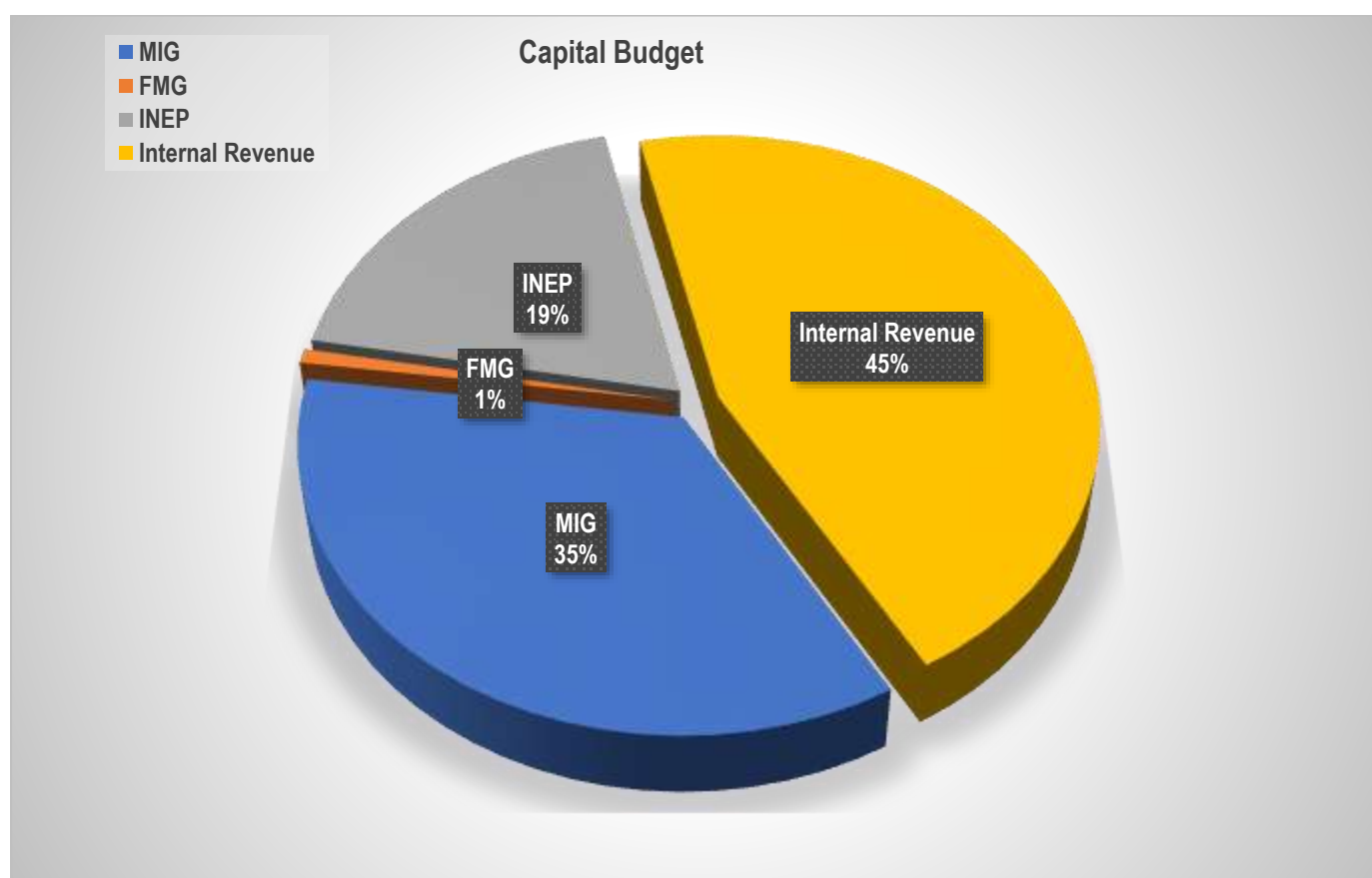
FUNCTION	SEGMENT DESCRIPTION	DRAFT BUDGET 2026-2027	DRAFT BUDGET 2027-2028	DRAFT BUDGET 2028-2029
Electricity: Energy Operations (Dept 0609)	Electricity Networks Maintenance	55,640,750.00	57,699,451.00	55,948,997.00
Solid Waste Disposal (Landfill Sites): Waste Disposal Landfill Sites	Land: Landfill Site Maintenance Contract (landfill)	20,916,000.00	21,689,895.00	22,492,418.00
Sewerage: Sewerage (Dept 0704)	Reservoir Pump Station (Sewerage)	20,526,537.00	21,286,015.00	22,073,601.00
Electricity: Energy Operations (Dept 0609)	DC Systems: DC Systems Maintenance	20,000,000.00	20,740,005.00	21,507,380.00
Core Function: Sewerage	Hiring of plant/equipment (Vacuum VIP & Septic truck)	6,049,400.00	6,458,224.00	6,882,182.00
Sewerage: Sewerage (Dept 0704)	Pipe Work: Repairs of Damaged Network System (Sewerage)	7,539,931.00	7,818,912.00	8,108,208.00
Community Halls and Facilities: Facilities Maintenance (0602)	Buildings: Maintenance of Office Building (Facilities Maintenance)	7,000,000.00	5,349,364.00	5,547,288.00
Water Distribution: Water Distribution (Dept 0705)	Pipe Work: Distribution Pipework Maintenance (Water Distribution)	6,637,742.00	6,883,344.00	7,138,022.00
Community Halls and Facilities: Community Services Administration	Transport Assets: Repairs of Vehicles (Community Services Administration)	5,812,998.00	6,028,076.00	6,251,118.00
Roads: Roads (Dept 0608)	Roads Pavements Repairs & Maintenance: Materials (Roads)	4,970,922.00	5,154,846.00	5,345,575.00
Roads: Roads (Dept 0608)	Machine Hire	4,184,647.80	4,339,479.60	4,500,040.20
Community Halls and Facilities: Community Services Administration	Transport Assets: Vehicles Maintenance (Community Services Administration)	4,156,655.00	4,569,696.00	4,738,780.00
Roads: Roads (Dept 0608)	Pavements: Roads Patching and Resealing (Roads)	2,865,045.20	2,892,986.40	3,000,026.80
Roads: Technical Services Administration (Dept 0601)	Transport Assets: Vehicles Maintenance (Technical Services Administration)	2,458,858.00	2,549,834.00	2,644,180.00
Waste Water Treatment: Waste Water Treatment (Dept 0704)	Pipe Work: Repairs (Waste Water Treatment)	2,135,226.00	2,214,235.00	2,296,156.00
Community Parks (including Nurseries): Parks (Dept 0408)	Land: Parks Maintenance (Parks)	1,894,657.00	1,964,762.00	2,037,455.00
Water Distribution: Water Distribution (Dept 0705)	Maintenance of pipe lines	1,853,181.00	1,921,746.00	1,992,853.00
Roads: Technical Services Administration (Dept 0601)	Transport Assets: Repairs of Vehicles (Technical Services Administration)	1,794,007.00	1,860,388.00	1,929,219.00
Water Distribution: Water Distribution (Dept 0705)	Equipment and Tools	1,681,461.00	1,743,670.00	1,808,191.00
Storm Water Management: Storm Water Management (Dept 0702)	Drainage: Storm Water Drainage Maintenance (Storm Water Management)	1,462,197.00	1,516,294.00	1,572,401.00
Roads: Roads (Dept 0608)	Earthworks: Roads Maintenance (Roads)	1,447,152.00	1,500,702.00	1,556,222.00
Water Distribution: Water Distribution (Dept 0705)	Pipe Work: PVR Stations Maintenance (Water Distribution)	1,389,531.00	1,440,943.00	1,494,258.00
Community Halls and Facilities: Facilities Maintenance (0602)	Electrical Equipment: Maintenance of Electrical Equipment at the Offices (Facility)	1,040,752.00	1,079,254.00	1,119,192.00
Waste Water Treatment: Waste Water Treatment (Dept 0704)	Electrical Equipment: Repairs of Waste Water Treatment Electrical Equipment (Wast	688,226.00	713,690.00	740,097.00
Information Technology: CT (Dept 0205)	Computer Equipment: Repairing Computers & Computer Equipment (ICT)	632,126.00	655,514.00	679,769.00
Water Distribution: Water Distribution (Dept 0705)	Mechanical Equipment: Mechanical Equipment Maintenance Reservoirs	400,000.00	414,799.00	430,148.00
Sewerage: Sewerage (Dept 0704)	Civil Structures: Maintenance of Civil Sewerage Equipment (Sewerage)	382,450.00	396,602.00	411,275.00
Sports Grounds and Stadiums: Sports Grounds and Facilities (Dept 0408)	Land: Maintaining Sports Grounds Land (Sports & Recreational)	378,226.00	392,217.00	406,732.00

FUNCTION	SEGMENT DESCRIPTION	DRAFT BUDGET 2026-2027	DRAFT BUDGET 2027-2028	DRAFT BUDGET 2028-2029
Administrative and Corporate Support: OHS and IR (Dept 0206)	Mechanical Equipment: Maintenance of Fire Extinguishers (Fire)	349,936.00	362,880.00	376,310.00
Police Forces Traffic and Street Parking Control: Traffic (Dept 0405)	Maintenance	278,928.00	278,928.00	289,253.00
Storm Water Management: Storm Water Management (Dept 0702)	Maintenance of Storm Water: Materials (Storm Water Management)	260,940.00	270,590.00	280,607.00
Cemeteries Funeral Parlours and Crematoriums: Cemeteries (Dept 0407)	Earthworks: Maintaining of Cemeteries (Cemeteries)	150,000.00	150,000.00	150,000.00
Community Halls and Facilities: Facilities (Dept 0403)	Electrical Equipment: Replacement & Fixing of Electrical Equipment	186,674.00	193,576.00	200,743.00
Fire Fighting and Protection: Fire Fighting (Dept 0404)	Machinery and Equipment: Maintenance of Generators (Fire)	184,323.00	191,141.00	198,215.00
Recreational Facilities: Sports Recreation Arts and Culture (0406)	Maintenance of Theatre and Museums	113,570.00	117,778.00	122,130.00
Administrative and Corporate Support: Administrative Services	Furniture and Office Equipment: Repairs & Maintenance of Office Furniture and Equ	109,427.00	320,872.00	332,748.00
Waste Water Treatment: Waste Water Treatment (Dept 0704)	Pipe Work: Maintenance (Waste Water Treatment)	60,089.00	62,313.00	64,618.00
Development Facilitation: Planning and Development Administration	Transport Assets: Repairs of Vehicles (Planning and Development Administration)	52,912.00	54,864.00	56,900.00
Information Technology: ICT (Dept 0205)	Furniture and Office Equipment: Repairing of Office Furniture & Equipment (ICT)	23,460.00	24,323.00	25,228.00
Storm Water Management: Storm Water Management (Dept 0702)	Strom Water Drainage Land: Materials (Storm Water Management)	7,331.00	7,605.00	7,884.00
Finance: Financial Services Administration (Dept 0501)	Transport Assets: Repairs of Vehicles (Financial Administration)	6,589.00	6,833.00	7,086.00
Administrative and Corporate Support: Corporate Services Administration	Transport Assets: Repairs of Vehicles (Corporate Services Administration)	6,447.00	6,689.00	6,933.00
TOTAL		187,729,304.00	193,323,336.00	196,770,439.00

9.2.3.9 Capital Expenditure per source

Source of funding	Original Budget 2025-2026	Adjusted Budget 2025-2026	Draft Budget 2026-2027	Draft Budget 2027-2028	Draft Budget 2028-2029
INEP	40,000,000	R35,747,999.55	31,085,217.00	15,450,435.00	19,626,956.00
MIG	67,426,250	68,268,949.60	59,364,304.00	65,906,044.00	67,985,304.00
FMG	-	-	1,304,347.83	-	-
MDRG	2,254,153	2,400,000.55	-	-	-
WSIG	1,972,378	-	-	-	-
Internal Revenue	108,888,000	86,450,000.00	72,999,995.61	16,059,640.00	9,254,347.00
TOTAL	220,540,781	192,866,945.05	164,753,864.43	97,416,119.00	96,866,607.00

Capital Expenditure per source



9.2.4 CAPITAL PROJECTS AND BUDGETED EXPENDITURE

Included in the capital projects are the following budgeted expenditures for 2026/2027 – 2028/2029

Project Name	User Department	Funding	Draft Budget 2026-2027	Draft Budget 2027-2028	Draft Budget 2028-2029
Procurement of Financial Management System	FMG	-	1,304,347.83	-	-
88/11 KVA Emzinoni Substation Capacity increase	INEP	34,061,000.15	29,618,261.00	13,043,478.00	17,391,304.00
Electrification of Emzinoni Extention 11	INEP	1,686,999.40	1,466,956.00	2,406,957.00	2,235,652.00
Construction of stormwater concrete pipeline EXT22 Emba	MDRG	900,000.35	-	-	-
Rehabilitation of Stormwater in Trichardt	MDRG	1,500,000.20	-	-	-
Procurement of Specialised Vehicles for Waste Management	MIG	17,684,542.45	15,377,863.00	-	-
Construction of Bulk water line and reservoir in Leandra	MIG	3,200,000.35	2,782,609.00	2,427,783.00	2,767,913.00
Upgrading of Lebohang Stadium in Leandra (Phase 2)	MIG	4,999,999.90	4,347,826.00	21,739,130.00	21,739,130.00
Embalenhle Bulk Replacement/Upgrade (Phase1)	MIG	8,000,000.30	6,956,522.00	6,956,522.00	8,695,652.00
Emzinoni Bulk water supply	MIG	34,384,406.60	29,899,484.00	34,782,609.00	34,782,609.00
Insurance	Revenue	4,999,999.90	4,347,826.00	1,700,000.00	1,700,000.00
Furniture & Equipment (Corporate Services)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Completion of Floating roof in Secunda Ext 22	Revenue	12,000,000.45	10,434,783.00	-	-
Installation of Bulk Check Meter with Chambers	Revenue	3,000,000.40	2,608,696.00	-	-
Acquisition of Water Meters	Revenue	9,000,000.05	7,826,087.00	4,250,000.00	4,250,000.00
Firearms	Revenue	999,996.30	869,562.00	-	-
Fencing of pump stations and WWTW	Revenue	4,999,999.90	4,347,826.00	-	-
Charl cilliers sewer retification and pump station	Revenue	4,999,999.90	4,347,826.00	-	-
Installation of sewer network pipeline in Eendracht	Revenue	9,000,000.05	7,826,087.00	6,805,293.00	-
Kinross waste treatment plant	Revenue	9,999,999.80	8,695,652.00	-	-
Furniture & Equipment (Financial Services)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Furniture & Equipment (Community Services)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Jaws of life (Capital)	Revenue	-	434,782.61	-	-
Lillian Ngoyi Refurbishment	Revenue	1,999,999.50	1,739,130.00	-	-
Fencing of Facilities	Revenue	9,999,999.80	8,695,652.00	-	-

Project Name	User Department	Funding	Draft Budget 2026-2027	Draft Budget 2027-2028	Draft Budget 2028-2029
Furniture & Equipment (Civil)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Crane Truck	Revenue	4,499,999.45	3,913,043.00	-	-
TLB	Revenue	4,000,000.15	3,478,261.00	-	-
Thumber	Revenue	3,000,000.40	-	-	-
Furniture & Equipment (Energy)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Furniture and Equipment (Speaker)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Furniture & Equipment (Executive and Council)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Hailing system	Revenue	150,000.25	130,435.00	-	-
Furniture & Equipment (Planning and Development)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Furniture & Equipment (MM's Office)	Revenue	199,999.95	173,913.00	173,913.00	173,913.00
Acquisition Computer Equipment	Revenue	1,999,999.50	1,739,130.00	1,739,130.00	1,739,130.00
TOTAL	192,866,945.05	164,753,864.43	97,416,119.00	96,866,607.00	

9.2.5 BUDGET CASH-FLOW STATUS

Funding status	Reference	Amount
Total Expenditure	A	4 168 651 808
Total Expenditure	A	4 166 751 841.24
Add back non-cash items		
Depreciation	B	139 195 325.00
Impairment Loss + Irrecoverable Debt Write Off	C	542 788 921.00
Add: Capital Expenditure	D	189 466 944
Total Cash Expenditure	E= (A-B-C+D)	3 674 234 539
Payment rate	F	75%
Actual Revenue	G	3 149 326 386
Grants (Operational and Capital)	H	663 827 000
Total revenue	I	3 813 153 386
Actual Cash i.e. 75% payment expected	J = (G x F)	2 361 944 789
Actual cash receivables	K = (H+ J)	3 025 821 789

Based on the above table the submitted budget's cash flow status is not favourable and it also means that the budget is unfunded.

Budget 2026/27 cannot be unfunded budgets, if unfunded the following are minimal requirements must be met:

- ☐ Cash Flow (A7) will negative cash flows - the cashflow status is negative as a result not all creditors will be serviced within 30 days / 12 months.
- ☐ Develop a plan to turnaround the situation – the municipality already have a plan (Financial Recovery Plan) in place to support the unfunded status.

9.2.6 BUDGET CONSULTATION PROCESS

Section 22 of the Municipal Finance Management Act requires that after tabling of the Draft Budget, the municipality must make the budget available to the public and conduct community participation. Council to advice on how the community will be consulted in the midst of the pandemic.

The following are the key deadlines to be achieved through this process:

Detail	Date
Approval of Draft Budget	25 March 2026
Budget Workshop	31 March 2026
Public Consultation	08 April 2026-20 April 2026
Approval of Budget	29 May 2026

9.2.7 OVERVIEW OF BUDGET ASSUMPTIONS

The budget assumptions are determined before the budget process, guided by the economic outlook, movements in terms of the markets and by the national treasury guidelines. The assumptions are devised in such a way that they support the short- and long-term finances and strategy of the municipality.

Key Financial indicators

The growth parameters set by National treasury are set between 3 and 6 percent which are also target range for the inflation rate. All steps have been taken to be in line with these National Treasury guidelines however the following factors affect the municipal operations and the budget accordingly:

- ☐ Higher salaries
- ☐ Increase by Eskom and Rand water
- ☐ Job creation and protecting the poor

The 2026/2027 budget has been guided by the following inflation forecast:

Fiscal Year	2024/25 Actual	2025/26 Estimate	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
CPI Inflation	4.4%	3.3%	3.4%	3.3%	3.2%

Credit Rating: The municipality has not had a credit rating and with National Treasury support, the municipality will have to undertake it.

Borrowing and Investment of funds: The municipality does not have external loans.

The investments amount to R 27.8 million and due to negative cash flow, the municipality is unable to build more reserves.

Rates, tariffs, charges and timing of revenue collection: Accounts for rates, refuse, electricity, water and sanitation are issued on a monthly basis and are due and payable before the 7th of the month. Recovery procedures for non-payment may be commenced within 7 days of payment default. The electricity supply is cut and water supply is restricted when a client defaults. The municipality is committed in ensuring that collection levels are improved and that credit control will be enforced on those who can afford and not honouring their municipal accounts.

Collection rates for each revenue source: The collection rate for all the services is expected to be 75% average throughout; this is due to credit control actions that are taken against the defaulters. Where ESKOM is a service delivery agent, consumers who are not paying will be restricted water.

- ☐ Electricity 85%
- ☐ Property Rates 82%
- ☐ Water 75%
- ☐ Waste Water 65%
- ☐ Waste Management 65%

Price movements on specifics: The budget of bulk purchases amounts to R 1 633 billion for both electricity and water. The projections are informed by the increases from the Rand water and Eskom. The increase on both electricity and water tariff has been pegged at 12.74% and 11% respectively per NERSA and Rand Water.

Average salary increases: Circular issued by National Treasury was taken into account in budgeting for employee related costs it recommends an increase of average 3.4 % CPI + 0.75% per collective agreement.

Changing Demand characteristics: The demand for services is increasing yearly as the municipality is expected to deliver services to the indigent and pressure to reduce poverty.

Ability to the municipality to spend and deliver on programs: The 2026/2027 operating budget will be spent in line with the cost curtailment policy and all expenditures will be in line with the service delivery projects and deliverables. The challenges are still there in terms of maintaining the infrastructure and managing the breakaways of vehicles especially revenue generating.

9.2.8 BUDGET FUNDING PLAN

Budget 2026/27 remains under financial pressure and requires the implementation of corrective measures aimed at progressively improving the municipality's funding position and long-term financial sustainability. In this regard, the following minimum interventions are being implemented:

- ❑ The municipality has reviewed and updated the 2026/27 Budget Funding Plan to support the implementation of revenue enhancement initiatives, expenditure containment measures, and cash flow management interventions. The 2026/27 Budget Funding Plan is attached as **Annexure X**.
- ❑ The municipality continues to implement revenue management and debt collection measures through the enforcement of Council-approved Credit Control and Debt Collection policies, improvement of billing processes, debt recovery initiatives, and implementation of the Budget Funding Plan interventions.

The prepared Budget Funding Plan for 2025/2026 had an anticipated revenue collection target of R1 226 045 000.00. In November 2025, National Treasury advised the municipality to revise the Budget Funding Plan, resulting in the revenue target being increased to R2 633 995 000.00.

To date, an amount of R988 123 931.51 has been recorded against the revised target, representing 45% of the year-to-date targeted revenue. Although the anticipated cash collection targets have not fully materialised, the municipality has achieved improvements through expenditure reduction measures, strengthened cost containment initiatives, and interventions aimed at reducing distribution losses.

Consequently, the municipality's interventions in addressing distribution losses through investment in smart meters, infrastructure upgrades, and replacement of aging infrastructure have contributed positively towards improving the municipality's overall financial position and reducing the budgeted cash flow deficit.

The prepared Budget Funding Plan for 2026/2027 has an anticipated revenue collection target of **R 2 110 719 288.00**

9.3 ALIGNMENT OF BUDGET TO THE INTEGRATED DEVELOPMENT PLAN

IDP Review and stakeholder participation

The IDP has been prepared for the medium term to 2026/2027. In the current financial year, the IDP has /undergone the review as required by the Municipal Systems Act and MFMA. Community needs and inputs were sought and the stake holders were consulted.

The IDP takes cognizance of the National, provincial and district priorities. The key focus and IDP priorities are:

- ❑ To provide, improve and sustain infrastructure
- ❑ To promote socio economic development in rural and urban areas
- ❑ To enable and speed up institutional transformation
- ❑ To strengthen democracy and good governance
- ❑ To improve and sustain financial management

IDP link to the budget

In compliance with Systems Act of 2000 and the Municipal Finance Management Act the budget is informed and aligned to the IDP priorities. The budget will be fully aligned to the IDP.

9.4 FINANCIAL STRATEGIES AND POLICIES

GOVAN MBEKI MUNICIPALITY: FINANCIAL STRATEGIES & FINANCIAL POLICIES		
DOCUMENT	PURPOSE	STATUS
THE VIREMENT POLICY	The Virement policy establishes the framework for managers to manage their respective budgets within limitations, and also to ensure good budgeting practice and effective financial management. The Virement policy has been amended to improve budgetary controls.	In place
CREDIT CONTROL AND DEBT COLLECTION POLICY	To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts	In place
INDIGENT POLICY	To subsidize indigent households with a specified level of income enabling them to pay for a basic package of municipal service.	In place
TARIFF POLICY	To provide a framework to determine rates and tariffs to finance expenditure.	In place
PROPERTY RATES POLICY	To ensure that all the stipulation of the Municipal Property Rates Act are affected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners	In place
SUPPLY CHAIN MANAGEMENT POLICY	To provide a system of procurement that gives effect to the principles of: ☐ Fairness ☐ Equity ☐ Transparency ☐ Competitiveness ☐ Cost effectiveness	In place
FIXED ASSET MANAGEMENT	The asset policy is designed to ensure management of Municipal assets in efficient and effective manner with regard to acquisition, utilization, control maintenance and disposal of assets. The policy guides Directorates in their responsibility and duties for control of their assets.	In place
INVESTMENT POLICY	The intention of the investment policy is to ensure investments are made in an efficient and effective manner which generates the best returns for the municipality while considering	In place
TRAVEL AND SUBSISTENCE POLICY	This policy sets out the basis for the payment of subsistence and travel allowance, for the purpose of official travelling.	In place
ACCOUNTING POLICY	The accounting policy guides the preparation of the Annual Financial Statements and is reviewed each year during the preparation to ensure compliance with Generally Recognized Accounting standards and other guiding principles such as International Financial Reporting.	In place
TARIFF BY-LAW	The tariff by-law covers levying of tariffs, fees and charges for municipal services. The tariff by-law details electricity, water, sewer, refuse removal and miscellaneous tariffs.	In place
GRANT IN-AID POLICY	This policy provide the framework for grants-in-aid to non-governmental organisations (NGO"s), community-based organisations (CBO"s) or non-profit organisations (NPO"s) and bodies that are used by government as an agency to serve the poor, marginalised or otherwise vulnerable as envisaged by Sections 12 and 67 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).	In place
SHORT TERM RISKS AND LIABILITIES POLICY OF THE GOVAN MBEKI MUNICIPALITY	To safeguard all municipal assets and protect Council against liabilities. To ensure effective financial and risk management.	In place
THE FUNDING AND RESERVES POLICY	Aimed to ensure that the municipality has sufficient and cost-effective funding in order to achieve its objectives through the implementation of its operating and capital budgets. This policy aims to set guidelines towards ensuring financial viability over both the short- and long-term which includes reserves requirements	In place

GOVAN MBEKI MUNICIPALITY: FINANCIAL STRATEGIES & FINANCIAL POLICIES		
DOCUMENT	PURPOSE	STATUS
BUDGET POLICY	The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget.	In place
BORROWING POLICY	The policy is to govern the taking up of short-term or long term debt according to the legislative framework.	In place
BLACK LISTING POLICY	This policy shall govern the blacklisting/restricting of defaulters at the following stages: (i) registration on the municipality's database; (ii) during the bidding process, i.e. from the advertisement, until the award; and (iii) after the award of contracts, i.e. during the contract period or roll out	In place
PROVISION FOR DOUBTFULL DEBT AND DEBT WRITE-OFF	To ensure that debtors disclosed in the Annual Financial Statements are stated at amounts that is deemed to be collectable. To ensure that uncollectable debt is written off within guidelines of existing policies and applicable legislation.	In place
UNCLAIMED DEPOSIT POLICY	To provide a framework on how to deal with unknown or unclaimed monies in the municipal bank account. To reduce the liability of the municipality. To provide guidelines to identify unknown monies in the municipal bank account.	In place
RETENTION POLICY	To provide a framework on how to deal with retention monies withheld by the Municipality for capital projects To reduce the liability of the Municipality.	

9.5 MUNICIPAL STANDARD CHART OF ACCOUNTS (mSCOA)

The Local Government: Municipal Regulations on a Standard Chart of Accounts (mSCOA), as promulgated under Notice 312 of 2014 in Government Gazette No. 37577 on 22 April 2014 by the Minister of Finance, establishes a standardized framework for the classification of municipal financial transactions.

mSCOA, an acronym for “Municipal Standard Chart of Accounts,” prescribes the uniform method and format municipalities and their entities are required to adopt in recording and classifying all financial activities, including expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes, and statutory reporting

This regulatory framework strengthens municipal financial governance by ensuring proper planning, budgeting, and effective supervisory controls. The overarching objective of mSCOA is to establish a national standard for the consistent recording and classification of municipal budgets and financial information at a transactional level.

By providing a standardized chart of accounts, mSCOA achieves the following:

- ☐ Alignment with national budget formats and recognized accounting standards.
- ☐ The facilitation of uniform information sets across all levels of government to enhance policy coordination, performance measurement, benchmarking, and national reporting.

In pursuit of these objectives, Govan Mbeki Municipality is actively implementing mSCOA to ensure financial transactions are accurately recorded, classified, and reported in adherence to legal and regulatory requirements.

Key Benefits of mSCOA Implementation:

- ☐ **Transparency:** Improves reporting mechanisms, allowing for comparative analysis across municipalities.
- ☐ **Reporting Flexibility:** Enables seamless extraction of information to populate various reporting systems.
- ☐ **Comparability:** Enhances benchmarking through standardized measures and criteria.
- ☐ **Consolidation:** Facilitates meaningful data aggregation at various levels for detailed analysis and decision-making.
- ☐ **Single Version of the Truth:** Promotes consistency in financial data disseminated to the public and other stakeholders.

The mSCOA framework introduces seven standardized reporting segments, which provide a comprehensive structure for financial classification. These segments are:

- 1) mSCOA Segments: Project
- 2) Function
- 3) Item Segment: Includes assets, liabilities, net assets, expenditure, revenue, gains, and losses.
- 4) Fund
- 5) Regional Indicator
- 6) Costing
- 7) Municipal Standard Classification: Addresses the lack of standardization in classification.

By adhering to mSCOA, municipalities not only ensure compliance with legislative directives but also improve financial management, accountability, and operational efficiency. Its implementation reinforces a foundation for sound governance practices, aligning municipal operations with national objectives.

9.6 ASSET MANAGEMENT

The asset office conducts verification of movable assets every quarter, covering all the municipal offices and workshops where assets are deployed under the custodianship of the various user departments.

The activities are list per the table below amongst others:

Activities
Verification of Movable Assets
Verification of Infrastructure Assets
Verification of landfill sites
Verification of Projects Under Construction
Barcoding of Newly acquired Assets
Auction of Movable Assets

9.7 SUPPLY CHAIN MANAGEMENT (SCM)

The supply chain management unit has been established, and it is centralized. The unit is within the office of the Chief Financial Officer (Department of Finance). The Supply Chain Management Policy like any budget related policy is amended and approved with the Annual Budget.

The Supply Chain Management Policy implementation and compliance is audited by the Office of the Auditor General on the yearly planned audit. The issues as raised by the Audit are fixed through the development and monitoring of the Audit Action Plan.

BID COMMITTEES

The members of the bid committees are all delegated and appointed in terms of legislation and the bid committees function well. All members of the Bid Specification, Bid Evaluation and Bid Adjudication Committees are delegated in writing by the Municipal Manager to serve on these respective committees.

ACCREDITED SUPPLIER DATABASE

All prospective suppliers are enlisted on the central supplier database according to the commodities administered by the National Treasury. Every year, the database is reviewed to expand the pool of suppliers within the jurisdiction of the municipality.

9.6 FINANCIAL RECOVERY PLAN (FRP) IMPLEMENTATION STATUS

The municipality was placed on mandatory intervention in 2018 as provided for in Section 139(5)(a) of the Constitution of the Republic of South Africa in line with Section 139(1)(a) of the Local Government: Municipal Finance Management Act, Act 56 of 2003, towards the development of a Financial Recovery Plan.

This intervention has been in place for 5 years .

A status quo assessment has been concluded and presented to council on the 28TH of May 2024 by National Treasury post the review of the FRP. The notice for public comments closed on 28th of June 2024 and National Treasury is finalizing the consideration of inputs received.

The Municipal FRP was approved on the 06th of December by the MEC of Provincial Treasury and Tabled to special council sitting on the 06th of February 2025.

Below is the summary of progress in implementing the activities of the Financial Recovery Plan.

The rescue phase consists of 112 activities. Of the 112 activities, the performance progress for the period under review as at 31 December 2025 was recorded as follows:

- ☐ A total of 112 or 100% of FRP activities were reported as activities still in progress for the rescue phase.
- ☐ 0 or 0 % of FRP activities were recorded as activities which have not yet commenced.
- ☐ 22 or 25% targets have been achieved by 31 December 2025.

Rescue Phase	Focus Area	Number of Activities	In Progress	Not yet started
			Q4 (24/25)	Q4 (24/25)
Pillar 1	Governance	32	32	0
Pillar 2	Institutional	12	12	0
Pillar 3	Financial Management	42	40	0
Pillar 4	Service Delivery	26	26	0
TOTAL		112	112	0

CHAPTER 10: PERFORMANCE MANAGEMENT

10.1 WHY IS PERFORMANCE MANAGEMENT IMPORTANT?

Performance management is the co-ordinated effort to achieve the Integrated Development Plan (IDP) goals and ensure service delivery to all citizens.

Performance Management is a strategic and systematic approach that enables the Govan Mbeki Municipality to effectively implement its development and growth strategies. It serves as a critical mechanism for measuring and improving operational efficiency, effectiveness, and economic sustainability.

10.2 PERFORMANCE MANAGEMENT OBJECTIVES

- ❑ Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its strategic objectives - Vision, mission and IDP into clear measurable outcomes
- ❑ Tool for assessing, managing, and improving the overall health and success of business processes and systems.
- ❑ Create an organisational performance culture (culture of best practices);
- ❑ Provide early warning signals;
- ❑ Promote accountability.
- ❑ Develop open and constructive relationship between customers, leadership and employees;
- ❑ Encourage reward for good performance;
- ❑ Manage and improve poor performance;
- ❑ Link performance to skills development and career planning, therefore encourage learning and growth; and
- ❑ Replace existing assessment models with a consistent approach to performance measurement and management.
- ❑ Sustainable improvements in Service Delivery
- ❑ Comply with legislative framework

In compliance with Section 19 of the Local Government: Municipal Structures Act No. 117 of 1998, municipalities are required to review their overall performance annually to assess their success in achieving constitutional and developmental objectives.

Performance Management also ensures that the municipality systematically monitors its Integrated Development Plan (IDP), aligning it with operational business plans and departmental performance indicators.

Municipal performance is essentially linked to the effectiveness of its employees, and as such, each employee must take ownership of their performance. Every individual within the municipality plays a crucial role in driving the achievement of the municipal strategic goals and objectives.

10.3 ORGANISATIONAL PERFORMANCE MANAGEMENT

The organisational performance is evaluated by means of a High-level Municipal Scorecard (Top Layer SDBIP) at organisational level and through the Departmental Service Delivery Budget and Implementation Plan (SDBIP) at Departmental level.

10.3.1 COMPONENTS OF THE HIGH-LEVEL MUNICIPAL SCORECARD (TOP LAYER SDBIP ARE AS FOLLOWS:

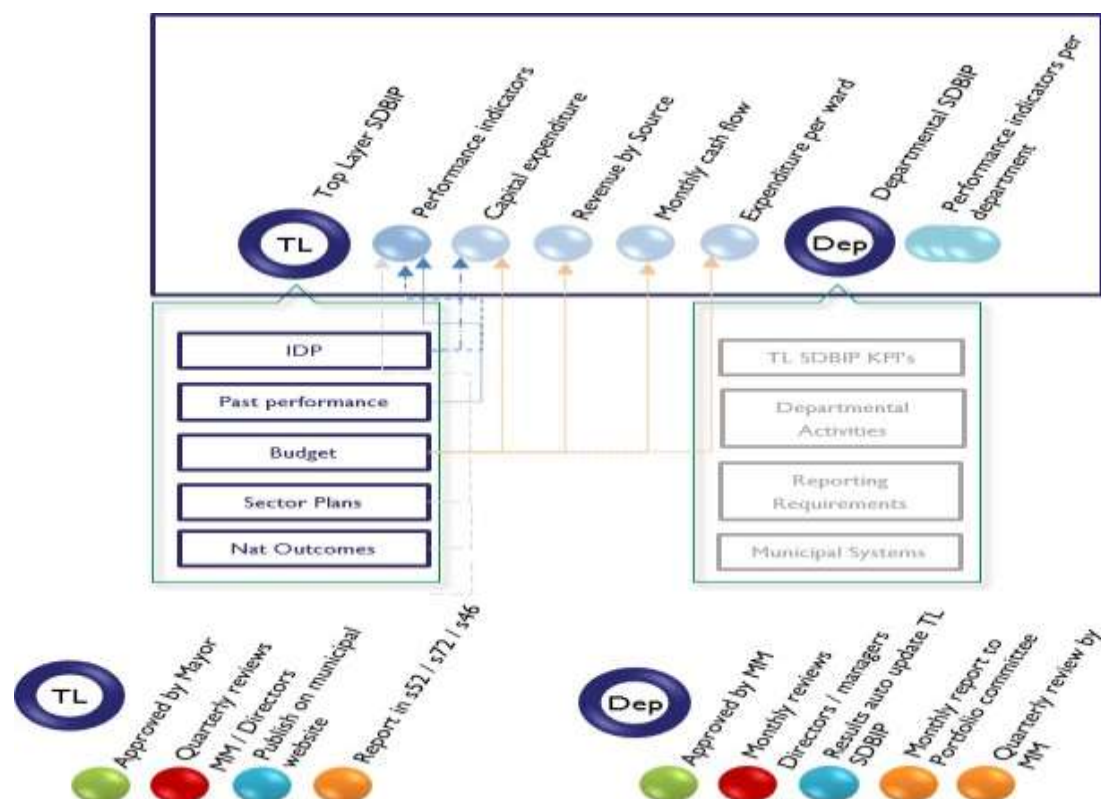
The SDBIP consists of **two core components, the Top Layer SDBIP (TL SDBIP)** which focuses on the strategy and key reporting requirements and the **Departmental/Organisational SDBIP** that measures the departmental performance.

- ❑ **Top Layer:** Dealing with consolidated service delivery targets and linking such targets to top management whereas the
- ❑ **Departmental Layer:** Provide more detail on each output for which the Directors are responsible for and breaks up such outputs into smaller outputs and linking these to middle- level and lower-level management.

The Executive Mayor in consultation with the Municipal Manager identify and prioritise Key Performance Indicators, which will be monitored during the year as per the High-Level Scorecard SDBIP through in-year reporting as legislative required.

Currently, Performance Agreements for Section 56 Managers are enter into which are linked to the High-level scorecard as well as their departmental SDBIP's.

Below illustration provide for an overview on the components of the both the High-level Municipal Scorecard (Top Layer SDBIP) and the Departmental Service Delivery Budget and Implementation Plan (SDBIP):



At its core, Performance Management provides municipal leadership, management, employees, and stakeholders with the necessary tools and methodologies for continuous planning, monitoring, evaluation, and review of municipal performance. This ensures alignment with key performance indicators and targets that drive service delivery and sustainable development.

To ensure sustained growth, continuous development of employees is essential, as it enhances their ability to perform more effectively and efficiently, thereby contributing to the municipality's overall success.

10.4 PERFORMANCE MANAGEMENT POLICY FRAMEWORK

The Municipality prepared and adopted a Performance Management Policy and Second revised Performance Management Policy by virtue of the council resolution dated A6/02/2013 and council resolution dated A60/07/2015 as well as the recent Performance Management Policy Framework as per Council resolution A092/07/2021 in line with the National Performance Management Framework for Local Government,

The PMS Policy Framework must be reviewed during the current financial year to take into account the requirements and provisions of the New Municipal Staff Regulations (GN890) and Guidelines (GN891),

Govan Mbeki Municipality procured and implemented an automated electronic the performance management system, which serves as a system to capture electronically performance reporting by each user who is responsible for updating and approval of reporting within each department.

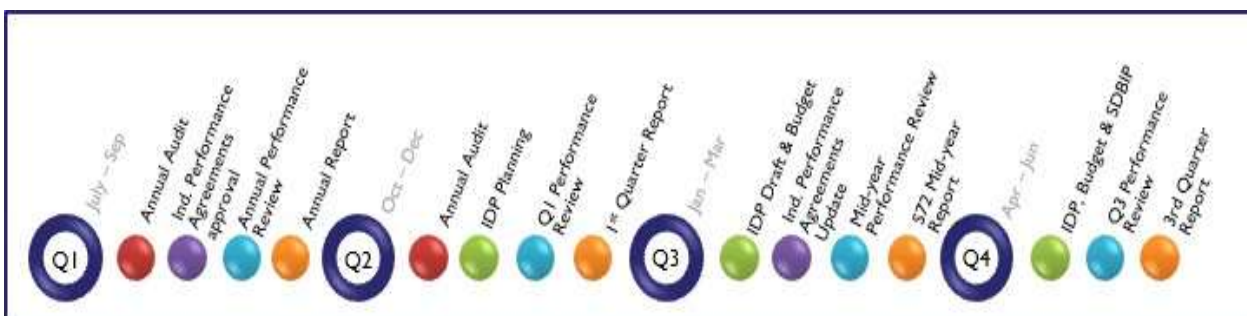
The ePMSPro System is responsible on technical and administrative matters related to the functioning or improvement of the system. Automated manuals on how to use the system is available online as well as Reports that can then be generated from the system to be utilised for reporting purposes to allow for consistency and effectiveness.

As per an Electronic PMS system, The Municipal High-level Scorecard SDBIP (Top-Layer SDBIP) is updated automatically with the actual results reported on as per the various Departmental SDBIP's.

The KPI Owners report quarterly on the results of the KPI by properly documenting the information in the performance response fields and make reference to where the POE can be found as uploaded on the ePMSPro System).

10.5 PERFORMANCE CYCLE

The overall planning, budgeting, performance monitoring and reporting cycle are summarised as follows in the Framework for Managing Programme Performance Information:



10.6 IN-YEAR ORGANISATIONAL PERFORMANCE REPORTING

Performance measurement allows the GMM to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities. Performance targets are the planned level of performance or the milestones the municipality sets for itself for each indicator identified.

The PMS serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget.

10.6.1 The performance reporting as it applies to the GMM:

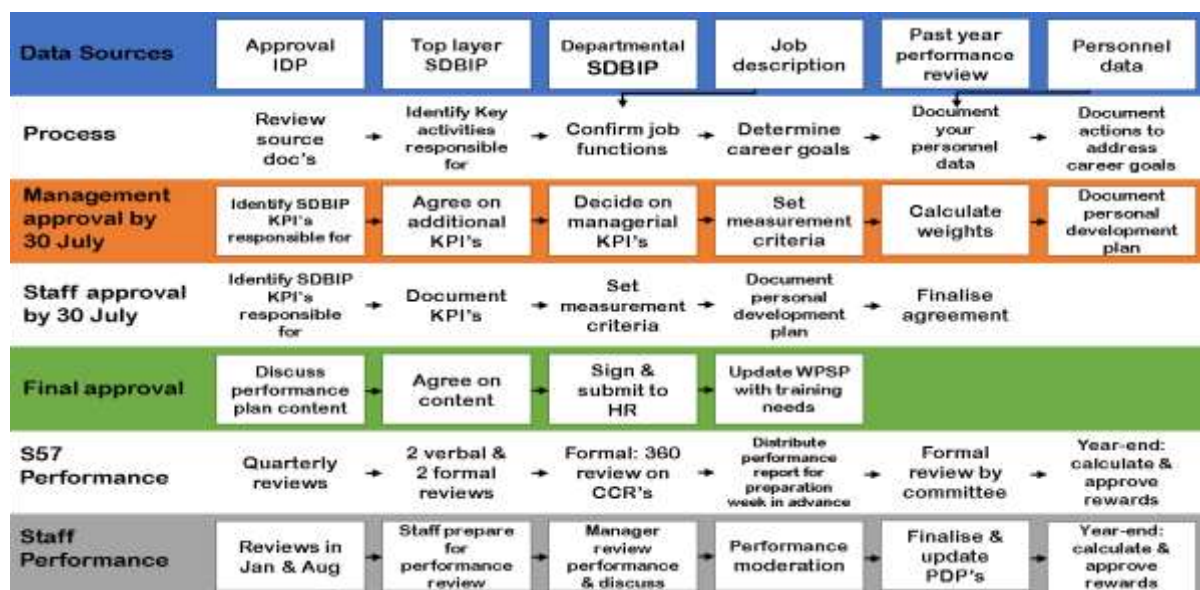
- ☐ Quarterly SDBIP Reporting
- ☐ Mid-year Budget and National and Provincial Report
- ☐ Section 46 Annual performance report
- ☐ Section 121, Annual Report
- ☐ Oversight Report
- ☐ Submission of quarterly performance reports on scorecards to the Council, Mayoral and Audit Committee for consideration and review of the performance of the GMM.
- ☐ The Mayoral Committee in reviewing the performance report on organizational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by executive management and that the corrective action being proposed is sufficient to address the reasons for poor performance.
- ☐ If satisfied with the corrective action as proposed these must to be adopted as formal resolutions of Council, minute and actioned accordingly.
- ☐ The reporting should take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December – quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

10.6.2 Assessment Intervals:

- ☐ 1st quarter - October
- ☐ 2nd Quarter - January (Midterm assessment report)
- ☐ 3rd Quarter -April
- ☐ 4th Quarter - July
- ☐ Draft Annual Performance Report - 31 August submitted to AG, Treasury & Cogta
- ☐ Consolidated Annual Report tabled in council



10.7 PROCESS MAPS SUMMARIZES THE KEY PROCESSES DEALING WITH PERFORMANCE MANAGEMENT AT ORGANIZATIONAL AND INDIVIDUAL LEVEL:



10.8

GOVAN MBEKI MUNICIPALITY: PERFORMANCE PROCESS/MODULE LINKAGES:



10. 9 LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP

GOVAN MBEI MUNICIPALITY LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP 2022/2023- 2027/ 2028									
MUNICIPAL LINKAGE					IDP LINKAGE		NATIONAL LINKAGE		
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
Financial Sustainability.	KPA 1	To enhance revenue & secure financial sustainability	SO1	To protect and enhance revenue	Fin.Sustain.	FINS8.1	Municipal Financial Viability and Management	MFVM4	A responsive and accountable, effective and efficient local government system
				To reduce operational expenditure					
				Ensure sound asset management.					
				Ensure value-for-money capital expenditure					
				Review and streamline SCM processes					
				Develop and implement a funding model.					
KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	KPA 2	To provide sustainable services, optimise operations and improve customer care	SO2	Improve energy efficiency	Physic.Infra.&Energy. Effic.	PI&EE2.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network
				Plan, construct and maintain roads and stormwater					
				Plan, construct and maintain water and sanitation					
				Plan, construct and maintain waste infrastructure					
				Plan, construct and maintain public facilities					
			Provide sustainable, reliable, affordable water, sanitation services to all	Serv.&Custom.Care.	S&CC3.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network	

GOVAN MBEI MUNICIPALITY
LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP
2022/2023- 2027/ 2028

MUNICIPAL LINKAGE					IDP LINKAGE		NATIONAL LINKAGE		
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
				Provide sustainable, reliable, affordable electricity to all residents					
				Provide sustainable, reliable, affordable waste disposal to all residents					
				Develop, implement maintain sound relations with all customers					
				Ensure access to safe and affordable public transport					
				Develop, implement a branding plan					
				Develop effective efficient building plan development application					
KPA 3: ECONOMIC GROWTH AND DEVELOPMENT	KPA 3	To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation	SO3	To plan, execute enterprise development	Econ.Grow.&Devel.	E&DEV4.1	Local Economic Development	LED3	An effective, competitive and responsive economic infrastructure network
				To plan, execute tourism enhancement					
				To plan execute green economy projects					
				To plan, execute skills development					
				To plan, execute rural and agricultural					

GOVAN MBEI MUNICIPALITY
LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP
2022/2023- 2027/ 2028

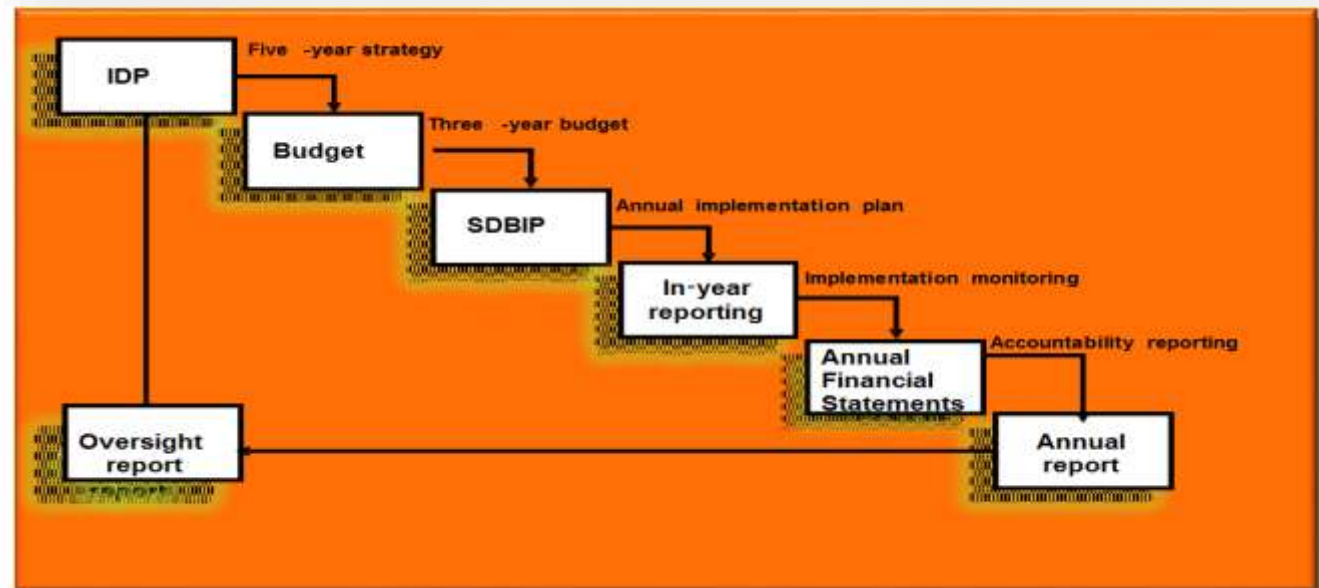
MUNICIPAL LINKAGE					IDP LINKAGE		NATIONAL LINKAGE		
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
				To plan, execute urban renewal projects					
				To plan, execute rural agricultural development					
KPA 4: INSTITUTIONAL TRANSFORMATION	KPA 4	To enhance the capacity of human capital and deliver institutional transformation	SO4	Assess, review, and address the human capital and skills	Inst.Transform.	INST7.1	Municipal Transformation and Institutional Development	MTID1	A skilled and capable workforce to support inclusive growth
				Establish an effective, efficient PMU , develop PM skills					
				Develop, implement an effective, efficient PMS					
				Review processes procedures for effective IT service					
				Review processes procedures - effective service					
				Review, provide the required municipal facilities					
				Review, plan provide for the required equipment vehicle					
KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT	KPA 5	To develop spatially integrated, safe communities	SO5	Ensure a safe secure environment	Safety&Env.	S&ENV5.1	Basic Service Delivery	BSD2	Protection and enhancement of environmental assets and natural resources
			Ensure a sustainable environment						

**GOVAN MBEI MUNICIPALITY
LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP
2022/2023- 2027/ 2028**

GOVAN MBEI MUNICIPALITY LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP 2022/2023- 2027/ 2028									
MUNICIPAL LINKAGE					IDP LINKAGE		NATIONAL LINKAGE		
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
		and a protected environment		Review, implement the disaster management					
				Provide reliable emergency services to all residents					
				Ensure effective efficient traffic control , law					
				Provide well-maintained parks, open spaces					
				Develop integrated, sustainable human settlements	Social.&Comm.Devel.	S&DEV6.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network
				Promote, develop sport, recreation					
				Develop, conserve protect craft culture					
				Ensure an effective and efficient library service					
				Plan, construct, and maintain cemeteries					
KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	KPA 6	To ensure good governance and the participation of stakeholders.	SO1	Promote sound and sustainable governance	Govern. & Stake.Part.	GOV&SP1.1	Good Governance and Public Participation	GGPP5	A responsive and accountable, effective and efficient local government system
				Pro-actively manage and mitigate risks					
				Review and streamline policies and procedures					
				Review by-laws and enforce					

**GOVAN MBEI MUNICIPALITY
LINKAGE AND ALIGNMENT OF IDP- BUDGET-SDBIP
2022/2023- 2027/ 2028**

MUNICIPAL LINKAGE					IDP LINKAGE		NATIONAL LINKAGE		
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
				Monitor and evaluate performance					
				Improve internal and external communication.					



10.10 DRAFT SDBIP 2026/2027

The SDBIP is one element of the continuous planning, implementation and reporting cycle that aims to achieve Council's Vision and Mission as well as the strategic objectives contained in the Integrated Development Plan (IDP). Adoption of the Service Delivery and Budget Implementation Plan is a legislative prerequisite that requires the Executive Mayor to approve the SDBIP within 28 days after the final approval of the budget. Herewith as follows the Draft Municipal High-level 2026/2027 indicators and Targets:

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
NO	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
KPA 1 : FINANCIAL SUSTAINABILITY																
1	FINANCIAL	Fin.Sustain.	FINS8.1	Percentage (%) of Debtors Payment rate by 30 June 2027	Percentage of debtor's payment rate over 12 months rolling period calculated per quarter	Quarterly Report (Financial Ratios)	66 % Debtors payment rate as at 30 June 2025	All	Operational	Outcome	%	80% Debtors payment rate per quarter by 30 June 2027	70%Debtors payment rate	75%Debtors payment rate	75%Debtors payment rate	80%Debtors payment rate
2	FINANCIAL	Fin.Sustain.	FINS8.1	Percentage (%) of Debt book Reduction by 30 June 2027	Debt book reduction	Monthly and Quarterly Report Revenue enhancement plan	2.82% Increase in Debt Book as at 30 June 2025	All	Operational	Activity	%	15% of Debt book Reduction by 30 June 2027	3% of Debt book Reduction	4% of Debt book Reduction	4% of Debt book Reduction	4% of Debt book Reduction
3	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Percentage (%) Of Operating Service Debtors to Revenue coverage ratio calculated as follows:(Total outstanding services debtors/ Annual service Revenue received for services x 100) by 30 June 2027	Financial Viability measured in terms of outstanding services debtor Service Debtors to Revenue) Outstanding service debtors to revenue Total outstanding service debtors ÷ annual revenue actually received for services Norm = 20%	Quarterly Report (Financial Ratios)	43,68% of outstanding service debtors to revenue as at 30 June 2025	All	Operational Budget	Outcome	%	35% Of Operating Service Debtors to Revenue coverage ratio calculated as follows: (Total outstanding services debtors/ Annual service Revenue received for services x 100) by 30 June 2027	35% Of Operating Service Debtors to Revenue coverage ratio calculated	35% Of Operating Service Debtors to Revenue coverage ratio calculated	35% Of Operating Service Debtors to Revenue coverage ratio calculated	35% Of Operating Service Debtors to Revenue coverage ratio calculated
4	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Percentage (%) Debt coverage calculated as per the ratio determined: Debt coverage (Total operating revenue received - operating grants) ÷ debt service payments (i.e. interest + redemption by 30 June 2027	Debt coverage ratio((Total operating revenue – conditional operating grants received) / (Debt service payments due within the year)) measured by end-June of the financial year, Norm = 45%	Quarterly Report (Financial Ratios)	0,42% of debt coverage calculated as per the ratio determined as at 30 June 2025.	All	Operational Budget	Outcome	%	0,01% Debt coverage calculated as per the ratio determined: Debt coverage (Total operating revenue received - operating grants) ÷ debt service payments (i.e. interest + redemption by 30 June 2027	0,01%Debt coverage calculated as per the ratio determined	0,01%Debt coverage calculated as per the ratio determined	0,01%Debt coverage calculated as per the ratio determined	0,01%Debt coverage calculated as per the ratio determined

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY							Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027				
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of		Target	Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
5	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Financial Viability measured in terms of Cost coverage ratio for financial year 2025/2026 as at 30 June 2027	Cost coverage as at 30 June annually Cost coverage (All available cash at a particular time + investments) ÷ monthly fixed operating expenditure [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) +Short Term Investment) / Monthly Fixed Operational Expenditure excluding(Depreciation, Amortisation, Provision for bad debts, Impairment and Loss on disposal of assets)	Quarterly Report (Financial Ratios)	0.19:1 Months Cost Coverage ratio calculated as at 30 June 2025.	All	Operational Budget	Outcome	# Ratio	1:2 Months Cost Coverage ratio calculated as at 30 June 2027	1:2 Months Cost Coverage ratio calculated	1:2 Months Cost Coverage ratio calculated	1:2 Months Cost Coverage ratio calculated	1:2 Months Cost Coverage ratio calculated
6	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Percentage (%)of the Municipality's capital budget spent on capital projects identified in the IDP, measured as Total Actual Capital Expenditure/Approved Capital Budget x 100 (All Funding excl. MIG) by 30 June 2027	CAPEX: The percentage of a municipality's capital budget spent on capital projects identified in the IDP for the financial year	Financial calculations report from financial system on the total YTD amount of actual Capital expenditure of Listed Municipal Capital projects identified in terms of the Municipality's Own Capital Budget excluding MIG and INEP	60,63% of the capital budget was spent during financial year 2024/25 as at 30 June 2025.	All	R108,888,000.30	Output	%	100% of capital budget spent by 30 June 2025	25% Capital spending (cumulative)	50% Capital spending (cumulative)	75% Capital spending (cumulative)	100% Capital spending (cumulative)
7	CIVIL ENGINEERING	Fin.Sustain.	FINS8.1	Percentage (%) of spending on MIG funds by 30 June 2027	CAPEX:The percentage of a municipality's capital budget spent on capital projects in terms of MIG Funds	Financial calculations report from financial system on the total YTD amount of actual Capital expenditure of Listed MIG projects identified in terms of MIG funds	100% of spending on MIG funds as at 30 June 2025	All	R67,426,250.00	Output	%	100% of spending on MIG funds by 30 June 2027	25% MIG spending (cumulative)	50% MIG spending (cumulative)	75% MIG spending (cumulative)	100% MIG spending (cumulative)

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
8	ELECTRICAL AND MECHANICAL	Fin.Sustain.	FINS8.1	Percentage (%) of spending on INEP funds by 30 June 2027	CAPEX: (INEP), The Percentage of INEP Spending as determined by the b {(Actual expenditure divided by the total approved budget) x 100}	Financial calculations report from financial system on the total YTD amount of actual Capital expenditure of Listed INEP projects identified in terms of INEP funds	100% spending of INEP funds at 30 June 2025	All	R40,000,000.00	Outcome	%	100% spending of INEP funds by 30 June 2027	25 % INEP spending (cumulative)	50% INEP spending (cumulative)	75 % INEP spending (cumulative)	100 % INEP spending (cumulative)
9	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Percentage (%) of operational budget spent on repairs and maintenance by 30 June 2027	Provision for repairs and maintenance	Proof spending on maintenance / reports	65% of Repairs and maintenance budget was spent during financial year 2024/25 as at 30 June 2025.	All	R158,333,612.17	Outcome	%	100% of Repairs and maintenance budget spent by 30 June 2027	25% of Repairs and maintenance budget spent	50% of Repairs and maintenance budget spent (cumulative)	75% of Repairs and maintenance budget spent(cumulative)	100% of Repairs and maintenance budget spent (cumulative)
10	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Submit FY 2025/2026 Adjustments budget to Council by 28 February 2027	Adjustment budget submitted to Council	Council resolution/ 1 X Adjustment budget	1X FY22024/2026 Adjustments budget submitted to Council	All	Operational Budget	Output	#	1X FY2025/2026 Adjustments budget to Council by 28 February 2027	n/a	n/a	1X Adjustments budget to Council by 28 February 2027	N/A
11	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Approval of the Main MTREF Budget (FY2026/2027 by Council by 31 May 2027	Submit the Main MTREF budget as compiled to council for approval by the legislative deadline	Council resolution/ 1 X Approved draft Budget and 1x Approved budget per annum	1X Approved Main MTREF Budget (FY2025/2026) by Council by 31 May 2026	All	Operational Budget	Output	#	1X Approved Main MTREF Budget (FY2026/2027) by Council by 31 May 2026	n/a	n/a	1X Approved Draft MTREF Budget (FY2026/2027) by Council	1X Approved Main MTREF Budget (FY2026/2027) by Council
12	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Quarterly Physical verifications for movable assets conducted by 30 June 2027	Quarterly Physical verifications for Movable Assets Conducted Quarterly	Status repot Physical verifications of movable assets conducted	1X Physical verifications for movable assets conducted as at 30 June 2025	All	Operational Budget	Activity	#	4x Quarterly Physical verifications for movable assets conducted by 30 June 2027	1 x Quarterly Physical verification for movable assets conducted	1 x Quarterly Physical verification for movable assets conducted	1 x Quarterly Physical verification for movable assets conducted	1 x Quarterly Physical verification for movable assets conducted
13	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	Annual procurement plans approved by Council 30 June 2027	Signed Annual procurement plan as approved by Council	Approved Annual procurement	1X Annual procurement plan approved as at 30 June 2025	All	Operational Budget	Activity	#	1X Annual procurement plan approved by Council by 30 June 2027	n/a	n/a	n/a	1X Annual procurement plan approved
14	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	% reduction of Irregular Expenditure) by 30 June 2027	Reduction of Irregular Expenditure (UIFW)	Reports on the Unauthorised, Irregular,Fruitless and Wasteful Expenditure(UIFW)/ Council Resolution	new	All	Operational Budget	Activity	%	30% reduction of Irregular Expenditure by 30 June 2027	5% reduction of Irregular Expenditure	10% reduction of Irregular Expenditure	5% reduction of Irregular Expenditure	10% reduction of Irregular Expenditure
15	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	% reduction of Fruitless and Wasteful Expenditure by 30 June 2027	Reduction of Fruitless and Wasteful Expenditure (UIFW)	Reports on the Unauthorised, Irregular,Fruitless and Wasteful Expenditure(UIFW)/ Council Resolution	new	All	Operational Budget	Activity	%	10% reduction of Fruitless and Wasteful Expenditure by 30 June 2027	2% reduction of Fruitless and Wasteful Expenditure	3% reduction of Fruitless and Wasteful Expenditure	2% reduction of Fruitless and Wasteful Expenditure	3% reduction of Fruitless and Wasteful Expenditure

GOVAN MBEKI MUNICIPALITY
FINANCIAL YEAR 2025-2026
PERIOD: 01 JULY 2026 - 01 JUNE 2027
DRAFT
MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY							Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027				
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of		Target	Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
16	FINANCIAL SERVICES	Fin.Sustain.	FINS8.1	% reduction of Unauthorised Expenditure by 30 June 2027	Reduction of Unauthorised, Expenditure	Reports on the Unauthorised, Irregular,Fruitless and Wasteful Expenditure(UIFW)/ Council Resolution	new	All	Operational Budget	Activity	%	100 % reduction of Unauthorised Expenditure by 30 June 2027	50% reduction of Unauthorised Expenditure	0% reduction of Unauthorised Expenditure	50% reduction of Unauthorised Expenditure	0% reduction of Unauthorised Expenditure
TOTAL KPA 1 : FINANCIAL SUSTAINABILITY																
KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES																
17	PLANNING AND ECONOMIC DEVELOPMENT	Physic.Infra.&Energy Effic.	PI&EE2.1	Percentage of all compliant Township Establishment Applications processed within 12 months as at 30 June 2027 (Excludes applications with objections, incomplete and aborted applications)	Evaluate Township Establishment applications received in terms of SPLUM By-law and Land Use Scheme in line service standards.	Township Establishment Applications Register	0X Township Establishment Applications accepted and considered within 12 months as at 30 June 2025	All	R1,500,000.00	Activity	%	100% of all Township Establishment Applications processed within 12 months as at 30 June 2027	100% of all Township Establishment Applications processed within 12 months	100% of all Township Establishment Applications processed within 12 months	100% of all Township Establishment Applications processed within 12 months	100% of all Township Establishment Applications processed within 12 months
18	PLANNING AND ECONOMIC DEVELOPMENT	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) of Complete (Compliant) Land Development Applications (LDA), (but exclude Township applications, applications with objections and applications that are not complete or rejected/Aborted), Evaluated and Finalised within 90 working days by 30 June 2027	Evaluate/Asses Land Development Applications (LDA) interms of SPLUMA as and when submitted by Land owner/Agent or Consultant.	Land Development Application Register, (BizAgi reports/Electronic System) Report generated in excel format (Referred to as the Land Development application register).	54%) of Complete (Compliant) Land Development Applications (LDA), (but exclude Township applications, applications with objections and applications that are not complete or rejected/Aborted), Evaluated and Finalised within 90 working days recorded as at 30 June 2025	All	Operational Budget	Activity	%	100 % of Complete (Compliant) Land Development Applications (LDA), (but exclude Township applications, applications with objections and applications that are not complete or rejected/Aborted), Evaluated and Finalised within 90 working days by 30 June 2027	100% of Complete (Compliant) Land Development Applications (LDA) Evaluated and Finalised 90 working days	100% of Complete (Compliant) Land Development Applications (LDA) Evaluated and Finalised 90 working days	100% of Complete (Compliant) Land Development Applications (LDA) Evaluated and Finalised 90 working days	100% of Complete (Compliant) Land Development Applications (LDA) Evaluated and Finalised 90 working days
19	PLANNING AND ECONOMIC DEVELOPMENT	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) of Compliant Building plans with an area less than 500m2 approved within 30 days by 30 June 2027	Finalisation of Building Plan in line with the approved service standards. As Follows: Building plan application where the area of a building is less than 500m2, the application should be approved within 30 days.	Building Plan Application Register, (BizAgi reports/Electronic System) Report generated in excel format (Referred to as the BPA application register).	84% of Completed (Compliant) Building Plans Applications Evaluated and Finalised within 90 days, including applications from previous financial year with finalisation date that falls under the current year of assessment in line with the service standard recorded as at 30 June 2025.	All	Operational Budget	Activity	%	100% of Compliant Building plans with an area less than 500m2 approved within 30 days by 30 June 2027	100% of Compliant Building plans approved within 30 days	100% of Compliant Building plans approved within 30 days	100% of Compliant Building plans approved within 30 days	100% of Compliant Building plans approved within 30 days

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
20	PLANNING AND ECONOMIC DEVELOPMENT	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) Compliant Building plans with an area 500m2 or larger to be approved within 60 days by 30 June 2027	Finalisation of Building Plan in line with the approved service standards. As Follows: Building plan application where the area of a building is 500m2 or larger, the application should be approved within 60 days of receipt of the application.	Building Plan Application Register, (BizAgi reports/Electronic System) Report generated in excel format (Referred to as the BPA application register).	84% of Completed (Compliant) Building Plans Applications Evaluated and Finalised within 90 days, including applications from previous financial year with finalisation date that falls under the current year of assessment in line with the service standard recorded as at 30 June 2025.	All	Operational Budget	Activity	%	100% of Compliant Building plans with an area 500m2 or larger to be approved within 60 days by 30 June 2027	100% of Compliant Building plans approved within 60 days	100% of Compliant Building plans approved within 60 days	100% of Compliant Building plans approved within 60 days	
21	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Water meter replacement/upliftment & new installations by 30 June 2027	Improved water meter functionality and service reliability/ Maintenance of water meters	Monthly Reports	new	All	R9,000,000.00	Output	#	2600 X Water meter replacement/upliftment & new installations by 30 June 2027	650 x Water meter replacement/upliftment & new installation	650 x Water meter replacement/upliftment & new installation	650 x Water meter replacement/upliftment & new installation	
22	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage Reduction of Water losses as per previous year end actual water losses recorded by 30 June 2027	Monitoring and Implementing measures to reduce Water losses based on financial figures as per previous losses recorded (from 46 % recorded previous year actual losses to 38%)	Invoices from Rand Water and Financial year Water Balance Report	14.14% x Reduction in Water losses as per previous year end actual water losses recorded by 30 June 2025	All	Operational Budget	Outcome	%	8% x Reduction of Water losses as per previous year end actual water losses recorded by 30 June 2027	2% x Reduction of Water losses per quarter as per the actual waterlosses recorded	2% x Reduction of Water losses per quarter as per the actual waterlosses recorded	2% x Reduction of Water losses per quarter as per the actual waterlosses recorded	
23	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage % Water Compliance with SANS 241 Measured quarterly by 30 June 2027	Quality of potable water comply with SANS 241 (Blue Drop Status)	Report form IRIS system by DWS	97.4% Water Compliance with SANS 241	All	R500,000.00	Outcome	%	95 % Water Compliance with SANS 241 measured quarterly by 30 June 2027	95 % Water Compliance with SANS 241 measured quarterly	95 % Water Compliance with SANS 241 measured quarterly	95 % Water Compliance with SANS 241 measured quarterly	
24	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Publication of water quality and final effluent compliance results by 31 December 2026	Publications placed on local newspaper and website: (Green drop)	Social media/ Municipal Websites	1 X Publication of water quality and final effluent compliance results	All		Output	#	1X Publication of water quality and final effluent compliance results by 31 December 2026	n/a	1X Publication of water quality and final effluent compliance results	n/a	n/a
25	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage % compliance to Quality of effluent water (green) measured quarterly by 30 June 2027	Quality of effluent comply 75% with general limit in terms of the Water Act (Act 36 of 1998) as per average of all treatment works (testing)	Report form IRIS system by DWS	68.2% compliance to Quality of effluent water measured	All		Outcome	%	75 % compliance to Quality of effluent water measured quarterly by 30 June 2027	75 % compliance to Quality of effluent water measured quarterly	75 % compliance to Quality of effluent water measured quarterly	75 % compliance to Quality of effluent water measured quarterly	75 % compliance to Quality of effluent water measured quarterly

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
26	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Square metres (m2) of tarred roads repaired and maintained by 30 June 2027	Tarred roads repaired and maintained	Quarterly Reports are the means of verification for this target as it is reported quarterly. (Monthly reports/ weekly reports/ job cards/ maintenance schedules or plans are the other POEs that feeds information into the quarterly report)	38549.16 m2 Repair and maintenance of paved roads pothole patchwork and paving block repairs	All	R1,674,413.14	Outcome	#/m2	38600m2 of tarred roads repaired and maintained by 30 June 2027	8000m2 of tarred roads repaired and maintained	9300m2 of tarred roads repaired and maintained	10300m2 of tarred roads repaired and maintained	11000m2 of tarred roads repaired and maintained
27	CIVIL ENGINEERING	Physic.Infra.&Energy. Effic.	PI&EE2.1	Kilometres (KMs) of Gravel Roads maintained 30 June 2027	Gravel Road maintenance	Quarterly Reports are the means of verification for this target as it is reported quarterly. (Monthly reports/ weekly reports/ job cards/ maintancance schedules or plans are the other POEs that feeds information into the quarterly report)	191.58 km Maintenance of Gravel roads by grading and regravelling	All	R6,500,000.00	Outcome	#/km	200 Kilometres(Kms) of Gravel Roads maintained by 30 June 2027	50Kilometres(Kms) of Gravel Roads maintained	50Kilometres(Kms) of Gravel Roads maintained	50Kilometres(Kms) of Gravel Roads maintained	50 Kilometres(Kms) of Gravel Roads maintained
28	ELECTRICAL	Physic.Infra.&Energy	PI&EE2.1	Number of Smart Meters installed by 30 June 2027	Electrical Smart Meter installations/ Rollout smart meters for accuracy	Installation reports	new	All	R25,106,919.1	Output	#	20000 x Smart Meters installed by 30 June 2027	5000 x Smart Meters installed	5000 x Smart Meters installed	5000 x Smart Meters installed	5000 x Smart Meters installed
29	ELECTRICAL AND	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) reduction of Energy losses as per previous year end actual energy losses recorded by 30 June 2027	Monitoring and Implementing measures to reduce Energy Losses based on financial figures as per previous losses recorded	Invoices from Eskom and Financial year Energy Balance Report	14.14% x Reduction in Water losses as per previous year end actual water losses recorded by 30 June 2025	All	Operational Budget	Outcome	%	10% Reduction of Energy losses as per previous year end actual energy losses recorded by 30 June 2027	2,5% x Reduction of Energy losses as per previous year end actual energy losses recorded	2,5% x Reduction of Energy losses as per previous year end actual energy losses recorded	2,5% x Reduction of Energy losses as per previous year end actual energy losses recorded	2,5% x Reduction of Energy losses as per previous year end actual energy losses recorded
30	FINANCIAL SERVICES	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Indigent households supply with free basic services by 30 June 2027	Supply free basic services to Indigent households , categorised for all qualifying indigent households in accordance to the financial billing system and Indigent Register	Indigent Register/ Billing system report	13371x Indigents household supply with free basic services as at 30 June 2025	All	R67,723,448.00	Outcome	#	13800x Indigents household supply with free basic services by 30 June 2027	3450 x Indigents Household supply with free basic services	3450 x Indigents Household supply with free basic services	3450 x Indigents Household supply with free basic services	3450 x Indigents Household supply with free basic services

GOVAN MBEKI MUNICIPALITY
FINANCIAL YEAR 2025-2026
PERIOD: 01 JULY 2026 - 01 JUNE 2027
DRAFT
MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY							Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target	Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
31	COMMUNITY SERVICES	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Households with access to basic level of solid waste removal as at 30 June 2027 of the financial year	Definition of a household = Residential, Business Properties, Churches, Schools, Farms, State Properties and any other property within the municipality that requires the services relating to solid waste as categorised in the billing system . "Access to basic Level of basic solid waste removal "= billed account in accordance to the financial system	Billing Report from the financial system/ Quarterly Collection Schedule or Report from Community Services,	69 548 x households with access to basic solid waste removal as at 30 June of the financial year	All	Operational Budget	Outcome	#	70 000x households with access to basic level of solid waste removal as at 30 June 2027 of the financial year	70 000 X Households with access to basic level of solid waste removal	70 000 X Households with access to basic level of solid waste removal	70 000 X Households with access to basic level of solid waste removal
32	FINANCIAL SERVICES	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Households with access to basic level of electricity as at 30 June 2027 of the financial year	Definition of a household = Residential, Business Properties, Churches, Schools, Farms, State Properties and any other property within the municipality that requires access to the basic level of services relating to electricity, as categorised in the billing system . "Access to basic Level of electricity "= billed account in accordance to the financial system	Billing Report from the financial system/ Prepaid Meter Listing Report,	126 141 X Households with access to basic electricity as at 30 June 2025 of the financial year	All	Operational Budget	Output	#	123346 X Households with access to basic level of electricity as at 30 June 2027 of the financial year	123346 X Households with access to basic level of electricity	123346 X Households with access to basic level of electricity	123346 X Households with access to basic level of electricity
33	FINANCIAL SERVICES	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Households with access to basic level of water as at 30 June 2026 of the financial year	Definition of a household = Residential, Business Properties, Churches, Schools, Farms, State Properties and any other property within the municipality that requires the services relating to access to basic level of water as categorised in the billing system . "Access to basic Level of water "= billed account in accordance to the financial system	Billing Report from the financial system/ Quarterly Water installation report from Civil Services,	61 190 x Households with access to basic water as at 30 June 2025 of the financial year	All	Operational Budget	Output	#	60624x Households with access to basic level of water as at 30 June 2027 of the financial year	60624x Households with access to basic level of water	60624x Households with access to basic level of water	60624x Households with access to basic level of water

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																		
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027					
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027		
34	FINANCIAL SERVICES		Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of Households with access to basic basic level of sanitation as at 30 June 2027 of the financial year	Definition of a household = Residential, Business Properties, Churches, Schools, Farms, State Properties and any other property within the parameters of the municipality that requires the services relating to access to basic level of sanitation as categorised in the billing system . "Access to basic Level of sanitation "= billed account in accordance to the financial system	Billing Report from the financial system/ Quarterly sanitation connections report from Civil Services,		55 381 x Households with access to basic sanitation as at 30 June 2025 of the financial year	All	Operational Budget	Output	#	55539 x Households with access to basic level of sanitation as at 30 June 2027 of the financial year	55539 x Households with access to basic level of sanitation	55539 x Households with access to basic level of sanitation	55539 x Households with access to basic level of sanitation	55539 x Households with access to basic level of sanitation
35	CORPORATE		Physic.Infra.&Energy. Effic.	PI&EE2.1	Reviewed of the Customer Care Policy for approval by council as at 31 March 2026	Review of the Customer Care Policy	Reviewed Customer Care Policy/ Council Resolution		new	All	Operational	Output	#	1x Customer Care Policy Reviewed and approved by Council as at 31 March 2026	n/a	n/a	1x Customer Care Policy Reviewed and approved by council	n/a
TOTAL KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES																		
KPA 3: ECONOMIC GROWTH AND DEVELOPMENT																		
36	PLANNING AND ECONOMIC		Econ.Grow.&Devel.	E&DEV4.1	Number of job opportunities to be created through EPWP by 30 June 2027	Recruitment and appointment of beneficiaries through EPWP	Appointment letters/ Reports		464x Job opportunities to be created through EPWP as at 30 June 2025	All	#####	Outcome	#	500x Job opportunities to be created through EPWP by 30 June 2027	100 x Job opportunities to be created through EPWP	100 x Job opportunities to be created through EPWP	150x Job opportunities to be created through EPWP	150x Job opportunities to be created through EPWP
37	PLANNING AND ECONOMIC		Econ.Grow.&Devel.	E&DEV4.1	Quarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee by 30 June 2027	SLP projects co-ordination and reporting	Portfolio Committee Agenda and Minutes		4x Quarterly progress reporting on the implementation of SLP projects as at 30 June 2025	All	Operational Budget	Input	#	4x Quarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee by 30 June 2027	1xQuarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee	1xQuarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee	1xQuarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee	1xQuarterly progress reporting on the implementation of SLP project to the Planning and Economic Development (PED) Portfolio Committee
38	PLANNING AND ECONOMIC		Econ.Grow.&Devel.	E&DEV4.1	Number of SMME's workshops facilitated/conducted by 30 June 2027	Facilitate and Conducting of SMME/Cooperatives/Business Workshops	Attendance registers/ Program		5X SMME Compliance workshops held as at 30 June 2025	All	Operational	Input	#	12x SMME's workshops facilitated/conducted by 30 June 2027	3 x SMME's workshops facilitated/conducted	3 x SMME's workshops facilitated/conducted	3 x SMME's workshops facilitated/conducted	3 x SMME's workshops facilitated/conducted
TOTAL KPA 3: ECONOMIC GROWTH AND DEVELOPMENT										R2,939,000.00								
KPA 4: INSTITUTIONAL TRANSFORMATION																		
39	OFFICE OF THE		Inst.Transform	INST7.1	Percentage % reduction of vacancy rate by 30 June 2027	Filling of approved vacancies	Appointment tracking Schedule		5,89 % Reduction of vacancy rate as at 30 June 2025	All	Operational Budget	Outcome	%	7% of reduction vacancy rate by 30 June 2027	n/a	3 % Reduction of vacancy rate	n/a	4% Reduction of vacancy rate

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MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

NO	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
40	OFFICE OF THE MUNICIPAL MANAGER/CORPORATE	Inst.Transform.	INST7.1	Number of Local Labour Forum meetings held by 30 June 2027	Compilation of Agendas and facilitation of the Local Labour Forum	Agenda and Minutes of LLF meetings	13 x Agendas issued for Local Labour Forum meetings as at 30 June 2025	All	Operational Budget	Outcome	#	10 x Local Labour Forum meetings held by 30 June 2027	3x Local Labour Forum meetings held	2x Local Labour Forum meetings held	3x Local Labour Forum meetings held	2x Local Labour Forum meetings held
41	OFFICE OF THE MUNICIPAL MANAGER/CORPORATE	Inst.Transform.	INST7.1	Number of people from employment equity target groups employed in the three highest levels of management (Senior and Middle Management) in compliance with a municipality's approved employment equity plan by 30 June 2027	Number of Appointments made in line with Employment Equity targets on the three highest levels of management	Employment Equity report /Employment Equity Plan and Workforce Profile	2x People from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan as at 30 June 2025	All	Operational Budget	Outcome	#	5x People from employment equity target groups employed in the three highest levels of management ((Senior and Middle Management) in compliance with a municipality's approved employment equity plan by 30 June 2027	n/a	n/a	n/a	5x People from employment equity target groups employed in the three highest levels of management ((Senior and Middle Management
42	CORPORATE	INST7.1	INST7.1	Submission of Workplace Skills Plan to LGSETA by 30 April 2027	WSP submitted to LGSETA by 30 April, annually.	WSP Acknowledgement Report	1 x Workplace Skills Plan submitted to the LG SETA on 29 April 2025.	All	Operational	Output	#	1 x Workplace Skills Plan submitted to LGSETA by 30 April 2027	n/a	n/a	n/a	1 x Workplace Skills Plan submitted to LGSETA
43	CORPORATE SERVICES	INST7.1	INST7.1	Percentage (%) of the allocated budget spent on the implementation of the Workplace Skills Plan by 30 June 2027	[(Actual amount spent on training/total allocated budget) x100] Monitor training interventions/ training budget as per the Workplace skills plan WSP,	Financial and Training reports	49.4% of the allocated budget spent on the implementation of the Workplace Skills Plan as at 30 June 2025	All	Operational Budget	Output	%	100% of the allocated budget spent on the implementation of the Workplace Skills Plan by 30 June 2027	25% of the allocated budget spent on the implementation of the Workplace Skill	50% of the allocated budget spent on the implementation of the Workplace Skill	75% of the allocated budget spent on the implementation of the Workplace Skill	100% of the allocated budget spent on the implementation of the Workplace Skill
44	CORPORATE SERVICES	Inst.Transform.	INST7.1	Number of Physical Staff Verifications, code of conduct affirmation and financial disclosure signing conducted by 30 June 2027	Conduct physical verification, code of conduct affirmation and financial disclosure signing of municipal staff	Verification report /Notification to all staff member	new	All	1705186.08	Output	#	1x Physical Staff Verifications, code of conduct affirmation and financial disclosure signing conducted by 30 June 2027	n/a	n/a	n/a	1x Physical Staff Verifications, code of conduct affirmation and financial disclosure signing conducted
45	CORPORATE	Inst.Transform.	INST7.1	Percentage of Cases finalised as per the Disciplinary Register by 30 June 2027	Finalising of cases as per the Disciplinary Register	Disciplinary Register	new	All	Operational	Output	%	50 % of Cases finalised as per the Disciplinary Register by 30 June 2027	10% of Cases finalised	10% of Cases finalised	15% of Cases finalised	15% of Cases finalised
TOTAL KPA 4: INSTITUTIONAL TRANSFORMATION																
KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT																
46	COMMUNITY SERVICES	Safety&Env.	S&ENV5.1	Review of the Disaster Management Plan and submit to Council for approval by 31 March 202	Disaster Management Plan reviewed	Reviewed Disaster Management Plan and Council resolution	1x Reviewed Disaster Management Plan submitted to Council for approval as at 30 March 2025.	All	Operational Budget	Output	#	1x Reviewed Disaster Management Plan submitted to Council for approval by 31 March 2027	n/a	n/a	1x Reviewed Disaster Management Plan submitted to Council for approval	n/a

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MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

NO	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY							Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027				
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Measure	Annual Budget	Type of		Target	Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
47	COMMUNITY SERVICES	Safety&Env.	S&ENV5.1	Percentage (%) of Fire fighting response attended to in compliance to Service Standards response time quarterly by 30 June 2027	Attend to Fire fighting response in compliance to Service Standards response time	Quarterly report on response to fire fighting response	83% percent of firefighting response attended to in compliance to Service Standards response time quarterly as at 30 June 2025	All	Operational Budget	Outcome	%	85% of Fire Fighting response attended to in compliance to Service Standards response time quarterly by 30 June 2027	85% of Fire Fighting response attended to in compliance to Service Standards response time	85% of Fire Fighting response attended to in compliance to Service Standards response time	85% of Fire Fighting response attended to in compliance to Service Standards response time	85% of Fire Fighting response attended to in compliance to Service Standards response time
TOTAL KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT																
KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION																
48	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP 1.1	Percentage (%)of council resolutions implemented by 30 June 2027	Implementation of Council resolutions by Departments	Council resolution register and supporting documents	91,48% of Council resolutions were implemented as at 30 June 2025	All	Operational	Outcome	%	100% of council resolutions implemented by 30 June 2027	100% of council resolutions implemented	100% of council resolutions implemented	100% of council resolutions implemented	100% of council resolutions implemented
49	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP 1.1	Percentage (%) Excecution of the Internal Audit Plan by 30 June 2027	Execution of Audits as per the Audit plan	Internal Audit Plan/Quarterly Internal Audit Report	95% Implementation of the Audit Plan as at 30 June 2025.	Output	Output	Output	%	100 % x Execution of the Internal Audit Plan by 30 June 2027	100 % x Execution of the Internal Audit Plan	100 % x Execution of the Internal Audit Plan	100 % x Execution of the Internal Audit Plan	100 % x Execution of the Internal Audit Plan
50	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP 1.1	Number of Strategic Risk registers reviewed by 30 June 2027	Reviewed the Strategic Risk Register by June annually	Reviewed Strategic Risk register / RMC minutes	1X Strategic Risk register reviewed as at 30 June 2025	All	Operational	Output	#	1X Strategic Risk register reviewed by 30 June 2027	n/a	n/a	n/a	1X Strategic Risk register reviewed
51	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP1.1	Percentage (%) Mitigation of Strategic Risk register by 30 June 2027	Monitoring Risk Register	Progress report on risk management and Minutes of Risk Committee	50,25 % of Strategic Risk mitigated as at 30 June 2025	All	Operational Budget	Output	%	70% of Strategic Risk mitigated by 30 June 2027	70 % of Strategic Risk mitigated	70 % of Strategic Risk mitigated	70 % of Strategic Risk mitigated	70 % of Strategic Risk mitigated
52	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP1.1	Number of Quarterly Audit committee meetings held by 30 June 2027	Functional audit committee measured by means of meetings	Notice of meeting, Agenda, Attendance Register, Minutes. Recordings	4X Meetings	All	Operational Budget	Output	#	4 X Quarterly Audit committee meetings held by June 2027	1x meeting	1x meeting	1x meeting	1x meeting
53	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP 1.1	Number of Quarterly Audit Committee reports submitted to Council by 30 June 2027	Quarterly Audit Committee reports submitted to Council	Council Resolution/ Audit Committee Report	4X Quarterly Audit Committee reports	All	Operational	Output	#	4X Quarterly Audit Committee reports submitted to Council by 30 June 2027	1x report	1x report	1x report	1x report
55	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP 1.1	Number of Risk-based Audit plans approved by Audit Committee by 30 June 2027	Risk based Audit plan approved by Audit Committee	Internal Audit plan	1x Risk based Audit plan	All	Operational	Output	#	1 X Risk-based Audit plans approved by Audit Committee by 30 June 2027	n/a	n/a	n/a	1x Risk based Audit plan
56	OFFICE OF THE MUNICIPAL GOVERN. & Stake.Part.	GOV. & Stake.Part.	GOV&SP1.1	Percentage (%) of Audit Committee recommendations implemented by 30 June 2027	Implementation of Audit Committee Recommendations by departments	Minutes of Audit committee meetings, Audit Committee Recommendation s register and supporting documents	78% of the Audit and performance Committee resolutions implemented as at 30 June 2025	All	Operational Budget	Output	%	100% of Audit Committee recommendations implemented by 30 June 2027	100% of Audit Committee recommendations implemented	100% of Audit Committee recommendations implemented	100% of Audit Committee recommendations implemented	100% of Audit Committee recommendations implemented

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DRAFT
MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

NO	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Where	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
57	PLANNING AND DEVELOPMENT	Govern. & Stake.Part.	GOV&SP1.1	Submit the Final reviewed IDP to Council for approval and adoption by 31 May 2027	IDP reviewed and approved by Council by 31 May 2026	Council resolution/ Approved IDP	1x Final Reviewed IDP submitted to Council for approval and adoption on 28 May 2025	All	Operational Budget	Output	#	1X Final Reviewed IDP submitted to Council for approval and adoption by 31 May 2027	IDP Process plan	Public Consultation	1X Draft IDP submitted to Council for approval and adoption	1X Final Reviewed IDP submitted to Council for approval and adoption
58	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Municipal High Level Scorecard (Top Layer) SDBIP 2027-2028 approved by the Mayor within 28 days after the Budget has been approved by 30 June 2027	Compilation of Municipal High Level Scorecard (Top Layer) SDBIP 2028-2027	Approved Municipal High Level Scorecard (Top Layer) SDBIP	1x Municipal High Level Scorecard (Top Layer) SDBIP (2026/2026) approved by the Executive Mayor	All	Operational Budget	Output	#	1X Municipal High Level Scorecard (Top Layer) SDBIP 2027-2028 approved by the Mayor within 28 days after the Budget has been approved by 30 June 2027	n/a	n/a	n/a	1X Municipal High Level Scorecard (Top Layer) SDBIP (2027-2028 approved
59	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Number of Signed Performance Agreements by the MM and section 56 managers concluded for financial year 2026/2026 in terms of Section 57 of the Local Government: Municipal Systems Act, No. 32 of 2000 , by 31 July 2026	Facilitate and ensure timeous development and signing of Performance agreement within the legislative deadline	Signed performance Agreements for S56/S57 Managers	7x Signed Performance Agreements for the 2025/2026 financial year with Section 56/57 Managers were concluded as at 31 July 2025.	All	Operational Budget	Output	#	7x Signed Performance Agreements by the MM and section 56 managers concluded for financial year 2025/2026 in terms of Section 57 of the Local Government: Municipal Systems Act, No. 32 of 2000 , by 31 July 2026	7x Signed Performance Agreements by the MM and section 56 managers concluded	n/a	n/a	n/a
60	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Number of formal performance evaluations conducted of the Municipal Manager and Managers directly accountable to the Municipal Manager in line with the signed performance agreements by 30 June 2027	Performance evaluations concluded for the financial year in terms of signed agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager	Evaluation sheets completed and Attendance Register	2x Formal performance evaluations conducted of the Municipal Manager and Managers directly accountable to the Municipal Manager in line with the signed performance agreements as at 30 June 2025	All	Operational Budget	Output	#	2X Formal performance evaluations conducted of the Municipal Manager and Managers directly accountable to the Municipal Manager in line with the signed performance agreements by 30 June 2027	1X Formal performance evaluations conducted of the Municipal Manager and Managers directly accountable to the Municipal Manager	n/a	1X Formal performance evaluations conducted of the Municipal Manager and Managers directly accountable to the Municipal Manager	n/a
61	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Number of Quarterly GBVF Awareness and Programmes conducted by 30 June 2027	Quarterly GBVF Awareness and Programmes conducted in a Quarter for designated vulnerable groups in terms of social welfare & poverty alleviation, youth development, Disability and Gender, HIV/ AIDS, the Elderly and Culture	Project/Program Reports & Photographic evidence	4x Quarterly GBVF Awareness and Program conducted as at 30 June 2025	All	Operational Budget	Output	#	4x Quarterly GBVF Awareness and Programmes conducted by 30 June 2027	1x Quarterly GBVF Awareness and Program conducted	1x Quarterly GBVF Awareness and Program conducted	1x Quarterly GBVF Awareness and Program conducted	1x Quarterly GBVF Awareness and Program conducted

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DRAFT
MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP

NO	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Milestone	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
62	FINANCIAL SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Monthly Reviews and Revetting conducted of the Indigent Register by 30 June 2027	Monthly review and revetted of the Indigent Register	Reviewed and Revetted Indigent Register and Council resolution	1x Indigent register reviewed and updated as at 30 June 2025	All	Operational Budget	Activity	#	12X Monthly Reviews and Revetting conducted of the Indigent Register by 30 June 2027	3 X Monthly Reviews and Revetting conducted of the Indigent Register	3 X Monthly Reviews and Revetting conducted of the Indigent Register	3 X Monthly Reviews and Revetting conducted of the Indigent Register	3 X Monthly Reviews and Revetting conducted of the Indigent Register
63	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Submit the Annual Financial statements (AFS) , FY 2025/2026 to the Office of the Auditor-General by 31 August 2026	Submit the Annual Financial statements (AFS) to the Office of the Auditor-General annually by 31 August	Acknowledgement Letter by AG on submission of the Financial statement (AFS)	1 x AFS were submitted to AG on the 29th of August 2025	All	Operational Budget	Output	#	1X Annual Financial statements (AFS) , FY 2025/2026 submitted to the office of the Auditor General by 31 August 2026	1X Annual Financial statements (AFS), FY2025/2026 submitted to the Auditor General	n/a	n/a	n/a
64	FINANCIAL SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Unqualified audit opinion on AFS , FY 2025/2026 by 30 November 2026	Prepared AFS for submission to the Auditor General annually by August for auditing	Auditor General Report 2024/2025	1x UnQualified Audit Opinion was issued for the 2024/2025 financial year.	All	Operational Budget	Outcome	#	1x Unqualified AFS Opinion, FY 2025/2026 by 30 November 2026	n/a	1x Unqualified AFS Opinion FY 2025/2026	n/a	n/a
65	OFFICE OF THE MUNICIPAL MANAGER	Govern. & Stake.Part.	GOV&SP1.1	Submit the Annual Performance Report in terms of Section 46 of the Municipal Systems Act to Auditor General by 31 August 2026	Compile and Submit Annual Performance Report to the Auditor General by 31 August annually	Acknowledgement Letter by AG on submission of the Annual Performance Report (MSA Sec 46) report	1x Annual Performance Report, in terms of Section 46 of the Municipal Systems Act, was submitted to the Auditor General on 29 August 2025	All	Operational Budget	Output	#	1X Annual Performance Report in terms of Section 46 of the Municipal Systems Act submitted to the Auditor General by 31 August 2026	1X Annual Performance Report in terms of Section 46 of the Municipal Systems Act submitted	n/a	n/a	n/a
66	Municipal Manager	Govern. & Stake.Part.	GOV&SP1.1	Submit the Audited 2024-2025 Annual Report (Section 121 MFMA) to Council by 31 January 2027	Audited Annual Report (Section 121 of MFMA) submitted annually to Council by January	Audited Annual Report(Section 121 of MFMA) / Council resolution	1X Audited 2023-2024 Annual Report (Section 121 MFMA) submitted to Council as at 31 January 2025	All	Operational Budget	Output	#	1X Audited 2024-2025 Annual Report (Section 121 MFMA) submitted to Council by 31 January 2027	n/a	n/a	1X Audited 2025/2026 Annual Report (Section 121 MFMA) submitted to Council	n/a
67	CORPORATE SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Litigation Strategy drafted for submission to the Municipal Manager for approval by 30 September 2026	Drafting of Litigation Strategy approval by Municipal Manager	Litigation Strategy /	new	All	Operational Budget	Output	#	1x Litigation Strategy submitted to the Municipal Manager for approval by 30 September 2026	1x Litigation Strategy submitted to the Municipal Manager for approval	n/a	n/a	n/a
68	CORPORATE SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Number of ordinary council meetings agendas facilitated per annum by 30 June 2027	Facilitate the number of ordinary council agenda in line with council work programme per annum	Agenda, Attendance Register and Minutes of each council meetings held	10X Ordinary council meetings agendas facilitated per annum as at 30 June 2025	All	Operational Budget	Outcome	#	10x Ordinary council meetings agendas facilitated per annum by 30 June 2027	3 x Ordinary council meetings agendas facilitated	2 x Ordinary council meetings agendas facilitated	3 x Ordinary council meetings agendas facilitated	2x Ordinary council meetings agendas facilitated
69	CORPORATE SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Number of Mayoral Committee meetings agendas facilitated held per annum by 30 June 2027	Facilitate the number of ordinary Mayoral Committee agenda in line with council work programme per annum	Agenda, Attendance Register and Minutes of committee meeting held	9 x Mayoral Committee meetings agendas facilitated per annum as at 30 June 2025	All	Operational Budget	Outcome	#	10x Mayoral Committee meetings agendas facilitated per annum by 30 June 2027	3 X Mayoral Committee meetings agendas facilitated	2 X Mayoral Committee meetings agendas facilitated	3 X Mayoral Committee meetings agendas facilitated	2 X Mayoral Committee meetings agendas facilitated

GOVAN MBEKI MUNICIPALITY FINANCIAL YEAR 2025-2026 PERIOD: 01 JULY 2026 - 01 JUNE 2027 DRAFT MUNICIPAL HIGH-LEVEL SCORECARD (TOP LAYER) SDBIP																
O N	DEPARTMENT	MUNICIPAL STRATEGY LINK		MUNICIPAL DELIVERY								Targets FY 2026/2027	QUARTERLY TARGETS YEAR 2026/2027			
		IDP linkage	IDP Strategy	KEY PERFORMANCE INDICATORS (KPI's)	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Baseline as at 30 June 2025 (will be amended as at year end June 2026)	Wards	Annual Budget	Type of	Target		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 - 31 March 20267	Quarter 4 01 April 2027 - 30 June 2027
70	CORPORATE SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Number of MPAC meetings agendas facilitated per annum by 30 June 2027	Facilitate the number of ordinary MPAC agenda in line with council work programme to ensure oversight and accountability per annum	Agenda, Attendance Register and Minutes of committee meeting held	5 X MPAC meetings agendas facilitated per annum as at 30 June 2025	All	Operational Budget	Outcome	#	4 X MPAC meetings agendas facilitated per annum by 30 June 2027	1 X MPAC meeting agenda facilitated	1 X MPAC meeting agenda facilitated	1 X MPAC meeting agenda facilitated	
71	CORPORATE SERVICES	Govern. & Stake.Part.	GOV&SP1.1	Adoption of Oversight report by Council by 31 March 2027	Facilitate the adoption of the Annual Oversight report 2025/2026 annually by council by March (Section 129 of MFMA)	Council Resolution / Oversight report	1x Oversight report adopted by council as at at 31 March 2025	All	Operational Budget	Output	#	1 X Oversight report adopted by council by 31 March 2027	n/a	n/a	1X Oversight report adopted	
TOTAL KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION																

CHAPTER 11: RISK MANAGEMENT

Effective risk management is a cornerstone of sound municipal governance. At Govan Mbeki Municipality, risk management serves not merely as a compliance requirement but as a strategic enabler that supports informed decision-making, enhances service delivery, and safeguards public resources.

RISK MANAGEMENT IMPLEMENTATION STRATEGY

Risk management is a fundamental pillar of Govan Mbeki Municipality's governance framework. It ensures that potential risks are systematically identified, assessed, and mitigated to support the achievement of strategic and operational objectives.

This implementation strategy aligns with the legislative framework governing local municipalities in South Africa, particularly the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and applicable Treasury Regulations.

The Accounting Officer, together with senior management, is mandated to conduct regular (at least annual) assessments of business, financial, and operational risks to ensure proactive and responsive risk mitigation.

The Municipality adopts a comprehensive and cost-effective approach to risk management, enabling it to:

- ❑ Respond effectively to shifts in the service delivery landscape
- ❑ Make informed decisions in complex and dynamic environments
- ❑ Uphold accountability, transparency, and compliance with legislative obligations

LEGAL MANDATE: RISK MANAGEMENT

In accordance with Section 62(1)(c)(i) of the Municipal Finance Management Act (MFMA), the Accounting Officer is legally obligated to ensure that the Municipality maintains an effective and transparent system of financial and risk management.

RISK MANAGEMENT ROLE PLAYERS AND RESPONSIBILITIES

Risk management is a shared responsibility across all levels of the Municipality:

- ❑ Accounting Officer & Senior Management are accountable for the implementation and oversight of risk management processes. They must conduct annual risk assessments to identify and mitigate current and emerging risks.
- ❑ All Employees are required to comply with established risk management protocols within their respective operational areas.
- ❑ Municipal Council oversees the effectiveness of the Municipality's risk management systems and appoints the Risk Management Committee to support this oversight function.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee plays a pivotal role in supporting the Accounting Officer's enterprise-wide risk management responsibilities. It is chaired by an Independent External Chairperson, who provides expert guidance on the Municipality's risk management system.

The Committee's Core Responsibilities Include:

- ☐ Reviewing the Municipality's risk management progress and maturity
- ☐ Evaluating the effectiveness of risk mitigation activities
- ☐ Identifying key risks and recommending appropriate response strategies

The Committee operates under a formally adopted Charter, ensuring clarity of purpose and accountability. In addition, the Audit Committee provides independent assurance on the adequacy and effectiveness of the Municipality's risk management framework as part of its broader oversight mandate.

STRATEGIC HIGH-RISKS

The Municipality has identified the following strategic high-risk areas that pose significant threats to its ability to deliver on its mandate and achieve developmental objectives:

- ☐ Inadequate Financial Management
- ☐ Inadequate provision of sustainable and quality services
- ☐ Low economic growth and development
- ☐ Ineffective organizational transformation
- ☐ Unsafe environment due to poor service delivery
- ☐ Inadequate governance and ineffective public participation

These risks require targeted interventions and continuous monitoring to ensure they do not compromise service delivery, financial sustainability, or public trust.

RISK-ENABLING DOCUMENTS

Risk management within Govan Mbeki Municipality is guided by a set of enabling documents that provide structure, accountability, and strategic direction:

- ☐ Risk Management Policy
- ☐ Risk Management Strategy and Plan
- ☐ Risk Management Committee Charter
- ☐ Risk Registers
- ☐ Risk Implementation Plan

STRATEGIC RISK ASSESSMENT

Strategic risk assessments are conducted to identify, evaluate, and respond to risks that may impact the Municipality's long-term objectives. The assessment process is informed by:

- ☐ The Integrated Development Plan
- ☐ Auditor-General audit reports
- ☐ Internal audit findings
- ☐ Management reviews

The identified risks are evaluated, and appropriate treatment strategies are formulated by the Risk Management Committee and Audit Committee, with final approval by the Municipal Council. This ensures that risk responses are both strategic and institutionally endorsed.

RISK MITIGATION AND INITIATIVES

To strengthen risk mitigation and improve overall performance, the Municipality has identified the following priority interventions:

- ☐ Implementation of the reviewed Revenue Enhancement Plan
- ☐ Increase in grant applications for infrastructure development
- ☐ Development of a master plan for Roads, Water and Sanitation, and Energy
- ☐ Expediting the filling of funded vacancies
- ☐ Development of employees
- ☐ Implementation of assurance providers' recommendations
- ☐ Adherence to policies and procedures

These initiatives are critical for enhancing institutional resilience, improving service delivery outcomes, and restoring public confidence. Govan Mbeki Municipality remains steadfast in its commitment to cultivating a resilient, responsive, and transparent governance environment through robust risk management practices.

The integration of risk management into strategic and operational planning ensures that the Municipality is well-positioned to navigate uncertainties, meet stakeholder expectations, and deliver on its mandate.

Through continuous oversight, capacity building, and refinement of its risk management framework, the Municipality will sustain its trajectory toward improved performance, financial sustainability, and good governance.

Note: The status of the legislative framework, legal mandate, roles and responsibilities, risk management committee structure, strategic high-risks, risk-enabling documents, and strategic risk assessment methodology remain as per the previous IDP review.

CLOSURE NOTE: SUMMARY & OUTLOOK

ANNEXURES DEMEED OFFICIALLY ADOPTED BY COUNCIL

- ☐ All Annexures are electronically available on request or visit our website at www.govanmbeki.gov.za
- ☐ All Mandatory Sectoral Plans as listed in the IDP are electronically available on request or visit our website
- ☐ MEC Analysis report and Municipal Action Plan.
- ☐ FY 2026/2027 Circular 88 reporting template