



BUSHBUCKRIDGE LOCAL MUNICIPALITY
2020/21
FINAL INTEGRATED DEVELOPMENT PLAN

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ACRONYMS

ABET	: Adult Based Education and Training
ASGI-SA	: Accelerated and Shared Growth Initiative of South Africa
BBR	: Bushbuckridge
BLM	: Bushbuckridge Local Municipality
CBD	: Central Business District
CoGTA	: Department of Cooperative Governance and Traditional Affairs
DBSA	: Development Bank of Southern Africa
DCSR	: Department of Culture, Sports and Recreation
DEDP	: Department of Economic Development and Planning
DHSS	: Department of Health and Social Service
DMA	: District Management Area
DoE	: Department of Education
DPWRT	: Department of Roads and Transport
DWA	: Department of Water Affairs
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
ESKOM	: Electricity Supply Commission
FBS	: Free Basic Services
FET	: Further Education and Training
FIFA	: Federation of International Football Associations
GIS	: Geographic Information System
GDS	: Growth and Development Summit
HDI	: Historically Disadvantaged Individual
HRD	: Human Resource Development
ICC	: International Conference Centre
IDP	: Integrated Development Plan
ISDF	: Integrated Spatial Development Framework
ISRDP	: Integrated Sustainable Rural Development Program
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
KNP	: Kruger National Park
KPI	: Key Performance Indicator
LED	: Local Economic Development
LRAD	: Land Reform for Agricultural Development
MAM	: Multi Agency Mechanism
MDG	: Millennium Development Goals
M&E	: Monitoring and Evaluation
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MRTT	: Mpumalanga Regional Training Trust
MSA	: Local Government Municipal Systems Act
NDOT	: National Department of Transport
NEMA	: National Environmental Management Act no.
NEPAD	: New Partnership for Africa's Development
NDPG	: Neighbourhood Development Partnership Grant

- NSDP : National Spatial Development Perspective
- PGDS : Provincial Growth and Development Strategy
- PMS : Performance Management System
- RLCC : Regional Land Claims Commission
- SASSA : South African Social Security Agency
- SDF : Spatial Development Framework
- SDI : Spatial Development Initiatives
- SMME : Small Medium Micro Enterprises
- SWOT : Strength, Weaknesses, Opportunity and Threat
- URP : Urban Renewal Programme
- WSDP : Water Services Development Plan

FOREWORD BY THE EXECUTIVE MAYOR



As a municipality we got a responsibility to ensure that we provide quality and affordable services to our communities in a sustainable manner. We have put in place control systems, policies administrative and governance structures that help and ensure that we continue to work hard in realising the service delivery constitutional mandate.

We have made progress in implementing the mandate given to us by communities. Our achievements can be measured by the continuous positive audit outcome year-on-year and by various concrete steps taken to improve the quality of life of the most vulnerable people in our society. Among the greatest achievement is an improvement in bulk water infrastructure development. The municipality is faced with a

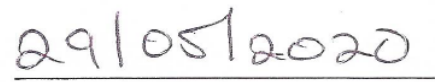
number of service delivery challenges that inter-alia includes, poor revenue collection base, more service delivery needs vis-a- vis the available limited resources, vandalism and theft of municipal property, and other social ills and crime. This IDP is geared in addressing all this challenges and call all the citizens of Bushbuckridge to work with the municipality in addressing all the matters.

In our 2018/19 and beyond, we will continue to speed up implementation of the municipal objectives and commitments through the IDP and budget. Public participation and consultation forms cornerstone of the municipality's vision and mission, hence we call all stakeholders join effort toward improving the lives of people.

Working together with our strategic partners we shall pull resources in joint initiative to stimulate local economic development. The Economic Development, Planning and Environment directorate has been mandated to facilitate the process of soliciting investors and traders so that it will be easy for us to successful establish investment and trading opportunities within the municipality.

Job creation, reducing poverty and fighting crime forms part of the municipality's programmes. We are working hard to succeed in solving all challenges faced by our communities. Together moving Bushbuckridge forward.


EXECUTIVE MAYOR


DATE

MUNICIPAL MANAGER'S IDP FOREWORD



It gives me great honour to submit this Integrated Development Plan as mandated to the municipality by the Municipal Systems Act No.32 of 2000. The constitution of the Republic of South Africa (1996) chapter 7, section 152 (1) set out the object of Local Government as Follows:

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

To achieve the above local government objects, the local sphere of government or municipalities use the integrated Development Plan (IDP) as the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in a municipality.

During the revision of the IDP, it is important to be mindful of the need for aligning with all National, Provincial and Local Government imperatives. The IDP is not only a local government programme but the delivery plan of the entire government in our space.

Bushbuckridge Municipality has ensured that it developed an Integrated Development Plan (IDP) document that is people focused. We have followed legislations that requires municipalities to establish appropriate mechanism, processes and procedures and organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the Integrated Development Plan. For the purpose of achieving this legislative prescript, Bushbuckridge Municipality has established the IDP/Budget Steering Committee.

Bushbuckridge Municipality has dedicated the month of April every year to consult with communities within all the clusters in the development and review of the IDP, Budget and performance of the institution. Furthermore, drought has been declared as a national disaster by the Head of the National Disaster Management Centre. Although the country has witnesses some rainfall recently, it is important to note that our water sources are still below the required levels. We therefore appeal to all our residents to use sparingly.

My sincere appreciation to Council, the administration and all external stakeholders for your continued contribution in our planning process.



MUNICIPAL MANAGER

29/05/2020

DATE

CHAPTER 1: EXECUTIVE SUMMARY

1. Executive Summary

The Municipal Systems Act 2000 (Act No 32 of 2000) stipulates that each council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Bushbuckridge Local Municipality (BLM) integrated development plan (IDP) is the primary strategic planning tool which guides and informs all planning, budgeting, management and decision making for the municipality. The Municipality covers the largest population size of 548 760 persons as per 2016 Community survey, which is 34% of the total population of the Ehlanzeni District Municipality and 14% of the Provincial population. It is renowned for its agricultural and tourism attractions.

It was declared a presidential nodal point by the president of the republic in 2001, it is located in the north-eastern part of the Mpumalanga Province and is bounded by Kruger National Park in the east, City of Mbombela Local Municipality in the South and Thaba Chweu local Municipality and it covers approximately over 1 000, 000 ha, Kruger National Park forms part of the municipal land. The Municipality consists of 38 wards with 38 ward Councillors and 38 PR Councillors.

This document therefore, is the Integrated Development Plan (IDP) of the Bushbuckridge Local Municipality for the 2019 - 2020 financial year. It provides basic key service delivery challenges in areas that have been prioritised for 2019 - 2020 financial year and is reviewed annually. It is also based on the multi-year approach principle to enable Municipal Council to have a multi discipline budgetary process. The Municipality has a number of challenges which form part of the priorities in the medium-term and certainly the Long Term Development Strategy. These are high poverty levels, Crime, Unemployment, Back log of service delivery, Skills shortage, High illiteracy, rural nature, HIV/AIDS epidemic and more certainly the lack of adequate access to basic services.

Poverty and unemployment are core development challenges in Bushbuckridge Local Municipality, the majority of people in the municipal area of jurisdiction are unemployed and this poses a big challenge for the municipal economic development. The Municipality has adopted a holistic approach in addressing the inter-related socio-economic factors that can contribute to the quality of life for all the people living in the Bushbuckridge Local Municipality.

1.1. Legislations Framework

Constitution of South Africa

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. The Constitution therefore provides for a new approach to government on national, provincial and local government levels. The new Constitutional model redefines the relationships between the three spheres of government, by replacing the system of a vertical hierarchy of ties, with three overlapping planning process and sets of plans each relating to a different sphere of government. The focus of cooperative governance is however to ensure that scarce resources are used for

maximum impact. The constitution of the republic of South Africa dictates that local government must:

- Provide democratic and accountable government to all communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities in the matters of local government

Municipal Systems Act

In terms of the Local Government: Municipal Systems Act (2000) requires that Municipalities draw up an integrated Development Plan (IDP) - a Strategic Plan, which all Developments in a municipal area are based upon. The IDP is the principal planning instrument that guides and informs the municipal budget. It is a plan that not only concentrates on other provisions of municipal services, but also seeks to alleviate poverty, boost Local Economic Development, eradicate unemployment and promote the process of reconstruction and development.

Chapter four (4), section 26 of the Act indicates the core components of an IDP and that such an IDP must reflect the following:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.
- A Spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- The key performance indicators and performance targets determined in terms of section 41 of the MSA.

Municipal Finance Management Act

In addition to compiling an I.D.P, it is also a legislative requirement, in terms of the municipal Systems Act and the municipal Finance Management Act (2003) that the municipality's I.D.P be reviewed on an annual basis. The aim of the review is to ensure that the municipal planning takes into account changing circumstances.

1.2. National and Provincial Alignment

State of Nation Address (SONA) and State of the Province (SOPA) Synergies

President Cyril Ramaphosa delivered the State of the Nation Address (SONA) on 07th February 2019 in Parliament. The SONA was subsequently followed by the respective State of the Province Addresses (SOPAs) delivered by the Premiers of the provinces in their respective Provincial Legislatures. This was the last SONA of the 5th parliament as elections will be held on the 08th May 2018, thereafter the incoming president will deliver another SONA. ***The theme for this year's event was: "Following up on our commitments: Making Your Future Work Better".***

Amongst the priorities of government identified for 2019, is the continued efforts to pursue a united, democratic, non-sexiest, non-racist and a prosperous South Africa, and to further, guided by the National Development Plan (NDP), build a country that is free of poverty, inequality and unemployment.

The primary focus for all spheres of government in 2019, highlighted in the SONA and SOPA is adoption of a radical socio-economic transformation programme which would encompass amongst others the following:

- Growth, employment and transformation
- Infrastructure development i.e., reliable bulk water supply, sanitation, electricity, roads and housing.
- Transformation of economy
- Focusing on the green economy aspects of waste management to deal with the waste challenge while creating economic and employment opportunities
- Provision of skills and training the youth- to also offer internships programs to all youths with tertiary qualifications.
- Land expropriation
- Strengthening of partnerships with the private sector to enhance economic growth and respond to unemployment challenges and to fight private sector corruption.
- Free Higher Education

Municipalities are the first point of interaction between the communities and government therefore stand to benefit from the drive towards socio economic transformation.

Table 1: Alignment

NATIONAL DEVELOPMENT PLAN	Local Government MANIFESTO	Government OUTCOMES	PGDS	MTSF (2014-19)	COMMUNITY PRIORITIES	MUNICIPAL STRATEGY
Economic growth	Creation of decent work and sustainable livelihoods	Outcome 4: Decent employment through inclusive economic growth Outcome 11: Output 3: Implementing the Community Work Programme;	Economic growth and job creation	Improved Economic Growth & Employment	Job creation SMMEs	Economic Development (tax-incentive measure for private investment) and Job Creation (CWP, EPWP through maintenance of essential services infrastructure)
Expand infrastructure		Outcome 11: Output2: Improving access to basic services;	Bulk water infrastructure		Water, electricity, sanitation, roads and storm-water	100% access to all municipal services
Rural development	Rural development, food security and land reforms	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all	Strategic infrastructure	Adequate Infrastructure to Facilitate Achievement of Prioritised Outcomes	Formalization Provision of services Land for farming	Formalization of rural area and provision of basic services
	Education	Outcome 1: Improve Quality basic education	Education and training	Improved Quality of Education & Training	Schools and libraries Bursaries	-Zoning and planning processes, by identifying appropriate land as well as to deliver bulk infrastructure and basic services to schools. -Early Childhood Development (ECD) -Annual Career Expo -Library services
		Outcome 5: A skilled and capable workforce to			Skills development	-Skills Development Plan (focused on developing demand-led skills development

Bushbuckridge Local Municipality- FINAL Integrated Development Plan: IDP
2020-21

NATIONAL DEVELOPMENT PLAN	Local Government MANIFESTO	Government OUTCOMES	PGDS	MTSF (2014-19)	COMMUNITY PRIORITIES	MUNICIPAL STRATEGY
		support an inclusive growth path.				programmes; Municipal Competency training) -Municipal procurement processes to encourage and facilitate the development of emerging and small-to-medium-size enterprises.
building capable state		Outcome 11: Output 5: Administrative and financial capability	Enhancing municipal financial viability			Financial sustainability, maximizing financial efficiency (alternative sources of funding and establishing partnerships for infrastructure and social investment) -100% rates collection - sustain the municipal clean audit status
	Health	Outcome 2: A long and healthy life for all South Africans.	Provide quality health care	Health System Effectiveness: A Robust Foundation for the Implementation of the NHI	Clinics hospitals Refuse collection Refuse bins Recycling	-Serviced land provision -HIV and AIDS programme -Employee Wellness Programme Waste management
		Outcome 11: Output 5: Deepen democracy through a refined ward-committee model;		Improved Quality of Public Services at the Locus of Delivery		-public participation structures (community consultations, ward committees, CDWs, and community development
-Fighting corruption	Crime and corruption	Outcome 3: All people in South Africa feel safe and free	Fight corruption		Safety and security	- Good governance -Municipal-wide crime prevention, by-law enforcement and road-traffic-management services
-Integrated Human settlement		Outcome 8: Sustainable human settlements and	Transform urban and rural spaces		Housing Community amenities Social services	Sustainable human settlement Basic services to all infrastructure Community amenities

Bushbuckridge Local Municipality- FINAL Integrated Development Plan: IDP
2020-21

NATIONAL DEVELOPMENT PLAN	Local Government MANIFESTO	Government OUTCOMES	PGDS	MTSF (2014-19)	COMMUNITY PRIORITIES	MUNICIPAL STRATEGY
		improve quality of household life Outcome 11: Output 4: Actions supportive of the human settlement outcomes;			Basic services	
Social cohesion			Disaster management			Community halls Sports, Parks and recreation Cemeteries Public safety Emergency fire services

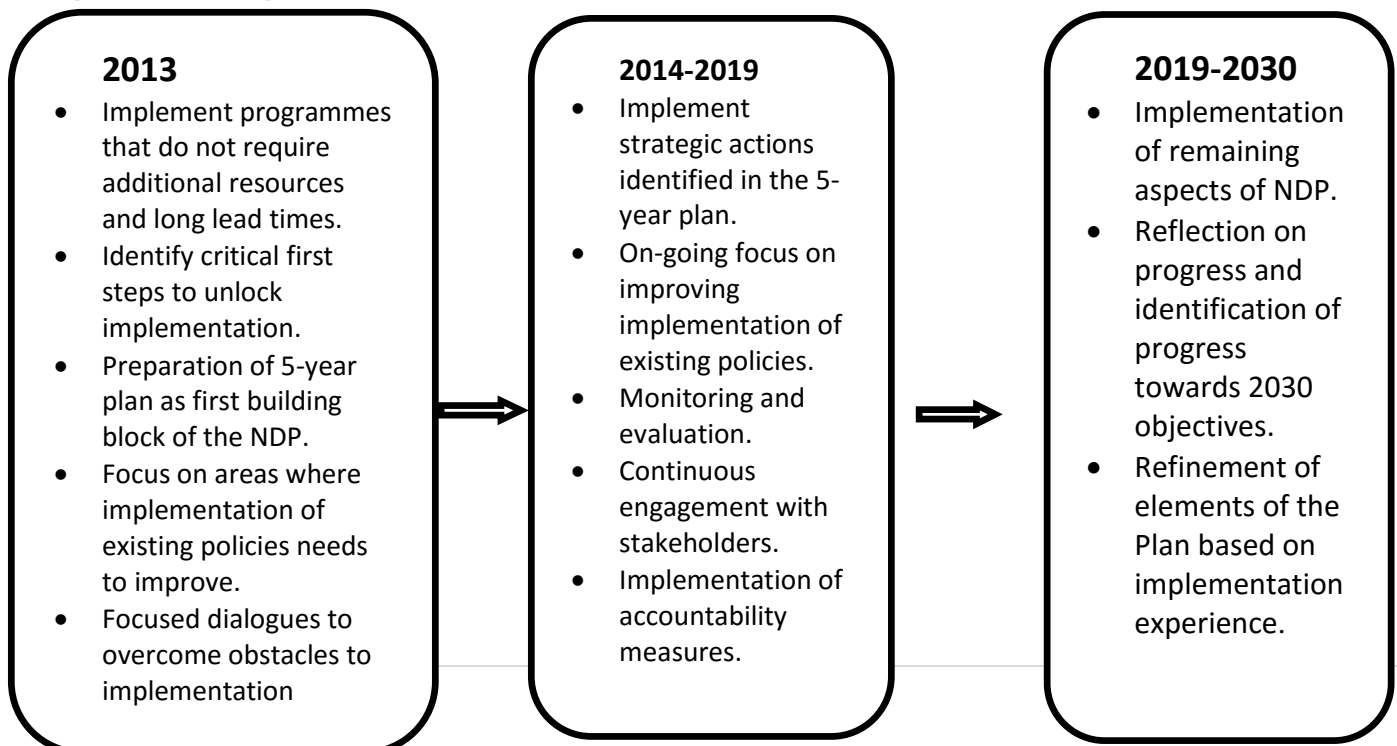
National Development Plan (VISION 2030)

It was soon after the promulgation of the Outcomes Based Planning Approach, the State President restructured his cabinet to conform to the set standards. A Planning Commission which reports directly to the Presidency was one of the structures that were established. Its terms of reference were to give planning support and guidelines to all government institutions. The Commission embarked on a diagnostic process in an effort to establish the planning data and realities on the ground. About eight issues all revolving around poverty and inequality were raised during this stage and they are: Poor education, High Disease rate, Exclusive Planning, corruption, Aging infrastructure, Poor job opportunities, Resource intensive economy, Public Services uneven and divided communities.

In a means to address these challenges, the Commission drew up a plan called the 2030 Plan for South Africa which is looking at a total attainment of a prosperous and equity state by the year 2030. This plan proposes a number of issues that need to be considered when doing our planning if we are indeed are to realize the 2030 vision. These areas were all given an honest consideration during the developmental stages of our IDP to ensure proper alignment. These planning considerations are as follows:

- Creation of Jobs
- Expanding Infrastructure
- Transition to a low-carbon economy
- Transformation of urban and rural spaces
- Education and Training
- Provision of quality Health Care
- Building a capable State
- Fighting corruption
- Transformation and Unity

Implementation phases of the NDP



The National Spatial Development Perspective (NSDP) Guidelines

The ultimate vision of the NSDP in relation to the Municipal spatial development plan will be to: -

- Focus Economic Growth and Employment creation in areas where it will be most effective and sustainable through proper Land Use Management systems. (LUMS)
- Support restructuring and or rezoning of areas that have greater potential to encourage industrial advantage for sustainable living and will assist in facilitating economic growth within the Municipality.
- Foster development for the basis of Local Economic Development potential.
- Ensure that all municipalities are able to provide for basic needs.

National Spatial Development Perspective (NSDP) is a tool for policy co-ordination with regard to the spatial implications of infrastructure programs in National, Provincial and local government. The aim of the NSDP in South Africa is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative providing basic services to all alleviating poverty and inequality. It also examines the spatial dimension of social exclusion and inequality recognizing the burden that unequal and inefficient spatial arrangements plan on communities.

SPATIAL LAND USE MANAGEMENT ACT (SPLUMA)

SPLUMA provides a framework for spatial planning and land use management in South Africa. **SPLUMA**:

- Specifies the relationship between the spatial planning and the land use management system and other kinds of planning;
- Ensures that the system of spatial planning and land use management promoted social and economic inclusion;
- Provides for development principles and norms and standards;
- Provides for the sustainable and efficient use of land;
- Provides for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redresses the imbalance of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA applies to the whole of South Africa (urban and rural areas) and governs informal and traditional land use development processes. **See Chapter 6 on Spatial Rationale**

1.3. Provincial Strategies

Mpumalanga Economic Growth and Development Plan (MEGDP)

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

Strategic overview (MEGDP)

- Set high level provincial targets
- Facilitate decision making and prioritisation
- Inform choices and trade offs
- Locate strategies, programmes and projects within a focused spatial representation of the content and intention.
- Mpumalanga Vision 2030 includes key targets for the Province that are in line with those expressed in the NDP.
- These targets have been developed with due consideration given to the specific demographic, institutional, spatial and socio economic advantages and challenges of the Province.

1.4. Powers and Functions of the Municipality

The Municipal systems act 32 of 2000 (chapter 3 sub-section 3) requires that the Municipality must exercise its legislative or executive authority by performing the following powers and functions assigned to it in terms of Constitution.

- Developing and adopting policies, plans, strategies and programmes, including setting targets for delivery.
- Promoting and undertaking development.
- Establishing and maintaining an administration.
- Administering and regulating its internal affairs and the local government affairs of the local community.
- Implementing applicable national and provincial legislation and its by-laws.
- Providing Municipal services to the local community, or appointing appropriate service providers in accordance with the criteria and process set out in section 78.
- Monitoring and where those services are provided by service providers other than the municipality.
- Preparing approving and implementing its budgets.
- Imposing and recovering rates, taxes, levies, duties, service fees and charges on fees, including setting and implementing tariff, rates and tax and debt collection policies.
- Monitoring the impact and effectiveness of any services, policies, programs or plans.
- Establish and implementing performance management systems.
- Promoting a safe and healthy environment.
- Passing by-laws and taking decisions on any of the above-mentioned matters.
- Doing anything else within its legislative and executive competence.

CHAPTER 2: IDP PLANNING PROCESS

2. Preparation Process

District Framework:

The process plan for the Bushbuckridge Local Municipality is guided by the Ehlanzeni District IDP Framework as adopted by Ehlanzeni District Municipality during a council meeting held in August 2018; the IDP process plan for Bushbuckridge Local Municipality for 2019/20 financial year was also approved and adopted by Municipal Council on the 29th August 2018 with Council resolution: **BLM36/29/08/18/2018/2019**

2.1. Bushbuckridge Local Municipality's Process Plan

The following process plan was followed during the development of the Municipal IDP for 2020/21 financial year:

Preparation phase

Bushbuckridge Local Municipality developed a process plan for the development of the IDP for 2020/21. The process plan was circulated internally to directorates for comments and inputs before it was adopted by Council. The Municipality advertised the public meetings as per the MSA no. 32 of 2000. Ward councillors were requested to inform all the stake holders in their wards. Traditional leaders, community members, NGOs, Parastatals, and Sector Departments were invited to attend the Public meetings.

Analysis Phase

The municipality conducted extensive Community Based Planning and GIS mapping. The public participation meetings that were held on the following:

Table 2: Dates for Capacitation of ward Committees, CDW, Councilors and communities

Venue	Purpose of meeting	Date(s)	Wards
Malele Traditional Authority Hall	Community Based Planning	08 October 2019	07,11, 12,13
Maviljan Community Hall	Community Based Planning	09 October 2019	08,09,10,&37
Filadelphia Church (Cottendale)	Community Based Planning	10 October 2019	32,14,16
Filadelphia Church (Cottendale)	Community Based Planning	11 October 2019	15,17,18,19,20,21
Ludlow community hall	Community Based Planning	15 October 2019	30,33,34, & 36
Thulamahashe Bohlabela building	Community Based Planning	16 October 2019	22,29,28,31
Oakley Community Hall	Community Based Planning	17 October 2019	25,26,27,35

Venue	Purpose of meeting	Date(s)	Wards
Oakley Community Hall	Community Based Planning	18 October 2019	01,02,03, & 23

The process was inclusive of major stakeholders in the municipal area. Ehlanzeni District Municipality officials attended certain sessions or public participations. During this phase, the aim was to get an understanding of the existing circumstances within the municipality (situational analysis). Ward Councillors, ward committees and CDWs were requested to review their Community Based Planning documents in consultation with the community.

Community Based Planning and Priority Issues

The following table outlines and summaries the challenges and service delivery priorities per ward:

Table2: CBP

PRIORITY ISSUE(S)	NEEDS	WARD(S)
1. Water	<ul style="list-style-type: none"> • Insufficient water • Insufficient Bulk water supply • Water Reticulation • Insufficient Reservoirs 	All Wards 1-38
2. Sanitation	<ul style="list-style-type: none"> • Insufficient sanitation • Lack of bulk sewerage infrastructure • VIP Toilets 	All Wards 1-38
3. Roads / Streets and bridges	<ul style="list-style-type: none"> • Opening of streets • Rehabilitation streets • Re-gravelling and grading. • Tarring of roads. 	All Wards 1-38
4. Human Settlement	<ul style="list-style-type: none"> • Provision of land for housing development • Provision of houses • Rental stock Houses 	All Wards 1-38
5. Education	<ul style="list-style-type: none"> • Provision of Schools. • Renovating schools. • Replacement of mud Schools. 	01,2,6,11,12,13,14,15,19,24,25,27,30,31,32,35,36,37 & 38
6. Health	<ul style="list-style-type: none"> • Provision of Clinics. • Provision of Health Centers. • Provision of Mobile Clinics 	1,2,4,6,11,12,13,14,15,18,19,24,25,27,29,30,31,35,36,37.
7. Energy	<ul style="list-style-type: none"> • Insufficient electrification • Extensions • Power Failure • High mast lights 	1,2,4,6,11,12,13,15,18,19,20,24,25,27,30,32,35,36,37.

PRIORITY ISSUE(S)	NEEDS	WARD(S)
8. Economic Growth and Development	<ul style="list-style-type: none"> • Job creation • Construction of business centers • Upgrading of land tenure • Grazing land • Market Stalls • Farming • Cultural villages • Market opportunities 	All Wards 1-38
9. Transport	<ul style="list-style-type: none"> • Lack of Tasting Stations • Lack of information centers • Lack of Buses • Establishment and upgrading of bus and taxi ranks 	1,2,6,7,8,9,11,12,13,14,20,23,25,27,31.
10. Disabled	<ul style="list-style-type: none"> • User friendly schools for disabled • Skills development 	North, midlands, and South.
11. Waste disposal sites	<ul style="list-style-type: none"> • Construction of waste disposal sites. • Establishment of Recycling Centers. 	All Wards 1-38
12. Safety and Security	<ul style="list-style-type: none"> • Provision of Satellite Police stations. • Constriction of police stations. 	2,4,12,18,25,27,30.
13. Spatial Planning and Land Use Management	<ul style="list-style-type: none"> • Formalization of Land Tenure Upgrading. • Servicing of sites. • Fast racking Land Clams. 	All Wards 1-38
14. Social Development	<ul style="list-style-type: none"> • Provision of Pay points. 	All Wards 1-38
15. Community Services	<ul style="list-style-type: none"> • Provision of Sports Facilities. • Provision of recreational Halls. • Provision of Library. • Provision of Thusong Centers. 	1,4,6,11,12,19,20,22,25,27,30,31;32,35.

Strategy Phase

A strategic session was held on the 25 – 27 February 2020 at Protea Kruger gate, it comprised of the Executive Mayor, Council Speaker, Chief Whip, All MMCs, chairpersons of service and MPAC, Municipal Manager, Directors, Managers and officials. All directorates came up with Strategies on how to address all the needs of the Communities, by prioritising them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the municipality. Strategic resolutions were the ultimate outcomes where each directorate is expected to implement within a specified time frame.

Project Phase

The IDP/Budget steering committee chaired by the Municipal Manager, inclusive of all directors and managers, met on the 13 March 2020 and 16 March 2020 to consider project proposals that have been

developed to undertake and integrate project planning process to ensure an effective and integrated link between project planning and delivery. The Directorates: technical services have been very critical in providing support to ensure proper, implementation and management for effective service delivery. This process assisted in coming up with multi-year projects and the new ones which must form part of the IDP. All the Technicians were requested cost the projects correctly to avoid the shortage of funds during the implementation. Most of the capital projects were prioritised and budgeted under the MIG grant.

Integration Phase

The BLM has integrated its capital projects as informed by the vision, objectives and strategies developed and resources available for the effective implementation of the project in the IDP. That has been seen as putting more emphasis on the implementation of the management strategic meeting resolutions. The municipal Rep forum will be held on the **09th April 2019** in Municipal Council Chamber where the draft IDP was presented to municipal councillors, officials, sector departments' officials and officials from the district municipality. All sector departments were invited to be part of the IDP Rep forum and those that managed to attend presented their plans or projects to be implemented in the municipal area.

Approval Phase

The 2020/21 (Draft) IDP was tabled on the portfolio committee on the 16^{March} 2020, Mayoral committee on the 17 March 2020 and Council was adopted on the 29 March 2020 with council resolution **(BLM132/29/03/19/2018/2019)**. After the adoption of the draft document, the municipality started with the advertising process of the public participation dates and also the draft document. The document has been placed on the municipal website and also in all 11 regional offices of the municipality. The final IDP document approved on the **29 May 2020** with Council resolution number: **BLM105/29/05/2020/2019/2020**

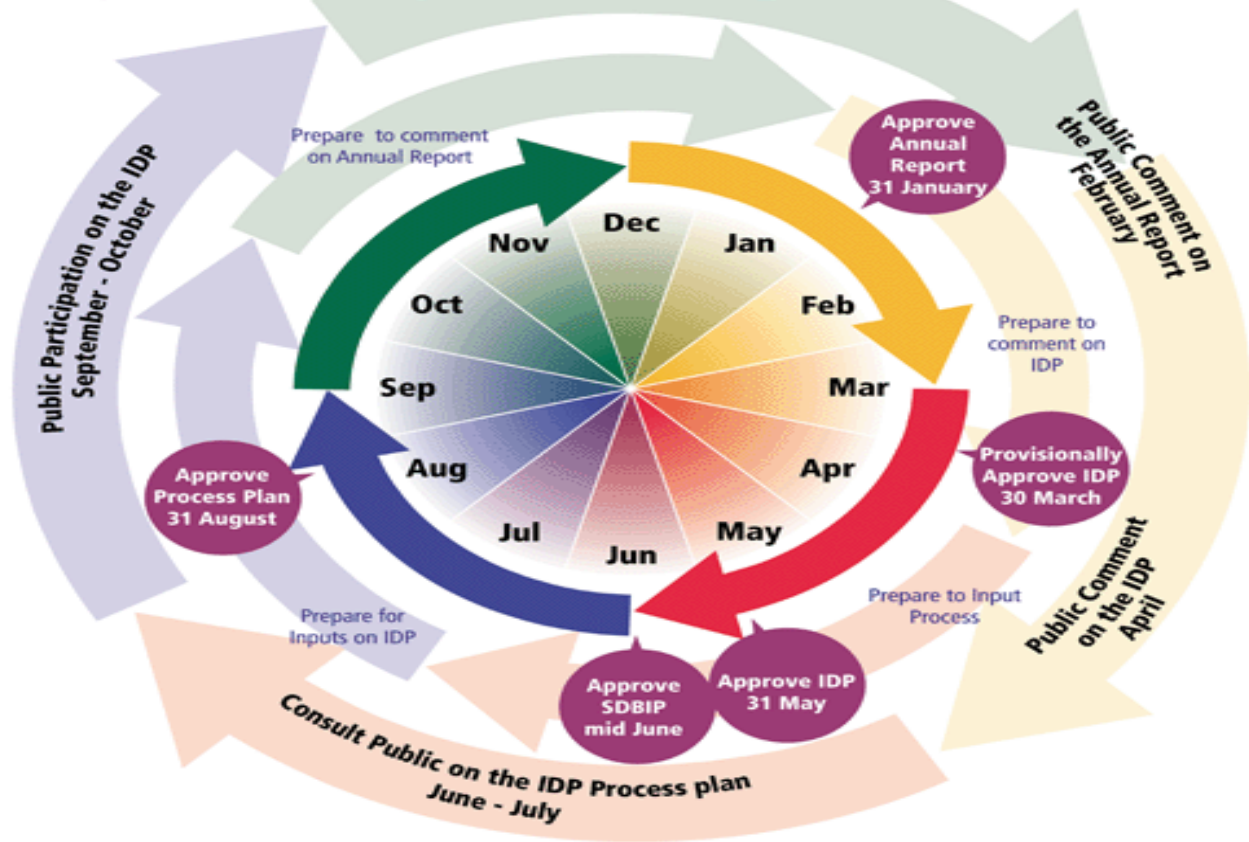
Due to the COVID-19 pandemic the normal Public consultations meetings were not done traditionally like other financial years. The regulations prohibited public gatherings therefore the municipality conducted the consultations through electronic mediums and media.

Evaluation and Feedback

This process is important as it assist with the strengthening of sustainable projects implemented through the IDP. It is proper to evaluate lessons and challenges to improve on the practice.

The below diagram clearly indicates the process plan from the planning stage to the approval and how the evaluation and the feedback on the IDP will be done.

Integrated Development Planning: how does it work?



Principles informing the compilation of the IDP requirements of chapter 5 of the Systems Act which requires:

- The IDP be compiled, adopted and implemented
- The municipality monitors and reviews the implementation of the IDP
- The IDP reviewed and adopted annually to the extent that changing circumstances so demand
- The IDP must be aligned with plans of other spheres of Government; and
- The IDP must reflect priority development needs of communities
- The IDP must align with the Municipal budget and SDBIPs.

2.2. IDP Consultative structures

Municipal Council

Council is the authority on all aspects of the IDP process. The reviewal process which is guided by the IDP Process Plan is approved before the reviewal starts. After approval by Council, the IDP is submitted

to the MEC of Local Government for comments and the provincial treasury. A copy will also be submitted to the Ehlanzeni District Municipality for information and alignment.

IDP Representative Forum

The forum consists of different stakeholders, interest groups and Councilors. The chairperson of the forum is the Mayor. It considers the development priorities, objectives, strategies, projects and the entire plan. Issues are debated and agreed upon for final approval by the Council of Bushbuckridge Local Municipality. The municipal Rep forum was held on the **09th April 2019**. The municipality has uses the Ehlanzeni district municipality's IDP Rep forums as part of the reviewal cycle. The following are categories of members of the IDP Representative Forum:

- Mayor (Chairperson)
- Speaker
- All Ward Councilors
- PR Councilors
- Municipal Manager
- IDP Steering Committee
- Community Stakeholders
- NGO's and Parastatals
- Traditional Leaders

IDP/Budget Steering Committee

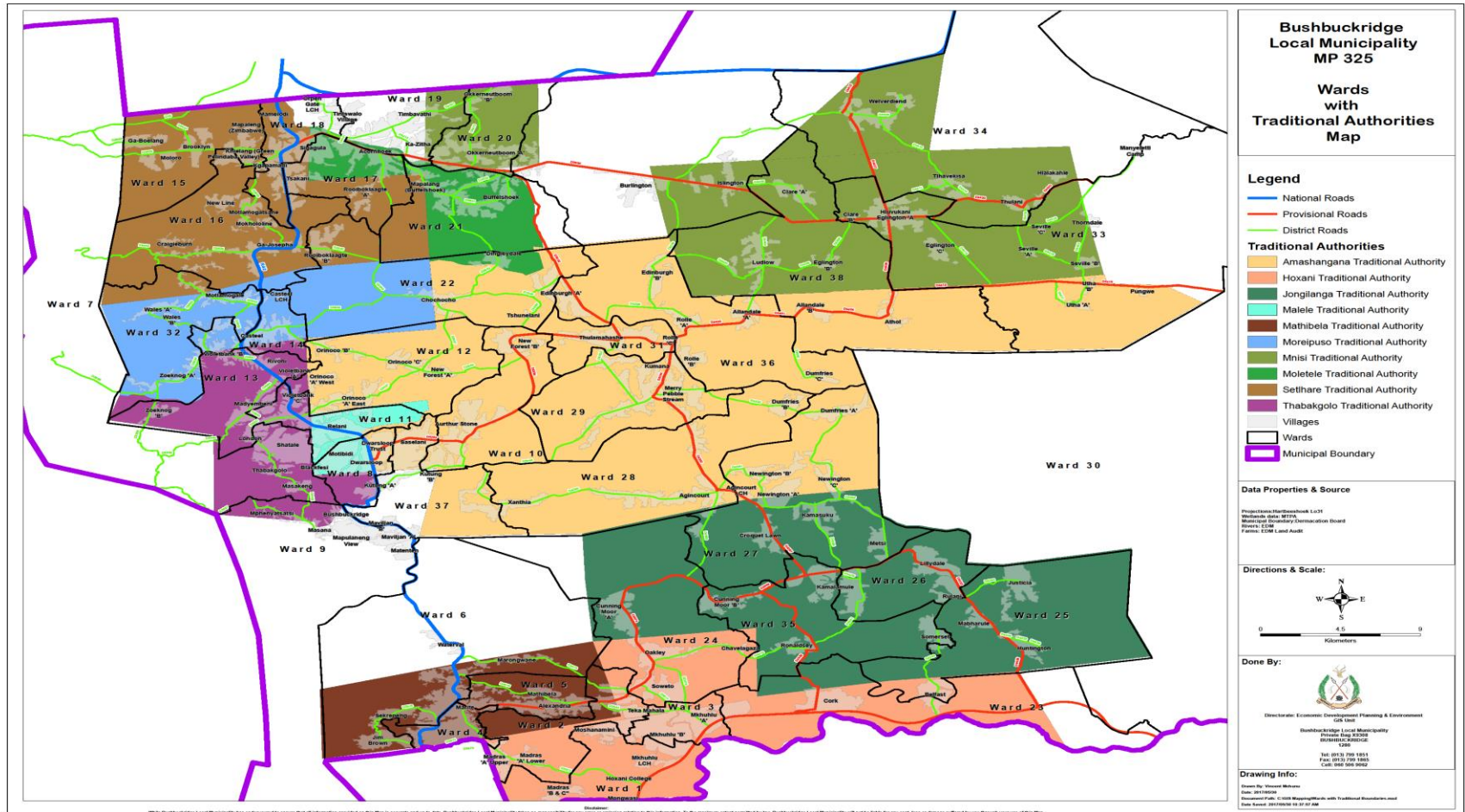
The IDP Steering Committee consists of internal Directors, Managers and Head of sector Departments as well as representatives of the District Municipality. The chairperson of this committee is the Municipal Manager. He often delegates to the IDP Manager. The steering committee met on the 01 October 2019 to formulate and align the IDP with the budget and its process for further consideration to the IDP representative forum. The steering committee serves as an advisory committee to the IDP representative forum. The final meeting was held on the 13 March 2020 to finalize the IDP document and making sure that community inputs are part of the document

IDP Technical Committee

The Technical Committee consists of all the Directors, Regional Managers, Technicians, Town Planners, and all the Unit Managers. The Municipal Manager is the Chairperson of the Committee, he delegated the IDP Manager to chair the meetings if he is committed. The committee checks the projects, budget, and all the information if it properly captured. The committee met on the 27 September 2020 to deal with the analysis phase. The Committee also met on the 13 March 2020 to ensure that all projects in the IDP are correctly costed or priced to avoid shortfalls during the implementation of the IDP. The Committee was chaired by the IDP Manager delegated by the Municipal Manager and was attended by the Directorate: Municipal Works and Water Services, Technicians, Town Planners and officials from the IDP Unit.

Traditional Mayors Forum (Incorporation of Traditional authorities)

Bushbuckridge Local Municipality is having ten Traditional Authorities; through the Office of the Executive Mayor working relations have been developed with the Traditional Authorities in the form of Bohlabela House of Traditional Leaders housed within the offices of the Municipality. The Traditional mayors' forum was established through these relations. This structure meets to discuss issues of land matters, Local Economic Development, social issues, and Infrastructure Backlog. During the Council sitting on the 15 July 2010, Council has resolved with Council Resolution no. (BLM /01/15/07/2010/11), to formally accord the Traditional Leaders to participate in all council sittings as major stakeholders with sitting allowances paid to Traditional Leaders. This will however, strengthen the structures in the municipality and involvement of traditional leadership as partners on matters of development, especially with rural communities that live on tribal land. The municipality is conducting workshops to capacitate Traditional Authorities to tackle the issue of land invasion, land tenure upgrading and servicing of sites.



The municipality has 10 traditional Authorities which are: Amashangana, Hoxani, Jongilanga, Malele, Mathibela, Moreipuso, Mnisi, Moletele, Setlhare and Thabakgolo Traditional Authorities

CHAPTER 3: SITUATIONAL ANALYSIS

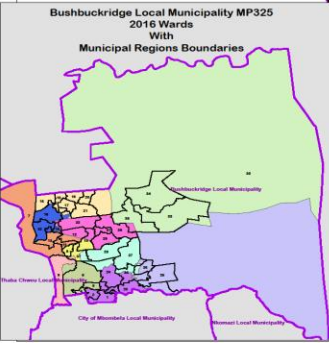
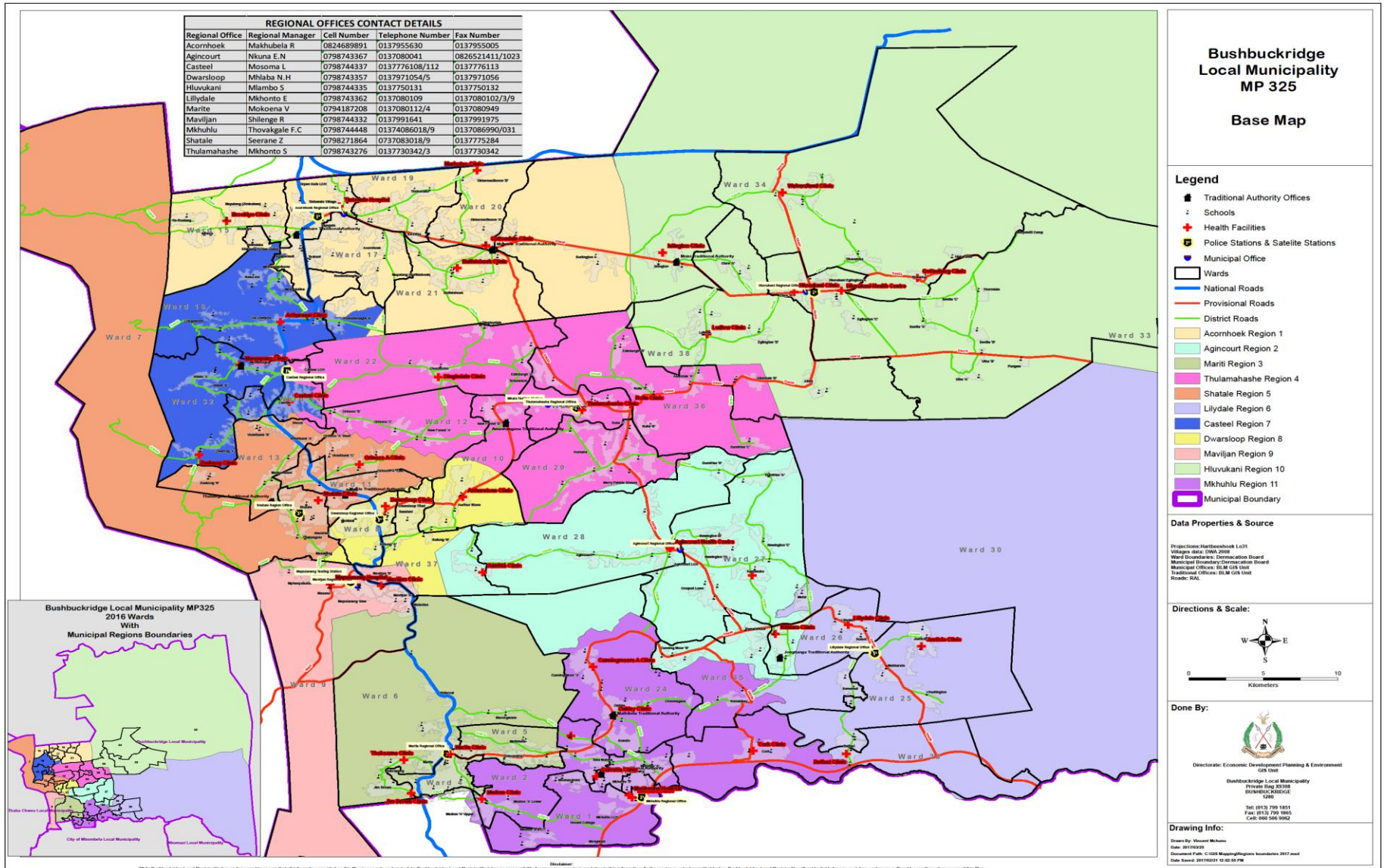
3.1. Location and Characteristics

Bushbuckridge Local Municipality is a category B municipality that forms part of the four Local Municipalities of the Ehlanzeni District Municipality family in the Mpumalanga Province. It is renowned for its agricultural and tourism attractions and it was declared a nodal point by the then president of the republic in 2001, it is located in the north-eastern part of the Mpumalanga Province and is bounded by Mozambique in the east, city of Mbombela Local Municipality in the South and Thaba Chweu local municipality in the South West. A part of Kruger National Park (KNP) forms part of the municipality, its main camp which is the Skukuza camp forms part of the park that is in the municipality.

The Municipal area provides a link to economically viable centres in the Lowveld, particularly Hazyview, Hoedspruit, Pilgrim Rest and Graskop. The R40 national road passes through the municipality starting from Marite to Acornhoek. The Municipal area can therefore be called the gateway to the major tourism attraction points in Mpumalanga and the south eastern part of the Limpopo Province. It is characterised by high unemployment rate, poverty, unregulated influx in particular that of the Mozambicans, Zimbabweans, Somali, Ethiopian and other foreign nationals. The Municipality has in the past been able to address the issue of social cohesion in ensuring that the setup of placing people along tribal belonging does not exist. The municipality is currently characterised and dominated by Vatsonga, Mapulana tribe (dialect from Sepedi) and Swati speaking people as indigenous inhabitants.

The Municipality has a number of challenges which form part of the priorities in the interim and certainly the Long Term Development Strategy. These are high poverty levels, Crime, Unemployment, back-log of service delivery, Skills shortage, High illiteracy, rural nature, HIV/AIDS epidemics and more certainly the lack of adequate access to basic services.

Bushbuckridge Local Municipality- FINAL Integrated Development Plan: IDP 2020-21



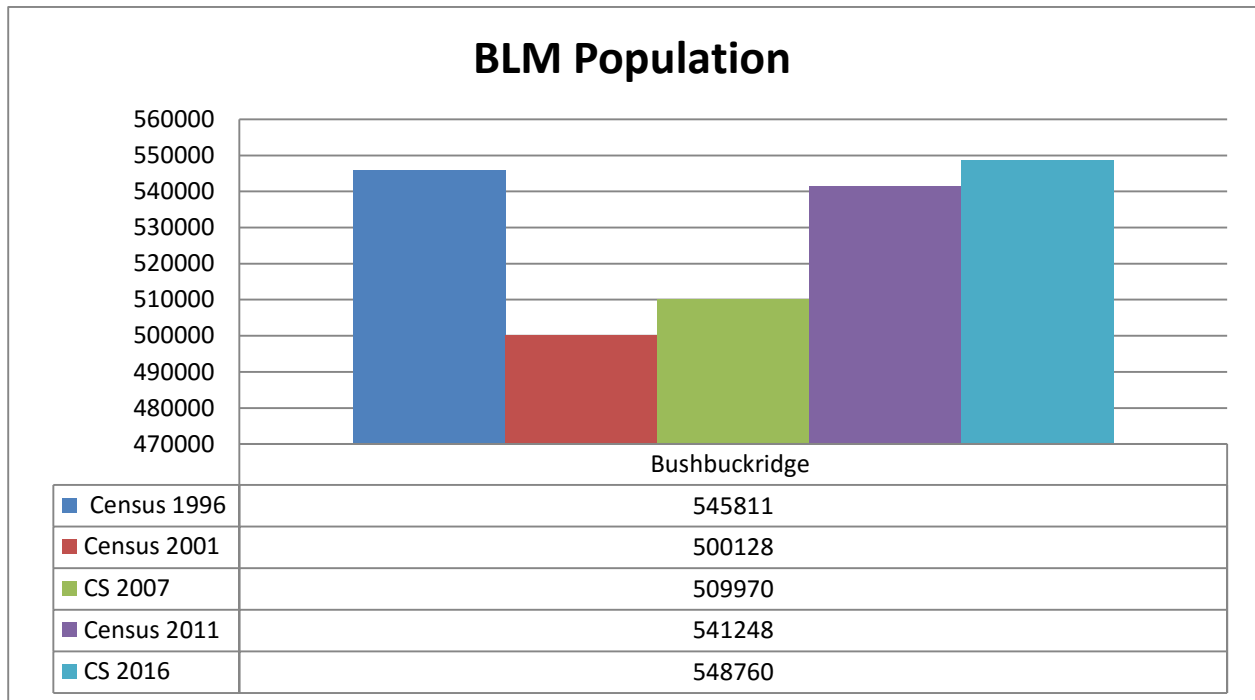
While Bushbuckridge Local Municipality has endeavored to ensure that all information provided on this Map is accurate and up to date, Bushbuckridge Local Municipality takes no responsibility for any error or omission relating to this information. To the maximum extent permitted by law, Bushbuckridge Local Municipality will not be liable for any loss, injury or damage suffered by you through your use of this Map.

3.2. Demographics

The main purpose of this section is to provide a good understanding of the key social, economic, Physical and environmental features of the municipal area and their impact on spatial and sustainable development.

Population size, age and gender

Figure 1: Population according to census 1996, 2001, 2011 and Community survey 2007 and 2016



Sources: STATS SA census 1996, 2001, 2011 and Community Survey 2007 and 2016

The population of Bushbuckridge Local municipality was 545 811 according to the Statistics South Africa 1996 Census, then the 2001 census shows that there was decrease to 500 128 in population. There was an increase in population in the 2011 census as the number rose to 541 248. Community surveys are conducted by STATSSA in between censuses, the first community survey was conducted in 2007 where it was found that we had 509 970 and in 2016 the latest one it shows that there are 548 760 people in the municipal area. Contributing factors might be the fertility & mortality rates, migration and influx to increase residential and business development in the municipality as a result of neighboring countries such as Mozambique and Zimbabwe.

Annual growth rate

Table 3: Annual growth rate

Annual Population Growth rate (%)	1996-2001	-0.87
	2001-2011	0.79
	2011 - 2016	0.3

Source: STATS SA census 1996, 2001, 2011 and CS 2016

The population of Bushbuckridge local municipality from the census count of 2001 was 500 128 persons; it increased to 509,970 persons based on the estimates from the 2007 Community Survey and was at 541, 248 in the 2011 census count. STATSSA commissioned a Community Survey in 2016 which indicated a growth of 0.3% to a population of 548 760.

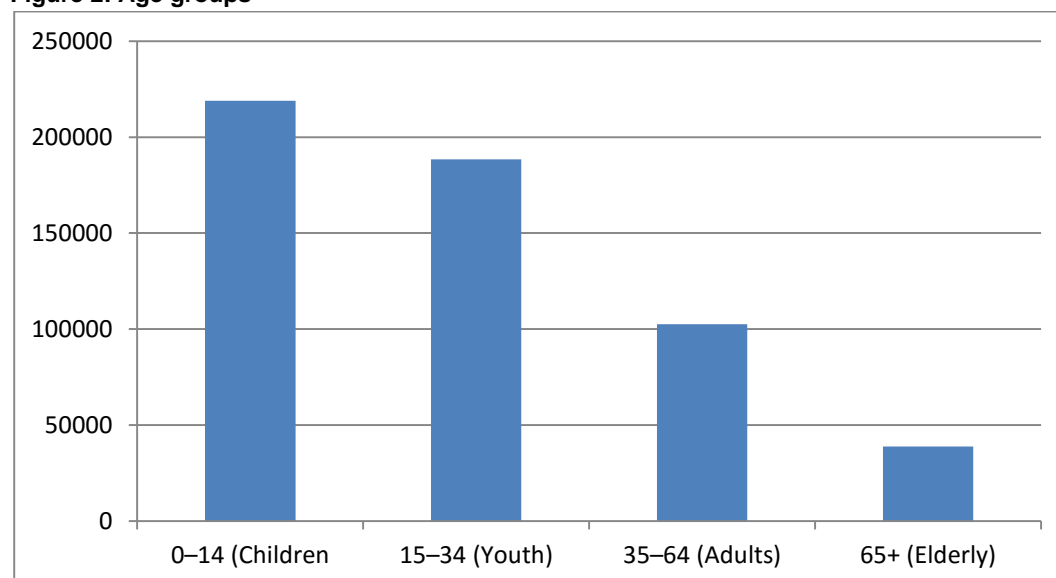
Table4: Annual growth rate

Local municipal area	Population		Average annual population growth	Projected 2030 number
	2011 (Census)	2016 (CS)	2011-2016	
Bushbuckridge	541248	548760	0.3%	572 263
Mpumalanga	4 039 939	4 335 964	1.6%	5 533 629

Source: STATS SA Census 2011, CS 2016 and MP SERO report

In Bushbuckridge Local Municipality over a period of five (5) years, the growth rate was -0.87 annually between 1996 and 2001. While between 2001 and 2011 the growth rate was 0.79 annually over a period of ten (10) years. There was a growth of 0.3% annually from 2011 to 2016.

Figure 2: Age groups



Source: STATS SA CS 2016

The highest population in the Bushbuckridge Local Municipality is the children residents' aged **0 to 14** and below contributing to **218 954** residents, children from **15 to 34** age group of **188 500** equals, the adults from **35 to 65** are **102 465** and the elderly from **66 to 120** are **38 841**.

Sex ratio

Table 5: Sex ratio

Census year	%
1996	83
2001	81.94
2011	83.33

Source: STATS SA census 1996, 2001 and 2011

In sex ratio any number less than hundred (100) means that there are more females than males. In the municipality the population's sex ratio on the 1996 census it was on 83%, the over a five (5) year period to 2001 census it was on 81.94% which is a slight decrease. While between 2001 and 2011 the sex ratio is 83.33 annually over a ten (10) year period.

Population Groups

Table 6: Population groups

Ethnic group	Persons
Black African	547665
Coloured	681
Indian or Asian	162
White	252

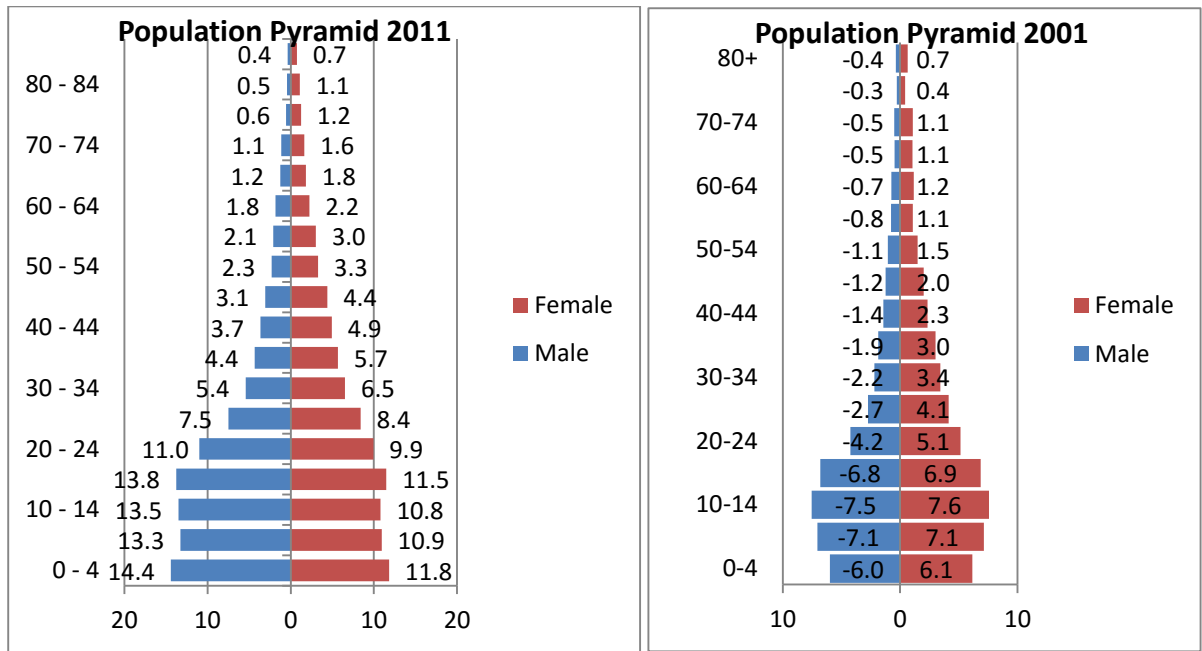
Source: STATS SA CS 2016

The population of Bushbuckridge municipality is largely black Africans with 99.55% followed by whites on 0.19%. Coloured and Indian/Asian groups are at 0.10%.

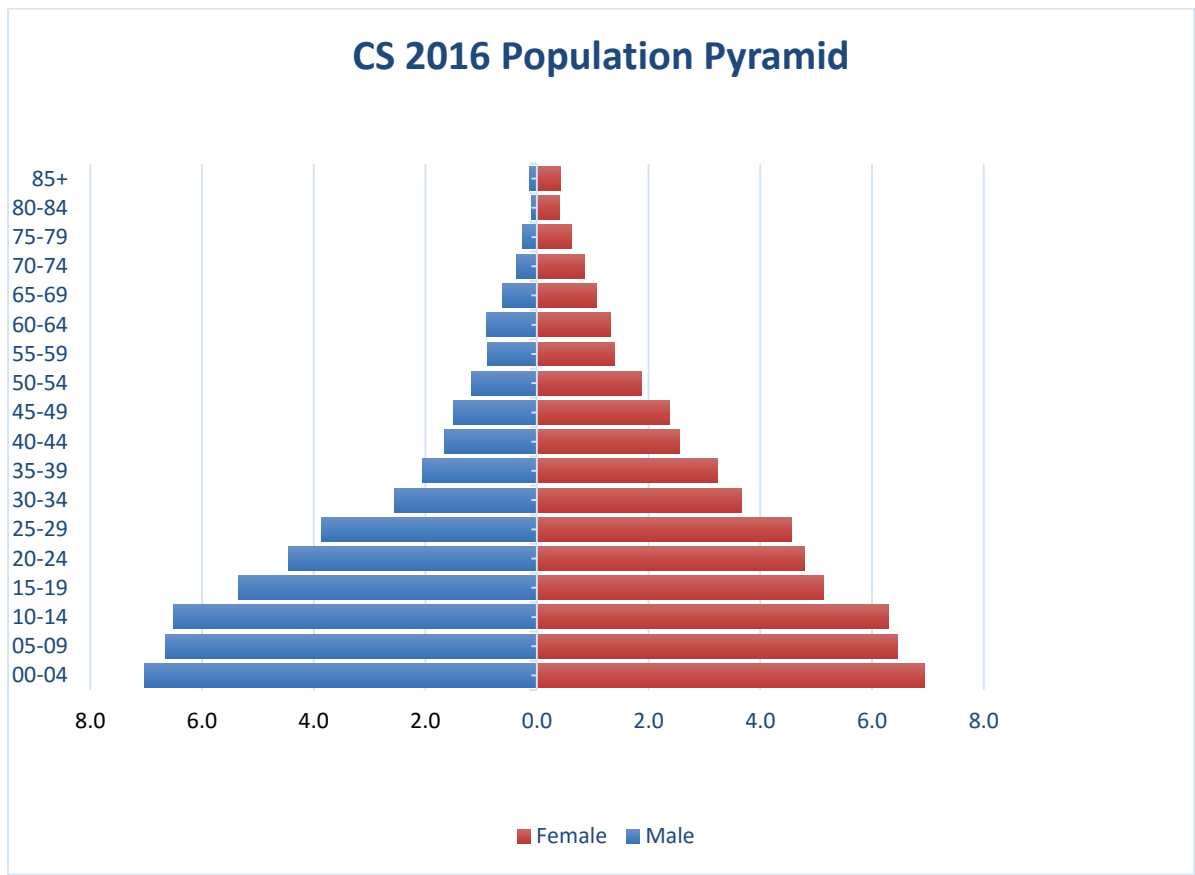
Population composition

a. Population pyramid

Figure 3: Population Pyramid 2011 and 2001



Source: STATS SA Census 2011 and 2001



The population of Bushbuckridge municipality shows a typical age structure of a very young population distribution. There is strong evidence of declining fertility, which is observable from a steady decline in the population 10-14, 5-9 and 0-4. Also evident is that the population of the municipality is concentrated in younger age groups, with the groups 5-19 being the largest. The distribution is similar for both males and females, except observably larger female population at all age groups.

Percentage of disability

Table 7: Percentage of disability

Census	%
1996	5.17
2001	4.48
2011	2.87

Source: *STATS SA census 1996, 2001 and 2011*

In the municipality the number of people of disability has decreased since the first democratic census in 1996 as it on 5.17% compare to 2001 census it was on 4.48% and 2011 as it was 2.87%. The municipality has built a center of disability in Marite with others planned to be implemented in the next coming financial years.

3.3. Socio-economic development

HDI (Human Development Index)

Table 8: Human development Index

2014	2017
0.52	0.54

Source: *Mpumalanga department of Finance 2016-socio economic profile*

HDI is the statistical mark of the life expectancy, educational level, GDP per capita and various factors that decide the common lifestyle. In the socio-economic study conducted in 2016 by the Mpumalanga department of finance the Bushbuckridge Local municipality which indicated that in 2014 the HDI was on 0.52 in 2014 but decreased to 0.54 in 2017. This a worrying trend for the municipality as the target is to have it lower in 2014.

Gini-Coefficient

Table 9: Gini-Coefficient

INDICATORS	Trend		Latest figure 2011	2016	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province
	2001	2007				
Gini-coefficient (0 best to 1 worst)	0.65	0.62	0.58	0.58	(+) (0.60)	(+) (0.62)
Poverty rate	61.7%	51.3%	42.2%	45.40%	(+) (45.3%)	(-) (41.6%)

Source: Mpumalanga Department of finance 2016- socio economic profile

This indicator measures inequality, estimates ranges from 0 to 1 where 1 is an indication of total inequality and 0 is total equality. Gini-coefficient was at 0.58 in 2011 and it's improving & better than province and district.

Poverty Rate

Table 10: Poverty rate

Year	Rate (%)
2014	56.8
2017	63.5

Source: 2017 HIS Global Insight

Poverty rate was at 56.8% 2014 then increased to 63.5% in 2017 which is an increase in poverty levels which is a result of government being the main employer in the municipality which will be unsustainable in the long run.

Unemployment rate

Table 11: Unemployment rate

Local Municipal Area	Unemployment rate Census 2011	Unemployment rate 2015 IHS Global Insight figures
Bushbuckridge	52.1%	46.4%

Source: STATS SA census 2011 and 2015 HIS Global Insight Figures

There has been a decrease in unemployment rate which was at 52.1% as per 2011 census to 46.4% (HIS Global Insight) which is an improvement.

Household income, 2011

Table 12: Households income

Income	No. households
R 1 - R 4800	12075
R 4801 - R 9600	20199
R 9601 - R 19 600	29927
R 19 601 - R 38 200	25684
R 38 201 - R 76 400	10962
R 76 401 - R 153 800	6571
R 153 801 - R 307 600	3976
R 307 601 - R 614 400	1504
R 614 001 - R 1 228 800	240
R 1 228 801 - R 2 457 600	102
R 2 457 601 or more	83

Source: *STATS SA census 2011*

In Bushbuckridge Local municipality's households' income is relatively low in the province as its ranked number 13 as per department of finance 2011 report. An income of R9601 – R19 600 has the most households surviving on it followed income from R19 601 – R38 200 with 29927. The average households' income is R36 569.

Number of social grants recipients (per grant type)

Table 4: Social grant recipients

Type of grant	Statistics
Old Age	41 584
Disability	12 727
War Veteran	0
Foster Care	4 317
Child Support	209 055
Care Dependency	2 094
Grant In Aid	2 223
Total	272 000

SASSA February 2019

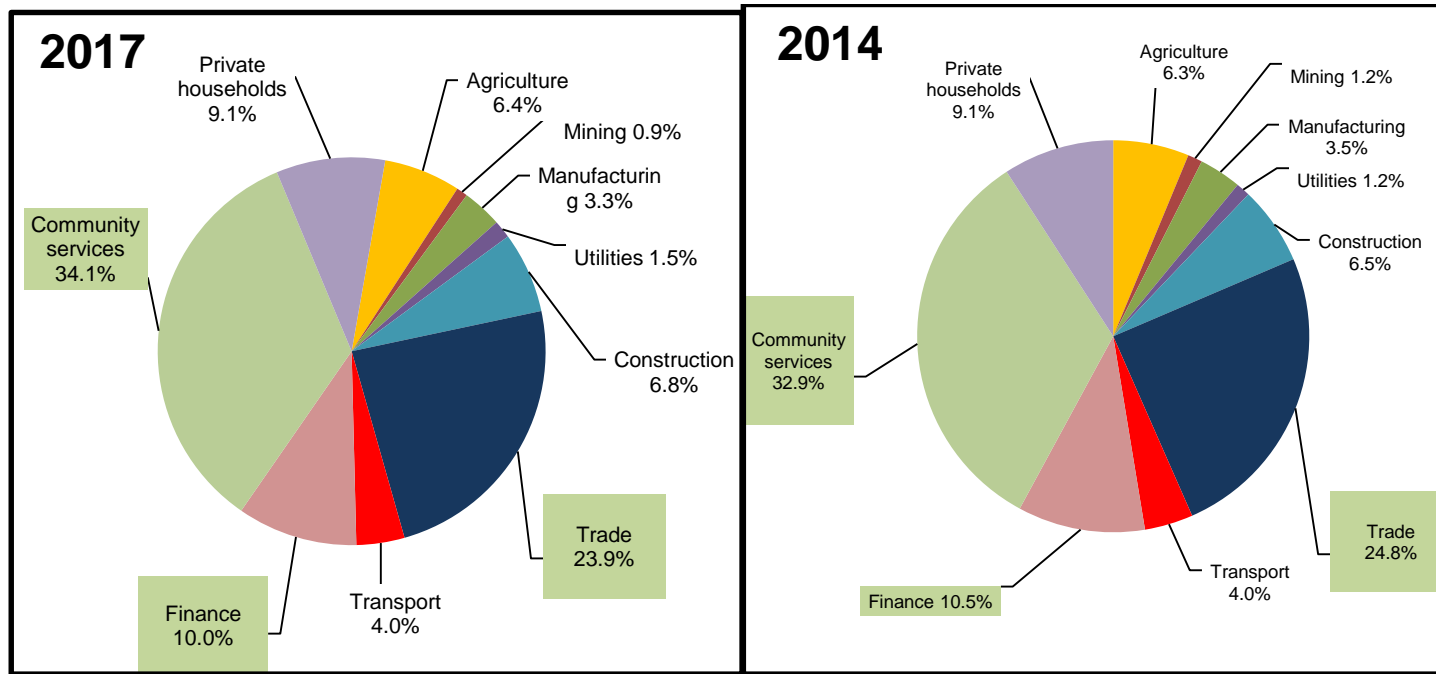
In Bushbuckridge Local Municipality there are 209 307 child support grant recipients as the highest followed by 40 973 old aged grants recipients. There are 13 433 disability grant recipients and there's no war veteran recipient.

Dependency Ratio

Dependency ratio looks at how the communities look at or depend on the government for grants which is too high and unsustainable in the long run. Looking at the grant receipts it shows that the child support grant is too high almost half of the population of this municipality. That shows that most young people rely on grants for living of which is not sustainable. This means the level of education for the youth residents is low and are mostly unemployable. The unemployment rate shows that the education level must be improved in order to reduce this rate.

Employment by industries

Figure 4: Employment industries



Source: Department of Finance and Economic Development 2018

Bushbuckridge Local Municipality is the second highest municipality with high unemployment rate after Nkomazi Municipality. Employment opportunities are very minimal given the nature of the municipality hence the nodal status. The leading industries in terms of employment are community services (government) with (34.1%) which grew from 32.9% in 2014 and trade with (25.3%). There is increasing role/share of community services as employer & decreasing role/share of agriculture and trade. There is no large scale of mining in the municipality as there no underground resources. The mining that is being practiced its sand mining and stone crashing.

Education

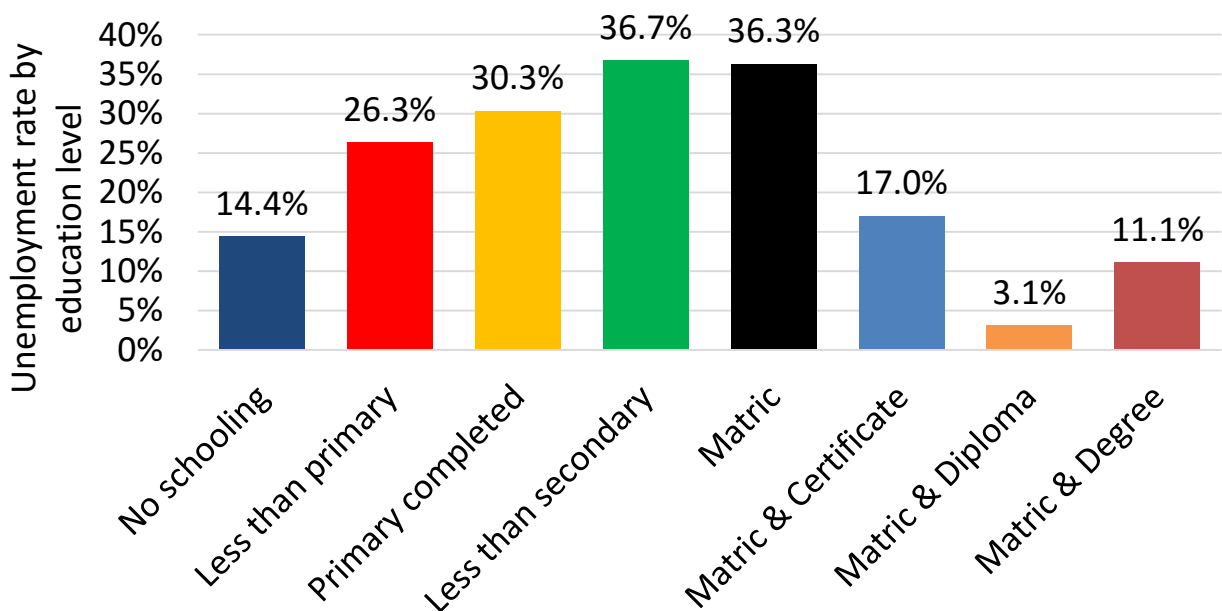
The municipality values education as an important aspect in the developing community and as a result some vulnerable and child headed families finds it difficult to access basic education. The municipality is committed to provide psycho-social support programs for learners and educators through the facilities provided by the department of education. The municipal area has 213 primary schools, 119 secondary schools (1 NEPAD e-school), 4 combined schools and further education and training institutions.

Access to basic education is realized and made possible through the provision of free Learner Support Materials and by also declaring other school no-fee schools for the previously disadvantaged communities. However, higher education remains a challenge since there is no proper higher education institution within the boundaries of the province.

However, serious problems are experienced in many of these schools including overcrowding, high failure rate that could be attributed to poor infrastructure and facilities. There are other educational facilities which are currently not used for education purposes such as Mapulaneng and Hoxani colleges of Education. Currently there are four community libraries to serve the community of Bushbuckridge municipal area and one is planned to be implemented in Acornhoek in this financial year.

The Municipality has realized a 37% reduction in illiteracy, an attribute in the access to Adult Basic

Education and Training (ABET). In comparing the illiteracy level of the Census 2001 conducted by the Statistics S.A and the Community Survey of 2007 of the same, Census 2001 recorded 86 866 people aged 20 and above with no Schooling while Community Survey recorded 54, 696 with about 32, 170 difference which indicates a drop in illiteracy rate.



2016 Census: STATSSA

The municipality with the department of education through collaborative efforts will always try to improve the level of literacy in the municipality as the target is to have more than 50% of the youth

educated so they can be employable. The Highest stat is for people with less matric at 36.7% followed by those with Matric on 17.0%. In this country the most vulnerable to unemployment are those without post matric qualifications, therefore this shows that government and the municipality must come up with strategies that will lead this group to be employable as they are the dominant group in the municipality.

2015-2019 Matric Results

Table 14: Matric results

FOUR YEAR PERFORMANCE					
Academic Year	2015	2016	2017	2018	2019
Grade 12	76,7	72,3	72,4	76,9	76,0

Source: Mpumalanga Department of Education

In the Municipality there was a good showing by the grade 12 learners in 2015 where a 76.7 % pass rate was achieved. The next two academic years there was a decrease of 72.3 % in 2016 and 72.4 % in 2017. Through collaboration between the Municipality and the Department of Education by doing learner assistance programs the pass rate improved to 76.9% in 2018 academic year. There was a slight decrease in 2019 academic year by 0.6% from the previous year to 76% in 2019. These collaborations will continue as a target of 80% + has been set for the 2020 academic year.

Education and unemployment in the municipality continues to drive multi-dimensional poverty. The improvement in Bachelors pass rate to 26.5% is a step in the right direction. Relatively low unemployment rate for people with diplomas and degrees in the municipality – normally lowest unemployment for people with degrees.

Health Status

Bushbuckridge Local Municipality has 3 equipped hospitals, 3 health centers, 37 operational clinics and 5 mobile teams. The challenge the municipal faces inadequate medical services in most clinics due to poor supply of medication. These do not dispute the changes that the department has done in the past years in upgrading the service delivered to the communities in other clinics. There are sufficient programs targeting youth, women and disable people in the communities within the Bushbuckridge Local Municipality’s jurisdiction. Health is responded to as a major component of service provided by the municipality.

Table 15: Public health facilities

PUBLIC HEALTH FACILITIES	2018
Number of clinics	37

PUBLIC HEALTH FACILITIES	2018
Number of community health centers (CHC)	3
Number of hospitals	3

Source: Department of health

The Municipality through the directorate of community services and IDP forum is continuously engaging the department of Health to have mobile clinics where there are no clinics or the walking distance is more than a kilometer as this poses a challenge to the sick and elderly. Awareness campaigns on health matters have sufficient budget from the municipality in order to keep the communities aware and healthy.

HIV & AIDS

HIV prevalence rate of pregnant women was 31.1% in 2013 the second lowest rate in the province. HIV prevalence rate excluding pregnant women was 16.8% in 2011 a decreasing trend. TB cases are increasing since 2010 as its second highest (worst) among the 18 municipal areas between 2010 and 2011.

Bushbuckridge Local Municipality as a custodian of service delivery has a mandate to respond to HIV and AIDS as a developmental problem. The municipality envisages promoting good behavioral patterns and practices through activities that are aligned and coordinated to enable sustainable socio-economic and human capacity in responding to challenges in addressing the pandemic. Further, the struggle against HIV/AIDS needs all the sectors, formations and stakeholders of our society to be involved.

In the municipality, an estimated infection rate is 29% average. Currently there are 12 service points that are accredited as Ant-Retroviral (ARV) treatment centers. One private clinic (Bhubezi clinic) Mapulaneng & Tintswalo Hospitals, Maviljan Health Centre, Agincourt Clinic, Thulamahashe and Casteel Health Centers are accredited health institutions for providing ARVs. Currently estimations indicate that there are more than 4 200 people taking Anti-retroviral treatment in Bushbuckridge Municipal area. The most infected are the economically actives groups (women & men) between the age of 18 - 40. The municipality has further developed and adopted workplace policy that is aimed at assisting employees who are affected and infected with HIV/AIDS pandemic.

There are also supporting institutions within the municipal area in the form of Home Based Care Facilities across Bushbuckridge municipal area, mainly aimed at assisting people and families who on a daily basis live with the pandemic. These institutions are supported by the department of social development and welfare as the main sponsor.

Top ten causes of death

Table 16: Top ten causes of death

Death causes
Tuberculosis
Gastro Enteritis
Pneumonia/Lower respiratory tract infections

Death causes
HIV related disease
Cancer
CCF
Hypertension / CVA
Diabetes
Meningitis
Accidental injuries

Source: Department of Health Mpumalanga

In the municipality the highest cause of death is tuberculosis, gastro enteritis diseases follows and the least cause of death is accidental injuries.

Anti-natal HIV prevalence rate

Table 17: Anti-natal HIV Prevalence rate

Census	%
2009	25.50
2010	28.80

Source: Mpumalanga department of Health

Anti-natal prevalence is the number of pregnant women who tested positive for HIV in clinics. In Bushbuckridge Local municipality anti-natal prevalence has increase as according to the Mpumalanga department of health in 2009 it was at 25.50% then went up to 28.80% in 2010. There must be emphases on the mainstreaming of HIV in the municipality through partnership of the municipality and the department of health to fight this prevalence.

3.4. Household profile and services

Table 17: Household profiles

Type of service	Census 2011	Community Survey 2016	Share 2011	Share 2016	Trend (based on share)
Informal dwellings	1 597	1 099	1.2%	0.8%	(best in MP)
Piped water backlog	28 124	15 217	21.0%	11.0%	(8 th worst)
Toilet backlog	16 966	7 178	12.6%	5.2%	(3 rd worst)
Flush/chemical toilet backlog	121 994	112 304	90.9%	81.7%	(3 rd worst)
Electricity backlog	7 783	2 921	5.8%	2.1%	(3 rd best)

Source: Department of finance 2019

Basic service delivery/infrastructure indicators of Bushbuckridge Local Municipality are worse than district and provincial figures with the exception of informal dwellings and electricity

indicators. It is also ranked best and second best with informal dwellings and electricity for lighting indicators. The municipality is the third worst with no toilets and eighth worst with connection to piped water.

Number of households

Table18: number of households:

Census	Number
1996	113 199
2001	110 586
2011	134 197
2016	137 419

Source: STATS SA census 1996, 2001, 2011 and CS 2016

In the municipality there were 113 199 households from the 1996 census count, after a five year there was a decrease to 110 586 according to the 2001 census then in the 2011 census count it indicates an increase with 134 197 households counted and the households rose to 137 419 on the community survey 2016. In terms of our own municipal GIS estimations it is believed that the households are at 180 000 which we hope to engage STATSSA on this matter.

Annual growth rate of households

Table 68: Annual households' growth rate

Census	%
1996-2001	-0.23
2001-2011	1.94

Source: STATS SA census 1996, 2001 and 2011

In Bushbuckridge Local Municipality over a period of five (5) years, the households' growth rate was -0.23 annually between 1996 and 2001. While between 2001 and 2011 the growth rate was 1.94 annually over a period of ten (10) years.

Average households size

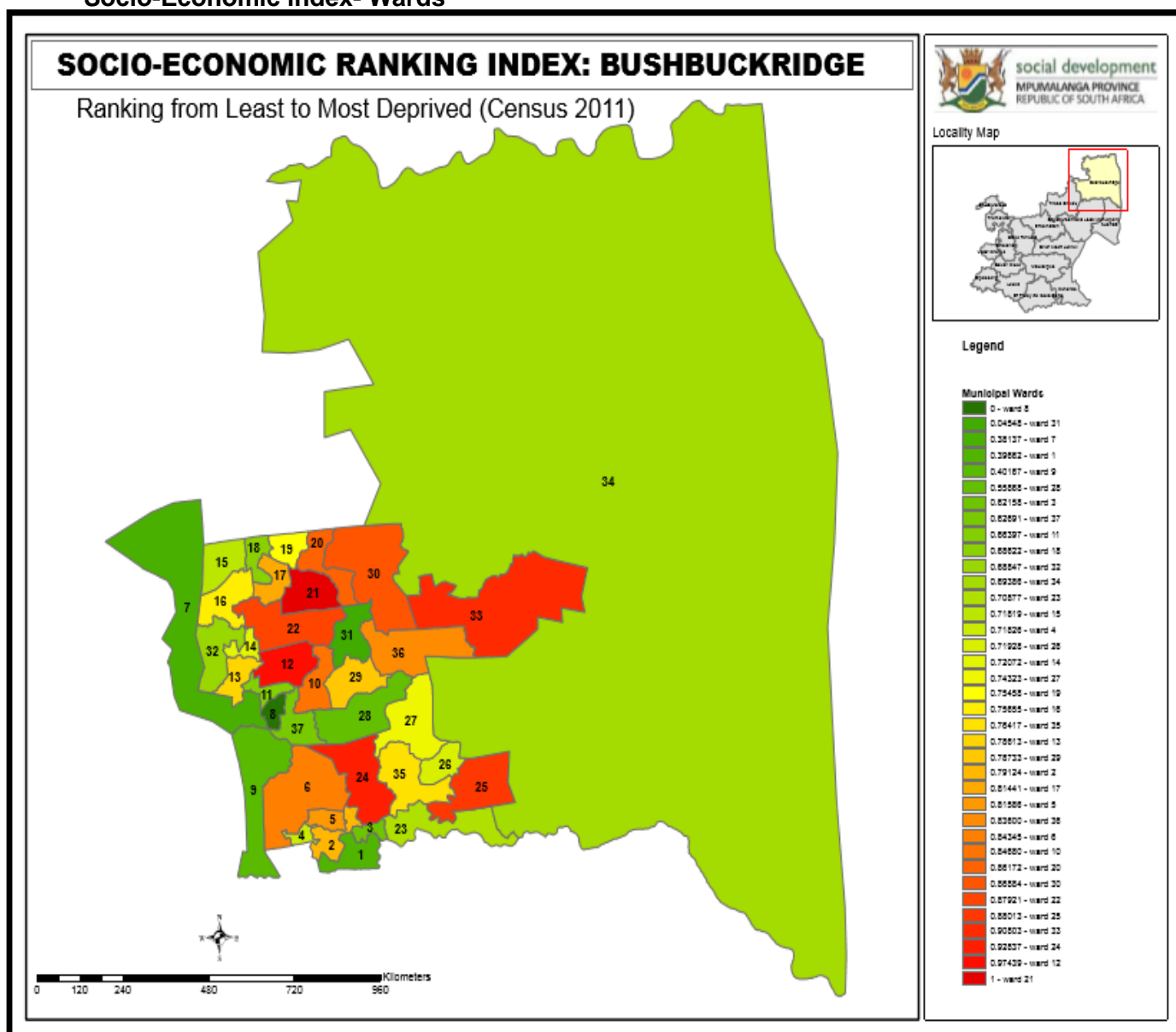
Table 19: Average households size

Census	%
1996	4.76
2001	4.48
2011	4.02

Source: STATS SA census 1996, 2001 and 2011

In the municipality the number of households' size is decreasing as it's at 4.02 as per 2011 census which is a decrease as it was on 4.76 in 1996 census and 4.48 on 2001 census count.

Socio-Economic index- Wards



The Map above indicates wards which are most deprived in terms of development to the ward which mostly developed. With ward 1 the most developed to ward 21 with the most deprived

Types of dwellings

Table 20: Types of dwellings

Formal dwelling/house or brick/concrete block structure on a	126848
Traditional dwelling/hut/structure made of traditional mater	3353
Flat or apartment in a block of flats	165
Cluster house in complex	457
Townhouse (semi-detached house in a complex)	230
Semi-detached house	595
Formal dwelling/house/flat/room in backyard	3458

Informal dwelling/shack in backyard	707
Informal dwelling/shack not in backyard (e.g. in an informal	392
Room/flatlet on a property or larger dwelling/servants quart	552
Caravan/tent	76
Other	573
Unspecified	13
Total	137419

Source: STATS SA CS 2016

The type of dwellings found in the municipality are House or brick/concrete block structure on a separate stand or yard or on a farm with 126848 followed by formal dwelling/house/flat/room in backyard 3458 and traditional dwelling/ hut/structure made of traditional materials with 3353 the least of the dwellings its Caravan/Tent 76 with 11 as the municipality is predominantly rural.

Migration

The Municipality is in close proximity with Mozambique, Zimbabwe and Swaziland. Migration is a norm when a municipality is in such proximity with international borders. The R40 route which passes through the municipality also plays a role in international and local migrants influenced by job opportunities and trade. Migration has a big impact on municipalities as it plays a big part in planning as well as allocation of resources. There are 3 different types of migration that must be taken into consideration when planning namely:

- Non-migrants - those born in Bushbuckridge and have never moved from their location
- In-migrants - those who moved from elsewhere within Mpumalanga or from other provinces within South Africa
- Immigrants - those who moved from other countries into Bushbuckridge

Households with access to water:

Table 21: Households with access to water

Local Municipal area	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Bushbuckridge	28 124	15 217	21.0%	11.1%

Source: Mpumalanga Department of Finance and Economic Development

The municipality has had an improvement when it comes to households with access to water as there was 28 124 house without access in 2011 and in 2016 there are 15 217 households that translates to 11.1% of households without access.

3.5. ECONOMY OF THE MUNICIPALITY

The Municipality is predominately rural as it was declared nodal point by the then President Thabo Mbeki in 2001, this was done as this municipality doesn't have towns (base for revenue collection), major industries and mining. The potential sectors are mainly agriculture and tourism aided with having part of the Kruger National Park (KNP) within the boundaries of the municipality.

The Municipality has a LED strategy that is under review that has a clear path on to grow the local economy and reduce unemployment.

Economic growth

Table 22: Economic growth rate

1996 – 2017	2014 - 2018
1.6%	-1.3%

Source: MP 2016 SERO Report

The economic growth rate was 1.6% per annum over the period of 1996 – 2017 and experienced a negative growth rate from 2014 – 2018 of -1.3%. The negative growth rate was also influenced by the decline of the national economy. The forecasted average GDP growth between 2018 and 2022 is 1.3% per annum. The municipality intends to grow the contribution to the provincial economy to 6% by 2022 as currently on 4.1% and it's the 6th largest economy in the province. In 2017 the estimated economy size of the municipality was approximately R16 billion. Tourism is a major contributor to the local economy as it contributed around 21.3% translating to a spend of around R3.3 billion.

CHAPTER 4: STRATEGIC OBJECTIVES

4.1. Municipality Vision

Bushbuckridge Local Municipality strives for sustainable development and prosperous life for all.

4.2. Municipality Mission

The municipality commits to provide affordable and sustainable services through good governance and community participation

4.3. Municipality Core Values

- Accountability
- Openness and Transparency
- Responsiveness
- Honesty
- Service standards
- Diligence
- Effective and efficient governance

4.4. Municipal Goals and Strategic Objectives

Municipal Goals	Strategic Objectives
Goal 1: Ensuring integrated development planning and integrated Human settlement	<ul style="list-style-type: none"> • Strengthen existing IDP structures • Improve the IDP and budget planning process • Ensure implementation of IDP priorities • Allocate available funds to identified priorities on a Multi-Year Plan • Promote Public-Private-Partnerships Ensure implementation of LED strategy
Goal 2: Sustainable provision of basic services	<ul style="list-style-type: none"> • improve provision of basic services (water, Electricity, Sanitation and Refuse removal)
Goal 3: Ensure continuous staff development	<ul style="list-style-type: none"> • Implement performance management system • Create awareness and buy-in to BLM strategy • Improve communication strategy • Continuous assessment and staff development through PMS
Goal 4: Ensure Financial viability and improve revenue collection	<ul style="list-style-type: none"> • Implement AG action plan • Improve audit outcome to clean audit • Ensure all National Treasury regulations • Increase revenue collection by 10% • Ensure spending of all allocations
Goal 5: Sustainable economic growth and job creation	<ul style="list-style-type: none"> • Reduce unemployment by 3%

4.5. Municipal SWOT Analysis

Table 7: SWOT Analysis

MUNICIPAL EXTERNAL ENVIRONMENT	
Strengths	Weaknesses
<ul style="list-style-type: none"> • The area is located in close proximity to the world famous Kruger National Park, the Maputo sub-corridor and forms part of the Canyon to Kruger biosphere, which makes it attractive for tourism. • The Municipality has a potential for developing the local economic hub through our indigenous wealth in the form of agricultural farming and tourism. • The municipality has diversified skilled labour force base to enable growth and development. • Decentralised service delivery points in the form of the eleven regional offices. • Potential to economic hub in the areas such as Mkhuhlu, Acornhoek, Thulamahashe and Dwarsloop • Functional municipal structures (IDP structures, Council, Portfolio committees, etc.) • Qualified skilled staff 	<ul style="list-style-type: none"> • Poor public road infrastructure, facilities and pedestrian access, to enable service delivery and economic development. • Lack of unified marketing strategy which limit agricultural development • Lack of economic hub or development centre to facilitate economic development. • Poor involvement and benefits in tourism for the local communities • Lack of development of retention strategy. • Lack of revenue enhancement and collection strategy. • Lack of scarce skilled employees e.g. Engineers, Technicians and Accountants
MUNICIPAL EXTERNAL ENVIRONMENT	
Opportunities	Threats
<ul style="list-style-type: none"> • Proximity to Kruger National Park • Potential to multi-cultural indigenous tourism points • Existence of a number of public and private owned game and nature reserves for eco-tourism developments • Potential to economic growth through agriculture 	<ul style="list-style-type: none"> • HIV/AIDS pandemic • Global warming and climate change • High unemployment rate • Migrant labour • Uncoordinated land use • Crime • Poverty • Immigration

The Current Challenges facing the Bushbuckridge Municipality include the following:

- ❖ Poor road network to enable easy movement for the community that will facilitate economic development.
- ❖ Lack of a development strategy for the municipal area based on a proper land audit.
- ❖ Lack of sufficient bulk water supply, reservoirs and reticulations.
- ❖ Lack of strategy to attract skilled labour force and to retain the skilled personnel.
- ❖ Inadequate health facilities and poor supply of medicines to clinics.

- ❖ Lack of a reliable and structured waste management plan for waste disposal in the area.
- ❖ Lack of effective debt collection and revenue generating strategies.

4.6. Developmental Strategy Priority Issues

The municipal objectives and strategies should focus on the strategic intent of the municipality in achieving the vision and mission in line with the identified priority issues and program.

KEY PERFORMANCE AREAS AND STRATEGIES

KPA: Basic Services and Infrastructure								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA Problem statement(s)	Strategic Objective	Measures		Target	Projects per KPA	Date/Time Frame	Programme Budget
			Baseline	Indicator				Total Projects Allocation
Water Infrastructure	Inadequate provision of portable water to all community members	<ul style="list-style-type: none"> Development of sectoral plans Reduction of historical backlogs 	WSDP currently under reviewal. Bulk pipe line at 90%.	Number of household having access to quality water	100% of the total households with water in the municipal area	<ul style="list-style-type: none"> Bulk water pipeline Water reticulation and yard meter connection 	2024	R 1, 5 B
Sanitation	<ul style="list-style-type: none"> Old and overloaded waste water treatment works and 	<ul style="list-style-type: none"> Development of sectoral plans Reduction of historical backlogs 	WSDP currently under reviewal. Refurbishment of WWTW	60 %of households having access to basic sanitation	90% of the total households with sanitation in the municipal area	<ul style="list-style-type: none"> Upgrading all existing WWTW plants Refurbishm ent of 	2022	R 96m

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KPA: Basic Services and Infrastructure								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA Problem statement(s)	Strategic Objective	Measures		Target	Projects per KPA	Date/Time Frame	Programme Budget
			Baseline	Indicator				Total Projects Allocation
	distribution networks • Inadequate basic sanitation (Toilets)					sewerage reticulation • Basic sanitation (toilets)		
Electrification of Households	Most households are electrified. Hymast lamps are needed in wards as to curb criminal activities.	• Reduction of historical backlogs	98.3% of households have access to electrification	100% of households with affordable and reliable electricity	100% of total households with electricity in the municipal area	• Electrification of households • Installation of Hymast lamps in all wards	2022	R 50 M
Roads and Bridges	• No Roads Master Plan, Lack of Plants and Equipment • Poor designs for road and infrastructure	Development of sectoral plans; Roads Master Plan; Review of O&M; Policy for Roads Infrastructure Designs	Total Municipal roads / streets 4640km and 345km are tarred and paved and 4295km are gravel roads / streets	Re-gravelling of access streets of 50 km (2020/21) Paving of 120 km internal streets (2020/21) Rehabilitation of access streets of 5 km (2020/21)	Re-gravelling of access streets of 600 km Paving of 50 km internal streets Rehabilitation of access streets of 25 km	• Re-gravelling of access streets • Paving of internal streets • Rehabilitation of access streets	2025	R1B

KPA: Basic Services and Infrastructure								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA Problem statement(s)	Strategic Objective	Measures		Target	Projects per KPA	Date/Time Frame	Programme Budget
			Baseline	Indicator				Total Projects Allocation
				Stormwater drainage system 160m (2020/21) Road Master Plan (2020/21)	Storm water drainage system 1km	Storm water drainage system		

Economic Development, Planning and Environment

KPA: Local Economic Development								
Goal: sustainable economic growth and job creation								
Priority Issue	KPA's problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
Environmental Management	Ineffective rendering of environmental managements services results in non-compliance to environmental	Implementation of Environmental Management Plan and Climate Change strategy(Adaptat	Greening of 24 schools and 5 RDP settlements, commemorating 8 environmental calendar day and continuous	Implementatio n of Air quality management plan, Climate change strategy, Environmental	All sector plans developed and implemented accordingly	<ul style="list-style-type: none"> Development of Air quality management plan Development of Climate change adaptation and 	2022	R18m

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	legislation, negative climate change effects, unsustainable utilization and degradation of natural resources.	ion and mitigation)	education and awareness	management plan, compliance to EIA regulation and continuous education and awareness	, continuous greening, compliance to EIA and educated and awareness	mitigation strategy <ul style="list-style-type: none"> • Development of Environmental Management plan • Greening and continuous education and awareness • Cleaning campaigns 		
Waste Management	Rendering efficient and effective waste management services and integration of rural villages is a challenge for the municipality. Lack of proper infrastructure and poor waste management system results in illegal dumping and pollution of our natural resources	Implementation of IWMP	Seven licensed landfill site, one licensed regional landfill site under construction, three licensed transfer stations and 34 7420 house hold collection (25.3%)	50% house hold have access to waste collection/refuse removal	Close all landfill site and operate the Regional landfill site, servicing of 137 419 house holds	<ul style="list-style-type: none"> • Development of Regional Landfill sites, • 3 transfer stations, • Rehabilitation and closure of seven dumping sites • Purchase of 50 skip bins per financial year • Purchase of one compactor truck or Skip truck per financial year • Review IWMP • Gazette waste by-laws and implementation 	2022	160m
Goal: sustainable economic growth and job creation								

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Local Education Development	LED has three economic pillars which Agriculture, Tourism and SMMEs, but the challenge is ownership of land. Most of the industrial areas are dilapidated and resuscitation SMMEs challenge is lack of coordinated and formalized economy to promote sustainable SMMEs development and growth. Another challenge is Business incubation and mentorship of SMME's	Implementation of the LED Strategy	According to SERO report BBR contribute 4,3 % of the provincial GDP	5 % annual achievement in the GDP	10% target in the next five years	2022	Tourism Development projects Agricultural Development project	20m
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Spatial Rationale

KPA: Spatial Rationale									
Goal: sustainable economic growth and job creation									
Priority Issue	KPA's Problem Statement	Strategic Objectives	Measures		Target	Time frame	Projects per KPA	Budget	
			Baseline	Indicator					
Land Use Management	The Municipality owns about 5% of the land with the	Promotion of equitable distribution of	• 3017 title deeds obtained	All R293 and the economic	12500 Title Deed to be obtained	2022	• Implementation of the SDF	R50m	

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KPA: Spatial Rationale								
Goal: sustainable economic growth and job creation								
Priority Issue	KPAs Problem Statement	Strategic Objectives	Measures		Target	Time frame	Projects per KPA	Budget
			Baseline	Indicator				
	remainder of 95% controlled by the Traditional Authorities. Control of land use is still a major problem as there are continuous and uncoordinated settlement which affect provision of services. The occupation of these 95% of land which is under the custodianship of Traditional Leaders, has permission to occupy (PTO) which does not give full ownership. This form of ownership affects revenue collection and makes planning difficult as there create a lot of urban sprawl. housing allocations becomes	resources between all the wards within the Municipal area to ensure appropriate levels of municipal services within the areas. Fast-tracking the formalization of Township Establishment and implementation of Integrated Human Settlements will address security of tenure (Title Deeds), implementation of property rate and revenue collection.	<ul style="list-style-type: none"> poor revenue based within the municipality 	nodes should have full title deed			<ul style="list-style-type: none"> Implementation of Land Tenure Business Plan Implementation of the Land Use Management By-Law 	
GIS			There is a GIS policy	GIS Strategy	GIS Strategy with three (3) years implementation plan		Implementation of the GIS Strategy	R5m
Human Settlements			Outdated Housing Chapter which excludes new wards	Housing Chapter	Workable Housing Chapter to address all wards housing needs		Reviewal of Housing Chapter	R1m
Business Licensing			Illegal Business Operation	45% of Businesses are licensed	All businesses operating within the municipality to be licensed		Implementation of the Informal Business Trading By-law	R10m

KPA: Spatial Rationale								
Goal: sustainable economic growth and job creation								
Priority Issue	KPA's Problem Statement	Strategic Objectives	Measures		Target	Time frame	Projects per KPA	Budget
			Baseline	Indicator				
	<p>difficult as beneficiaries are located far from the service areas.</p> <p>Most businesses that operates within the municipality still operates without licensing and impact negatively to revenue collection.</p>							

Community Services

KPA: Social Services								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA's problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
Sports and recreation	Lack of and poor maintenance of sports facilities	Promote accessibility to sports and	6 programmes Implemented in 2018/19 FY	Number of programmes to be implemented	Inclusion of community members in Sports and	<ul style="list-style-type: none"> Sports tournaments 	2022	805 000

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KPA: Social Services

KPA: Social Services								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA's problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
		recreational activities			recreation activities			
Culture and heritage	Poor maintenance of community halls and transport procurement	Implementation of public participation strategy	06 programmes implemented	Number of programmes to be implemented	Inclusion of community members in culture and heritage activities	<ul style="list-style-type: none"> Culture events 	2022	650 000
Youth affairs	Unemployment and under development	Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	04 programmes implemented	Number of programmes to be implemented	Youth development	<ul style="list-style-type: none"> Youth Camps 	2022	800 000
Community bursary	Insufficient bursary	Promote youth development, social cohesion and mainstream inclusion of gender and people with	20 new bursaries awarded	Number of bursaries to be awarded	Producing of skilled personnel	<ul style="list-style-type: none"> Tertiary bursaries 	2022	850 000

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KPA: Social Services

KPA: Social Services								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA's problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
		disabilities affairs						
Disability Affairs	Unemployment, poor education and coordination	Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	05 programmes implemented	Number of programmes to be implemented	Inclusion of community members in disability activities	<ul style="list-style-type: none"> Disability Forum Awareness campaigns 	2022	530 000
Gender	Poor participation	Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	06 campaigns held	Number of programmes to be implemented	Reduction of gender based violence	<ul style="list-style-type: none"> Awareness campaigns 	2022	700 000
Children	Insufficient budget for children affairs	Promote youth development, social cohesion and mainstream	02 campaigns held	Number of programmes to be implemented	Protection of children to minimize abuse	<ul style="list-style-type: none"> Awareness campaigns 	2022	300 000

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KPA: Social Services

KPA: Social Services								
Goal: Sustainable provision of municipal services								
Priority Issue	KPAs problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
		inclusion of gender and people with disabilities affairs						
Elderly	Insufficient staff	Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	01	Number of programmes to be implemented	Protection of the elderly	<ul style="list-style-type: none"> Awareness campaigns 	2022	300 000
Library Services	Only 04 libraries established and functional for BLM, poor maintenance and shortage of staff	Ensure continuous capacity building	09 programmes implemented	Number of programmes to be implemented	Improvement of literacy levels	<ul style="list-style-type: none"> Improvement of literacy among the community 	2022	750 000
Law Enforcement	Insufficient personnel and equipments for law enforcement. Implementation of	Compliance to Road Traffic Management Act	Training of personnel on law enforcement is needed and reviewal of By-laws	Reviewed By-laws. Trained personnel	Effective law enforcement unit	<ul style="list-style-type: none"> Purchasing of equipments Reviewal of By-laws Training of personnel 	2022	R75M

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KPA: Social Services

KPA: Social Services								
Goal: Sustainable provision of municipal services								
Priority Issue	KPA's problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Time frame	Projects Budget
			Baseline	Indicator				Total Projects Allocation
	by-laws is still a challenge							
HIV/AIDS	Stigma attached with HIV. Unit is understaffed	Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	HIV/AIDS strategy has been reviewed and all campaigns aligned to it	Implementation of HIV Strategy	Effective mainstreaming of HIV/AIDS	<ul style="list-style-type: none"> • Reviewal of strategy • Awareness campaigns • Support system for learners • Capacity building 	2022	R10 M
Disaster Management and Emergency services	Poor response due to outdated information on the disaster management plan.	Implementation of Disaster Management plan	3 fire and rescue trucks which are not adequate to effectively deal with emergencies and disaster	Reviewal of Disaster Management strategy	Rapid response to disaster and emergencies	<ul style="list-style-type: none"> • Disaster relief materials • Purchase of fire and rescue equipments 	2022	R50M

Institutional Transformation

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KPA: Institutional Transformation and Development								
Goal: Promote corporate governance								
Priority Issue	KPA Problem statement	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
			Baseline	Indicator				Total Projects Allocation
Training and Skills Development	Reviewal of WSP in order to capacitate employees and councilors	Ensure continuous capacity building	WSP is reviewed annually to identify employee needs or gaps in order to address them	60% of performing employees contributing to productivity	75% of employees	Capacity building workshops or training	2022	R 5m
Organisational Infrastructure	Municipal Organogram is bloated needs to be reviewed	Alignment of the organisational structure to the IDP	Organogram is annually reviewed. Critical posts have been identified to be filled	Filling of critical posts and reduction of Organogram	100% filling of posts and having productive employees	<ul style="list-style-type: none"> • Filling of posts • Reviewal of Organogram 	2022	R 100 M
The litigation issues. Litigation and legal advisory support	The litigation and contracts.	To render legal advice. To render the legal admin support.	Four litigation reports per year. Four contract registers per year.	Four litigation reports to be submitted per year. Four contract registers per year.		Yearly		R15 m
Auxiliary Support Services	<ul style="list-style-type: none"> • Insufficient airtime allocation to employees • Reviewal of Printing and 	To provide support to all offices	<ul style="list-style-type: none"> • contract in place, to upgrade airtime for employees • One-year Contract in 	<ul style="list-style-type: none"> • Availability of contract and cell phones • Availability of printing and stationery 	<ul style="list-style-type: none"> • Effective communication • Effective working condition 	<ul style="list-style-type: none"> • Cell phone contract • Printing and stationery • Telephone fax internet 	2022	R60 M

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KPA: Institutional Transformation and Development								
Goal: Promote corporate governance								
Priority Issue	KPA Problem statement	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
			Baseline	Indicator				Total Projects Allocation
	stationery contract <ul style="list-style-type: none"> • poor internet bandwidth • Hygiene systems not in place 		place, to be upgraded into three years' contract <ul style="list-style-type: none"> • Telephone fax not working and poor internet connection • no contract yet, our municipal hygiene is not preserved 	<ul style="list-style-type: none"> • Functionality of telephone fax and internet • Availability of cleaning materials 	<ul style="list-style-type: none"> • To improve communications clean, safe and healthy environment 	<ul style="list-style-type: none"> • Cleaning materials 		
Occupational Health and Safety	Non compliance to OHS Act 85 of 1993 and applicable regulations	Provide support to municipal offices	Lack of implementation of OHS policy.	60 % compliance to OHS Act and conformance of policy	100% compliance to Act and policies	<ul style="list-style-type: none"> • Purchasing of protective clothing • Medical assessments for employees • Safety inductions • Awareness programmes 	2022	R15 M

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KPA: Institutional Transformation and Development								
Goal: Promote corporate governance								
Priority Issue	KPA Problem statement	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
			Baseline	Indicator				Total Projects Allocation
Auxiliary-Records Management	Lack filling cabins Improper renewal of postal services	<ul style="list-style-type: none"> Implementation of communication strategy. To provide support to regional offices 	<ul style="list-style-type: none"> Improper renewal of post bags by other sections without contacting registry section. Inadequate space to put more filling cabins for proper record system. 	<ul style="list-style-type: none"> Availability of postal bags. Availability of installed mobile cabins. 	<ul style="list-style-type: none"> Proper filing system in place. Effective postal services for the institution 	<ul style="list-style-type: none"> Postage Mobile filling cabins. Electronic record system 	2022	R7.4M
Fleet management	Shortage of fleet assets	Provide support to Municipal offices	Regional offices operate at a shortage of fleet assets	Number of fleet purchased	141 vehicles	Purchase and maintenance of municipal vehicles	2022	R 370 m
Information and Communication Technology	The need exists to provide an effective and user friendly ICT environment that is guided by IT Policies and Frameworks.	To deliver and implement effective Corporate Governance of ICT	20%	% Implementation of the Local Municipality ICT strategy based on the IDP	<ul style="list-style-type: none"> 100 % implementation of ICT Governance Framework 	<ul style="list-style-type: none"> ICT GOVERNANCE (Implementation of ICT Governance Framework) 	2022	R50.4M

KPA: Institutional Transformation and Development									
Goal: Promote corporate governance									
Priority Issue	KPA statement	Problem	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
				Baseline	Indicator				Total Projects Allocation
						<ul style="list-style-type: none"> • Number of Structured engagement with strategic ICT Stakeholders • 100% Development of a Broadband Connectivity Strategy 	<ul style="list-style-type: none"> • HR DEVELOPMENT BASED ON ICT SKILLS (ICT Skills Training – COBIT, ITIL, TOGAF, VMWARE, Microsoft, GIS) • BROADBAND CONNECTIVITY (Phased implementation approach of the Provincial Broadband Connectivity) 		

Democracy and Governance

KPA: Democracy and Governance								
Goal: Adherence to legislation and constitution								
Priority Issue	KPA problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Date	Programme B Budget
			Baseline	Indicator				Total Projects Allocation
Integrated Development Plan	Implementation of all prioritized projects and programmes	<ul style="list-style-type: none"> Improve the IDP, budget and SDBIP planning process Implementation of IDP priorities 	Municipal IDP is reviewed annually as per legislation	Implementation of IDP priorities	Credible and implementable IDP	Reviewal of IDP annually	2022	R3 M
Communications	Most if not all municipal communications/documents are in English, hence some segment of the target audience do not receive or comprehend the information due to the language barrier. Response time by officials/municipality is not adequate. We take long time to respond to	<ul style="list-style-type: none"> Implementation of communication strategy. Implementation of communication policy. Implementation of public participation strategy. 	Communication strategy in place. Complaints management committee in place and functional. Complaints/compliment/suggestions boxes installed in all municipal work stations (regional offices, libraries and DLTC's). Dedicates officials dealing with complaints appointed.	Implemented communication strategy	<ul style="list-style-type: none"> Issue municipal communication in all spoken languages with the municipal area. Improve on distribution of municipal newsletter to cover all cover all areas like high schools, health centers, hospitals, 	<ul style="list-style-type: none"> Municipal Newsletter Municipal website Branding of the municipality 	2022	R5M

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KPA: Democracy and Governance								
Goal: Adherence to legislation and constitution								
Priority Issue	KPA problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Date	Programme B Budget
			Baseline	Indicator				Total Projects Allocation
	complaints(protest memorandum etc.)				courts, police station, government department, all municipal offices, libraries, shopping center etc. <ul style="list-style-type: none"> • Intensify/improve on the use of a community or local newspaper. • Intensify the use of social media targeting the youth. • Regularly issuing posters and or flyers to councilors, cows and ward committees about service 			

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KPA: Democracy and Governance								
Goal: Adherence to legislation and constitution								
Priority Issue	KPA problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Date	Programme B Budget
			Baseline	Indicator				Total Projects Allocation
					delivery updates.			
Risk Management	Every year the municipality prepares its strategic & operational risk assessments	Ensure risk management activities are fully integrated into planning, monitoring and reporting processes	The municipality is in the process of finalizing its 2019/2020 strategic & operational risk assessments	Adherence and compliance on relevant legislations	Complete strategic & Operation risk assessment on time	Update & implementation of risk registers Ensure availability of action plans Provide reports to relevant stakeholders (e.g. Risk Management, Audit committee, Council, National & Provincial treasury)	2022	R2.4M

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KPA: Democracy and Governance								
Goal: Adherence to legislation and constitution								
Priority Issue	KPA problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Date	Programme B Budget
			Baseline	Indicator				Total Projects Allocation
Internal Audit	Non-compliance to audit reports	To provide an assurance that the internal control, risk and governance process within the Municipality are adequate and effective.	Three years rolling plan and Internal audit plan developed	Full implementation of internal audit plan	An effective internal audit	Implementation of Audit recommendations/findings	2022	R500 000
Performance Management Systems	<ul style="list-style-type: none"> Alignment of performance targets of senior manager with lower level not effectively implemented. The SDBIP is meant to implement the IDP priorities and if not aligned with the IDP certain projects may not be implemented. IDP wish list should be 	<ul style="list-style-type: none"> To implement Bushbuckridge local municipality PMS. Monitoring the implementation of SDBIP & IDP. 	<ul style="list-style-type: none"> PMS Implemented since 2007 SDBIP & IDP 2016/17 aligned. 	<ul style="list-style-type: none"> Constant/quarterly monitoring the implementation of PMS. Development of SDBIP & IDP timeously. 	<ul style="list-style-type: none"> Constant/quarterly monitoring the implementation of PMS Develop a compliant SDBIP within 28 days of 	quarterly Yearly/ annually	Automation Machine Performance Bonuses	R4000 000

KPA: Democracy and Governance								
Goal: Adherence to legislation and constitution								
Priority Issue	KPA problem statement	Strategic Objectives	Measures		Target	Projects per KPA	Date	Programme B Budget
			Baseline	Indicator				Total Projects Allocation
	minimized to the budgeted projects only.							
Public participation	Outdated public participation strategy	Implementation of public participation strategy	Strategy is outdated	Reviewed strategy	Effective public participation	2022	Reviewal of public participation strategy	500 000

Financial Viability and Management

KPA: Financial Viability

Goal: Ensure Financial management and improve revenue collection

Priority Issue	KPA Problem statement	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
			Baseline	Indicator				Total Projects Allocation
Accounting and reporting	Non -compliance with reporting framework	To improve the audit outcome	GRAP compliant AFS and reduced audit findings	Preparation of AFS on an accrual basis that are GRAP compliant	2 GRAP compliant AFS	AFS & REPORTING	31 August 2021	Internally driven
Budget Management	80% Government dependents	<ul style="list-style-type: none"> Implementation of revenue enhancement strategy Adherence to financial regulations, policies and other relevant legislative frameworks 	80% government grants dependence	50% government grants dependence	50%	Improve own revenue collection	2022	
Revenue Management	Revenue collection is below 25%	Implementation of revenue enhancement strategy	Revenue collection is below 25%	% increase in revenue collection	To increase collection by 30%	<ul style="list-style-type: none"> Appointment of debt collectors Implement credit 	2022	Internally driven

Bushbuckridge Local Municipality- FINAL Integrated Development Plan: IDP
2020-21

KPA: Financial Viability

Goal: Ensure Financial management and improve revenue collection

Priority Issue	KPA Problem statement	Strategic Objective	Measures		Target	Projects per KPA	Date	Programme Budget
			Baseline	Indicator				Total Projects Allocation
						control effective		
Expenditure	Failure to pay creditors within 30 days based of MFMA requirements	Adherence to financial regulations, policies and other relevant legislative frameworks	Procedures have been developed to ensure timeous movement of documents from SCM / PMU to Creditors for payment	Payment to all creditors within the prescribed period	All payments should be done within 30 days from the date of invoice	<ul style="list-style-type: none"> Adherence to internal control procedures 	2022	
Supply Chain Management	Noncompliance with the SCM policy and Treasury circulars and guidelines	Adherence to financial regulations, policies and other relevant legislative frameworks	Compliance with all the guidelines, circulars and SCM policies	Avoid irregular expenditures on all appointments	Avoid irregular expenditures on all appointments	Adherence to internal controls	2022	
Assets	Safe guarding of assets, Accounting and control	Adherence to financial regulations, policies and other relevant legislative frameworks	GRAP compliant FAR	Number of GRAP compliant FAR	1 GRAP compliant FAR	31 August 2021	2022	R4 5000 000.00

Public Participation and Good Governance

KPA: Public Participation and Good Governance							
Goal: Building a modern, innovative and performance driven municipality							
Priority [Programme]	Issue	Objective	Measures		Target	Date	Programme Budget Total Projects Allocation
			Output	Outcome			
Public Participation and Good Governance		Improve public participation to enhance good governance	Accountability to the public	Improved reporting on the Annual Performance Report and the outcome of the AG	100% accountability to the Public	2021	

CHAPTER 5: INSTITUTIONAL TRANSFORMATION AND GOOD GOVERNANCE

This chapter shows the institutional framework of Bushbuckridge Local Municipality and the effectiveness of municipal strategies when dealing with governance issues.

5.1. Municipal Institutional Structure

To deal with challenges of service delivery and performance of certain powers and functions, Bushbuckridge Local Municipality has developed a structure, which caters for the following stakeholders:

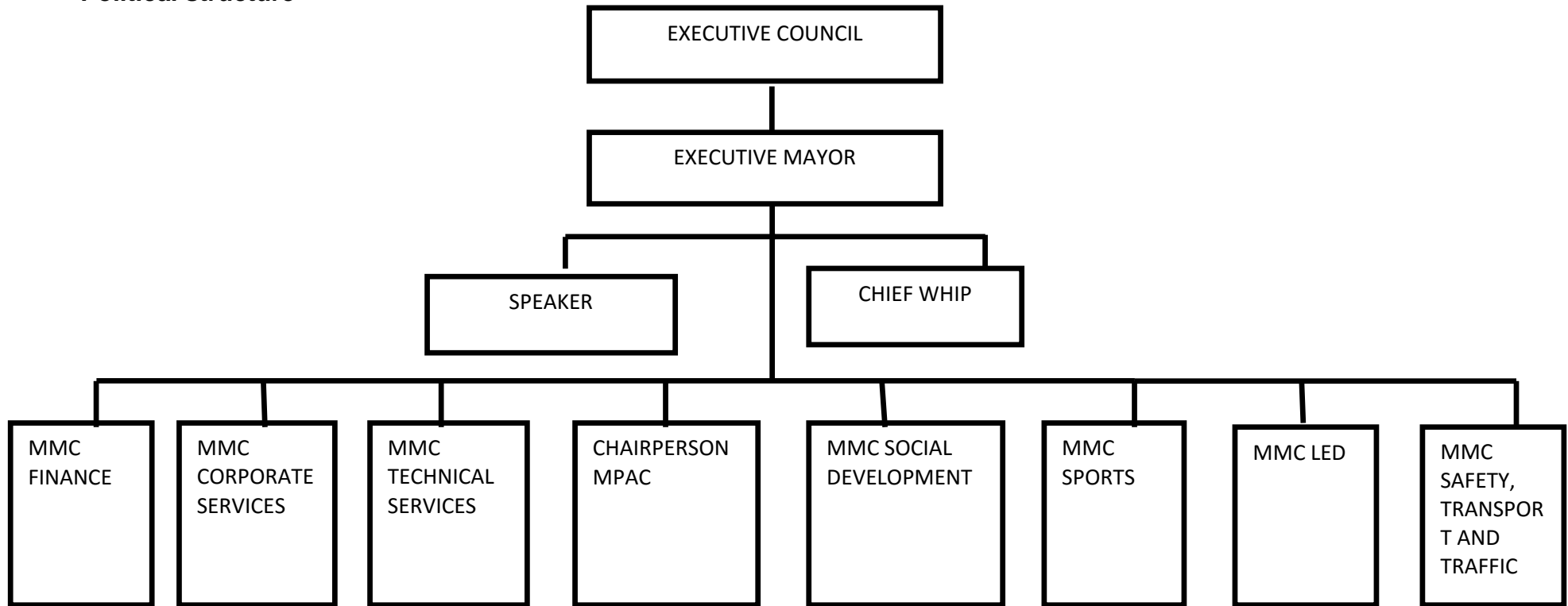
- ❖ **Municipal Manager – Mrs. CA Nkuna**
Units under this directorate: All directorates, IDP, PMS, Risk Management, Communications and 11 Regional offices
- ❖ **Chief Financial Officer (CFO)- Vacant**
Units under this directorate: Budget and Treasury office(BTO), Income, Supply Chain Management, Assets, Expenditure and AFS
- ❖ **Directorate : Corporate Services- Mr. R Khoza**
Units under this directorate: Council Support, Auxiliary, Human Resource, Legal, and ICT
- ❖ **Directorate : Community Services- Mr. Z Mkhabela**
Units under this directorate: Transversal, Employee Wellness, DLTC and Traffic
- ❖ **Directorate : Economic Development, Planning and Environment- Mrs. S Mogakane**
Units under this directorate: Town Planning, Local Economic Development, Environment, and Waste Management
- ❖ **Directorate : Technical services- Mr. E Mashava**
Units under this directorate: Roads, Water Authority and Sanitation, Water services, PMU, Human Settlement and Electricity and maintenance

Organizational structure, Staff Component and Appointments

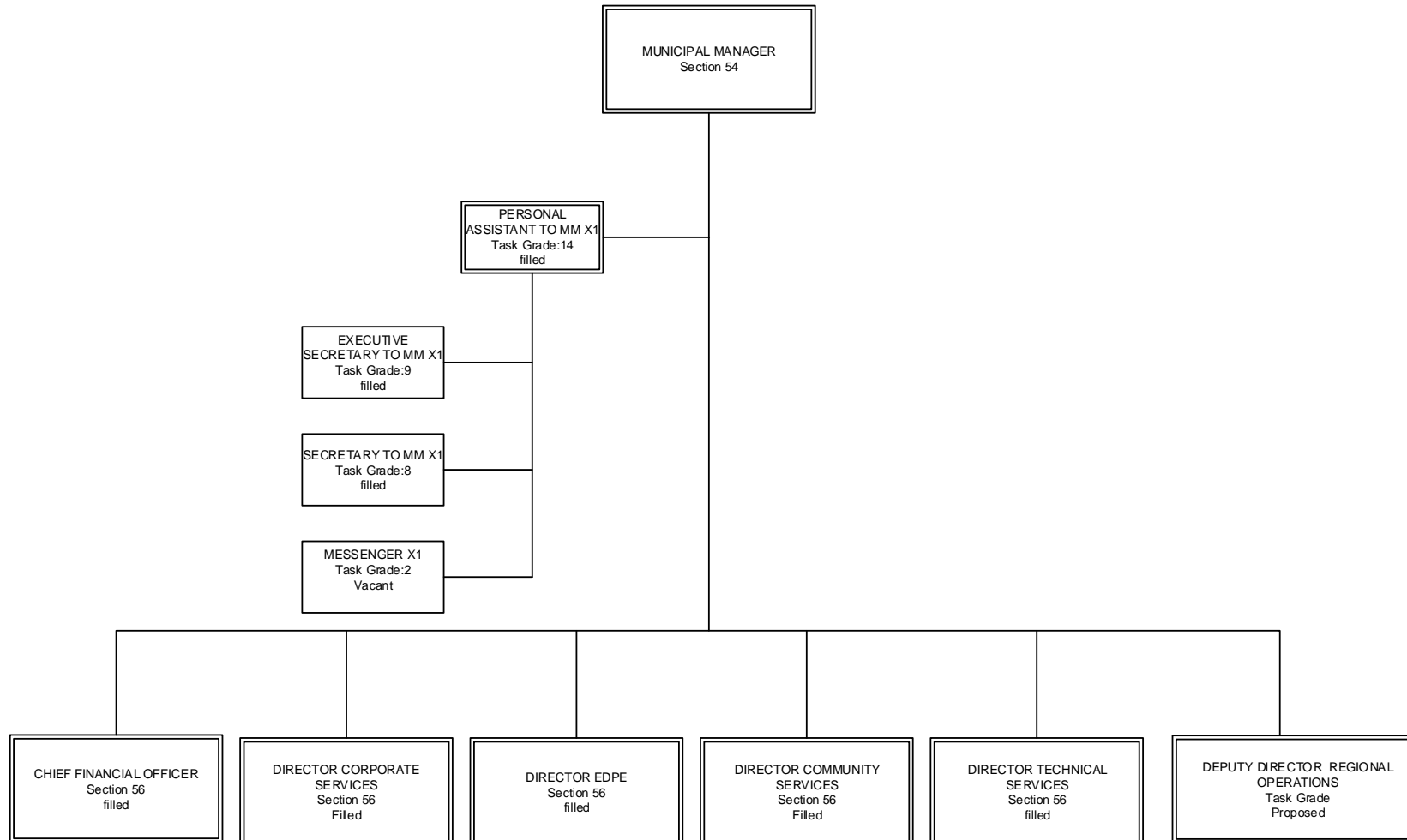
The municipality has 1130 posts filled with 58 vacant as per 2017/18 approved organizational structure with council **resolution number: BLM/71/20/03/14/2013/214**. There are five section 57 posts all filled.

Staff Component and Appointments needs the implementation of the Employment Equity Plan, which was adopted by Council by June 2006 and it was reviewed by the municipal Council in December 2015. The main challenge is the effective implementation of the EEP at management level whereby five female unit managers have been appointed against sixteen male unit managers.

Organogram
Political structure



Bushbuckridge Local Municipality Municipal Manager's Office: Directors



**Bushbuckridge Local Municipality
REIONAL OPERATIONS & MM (1)**

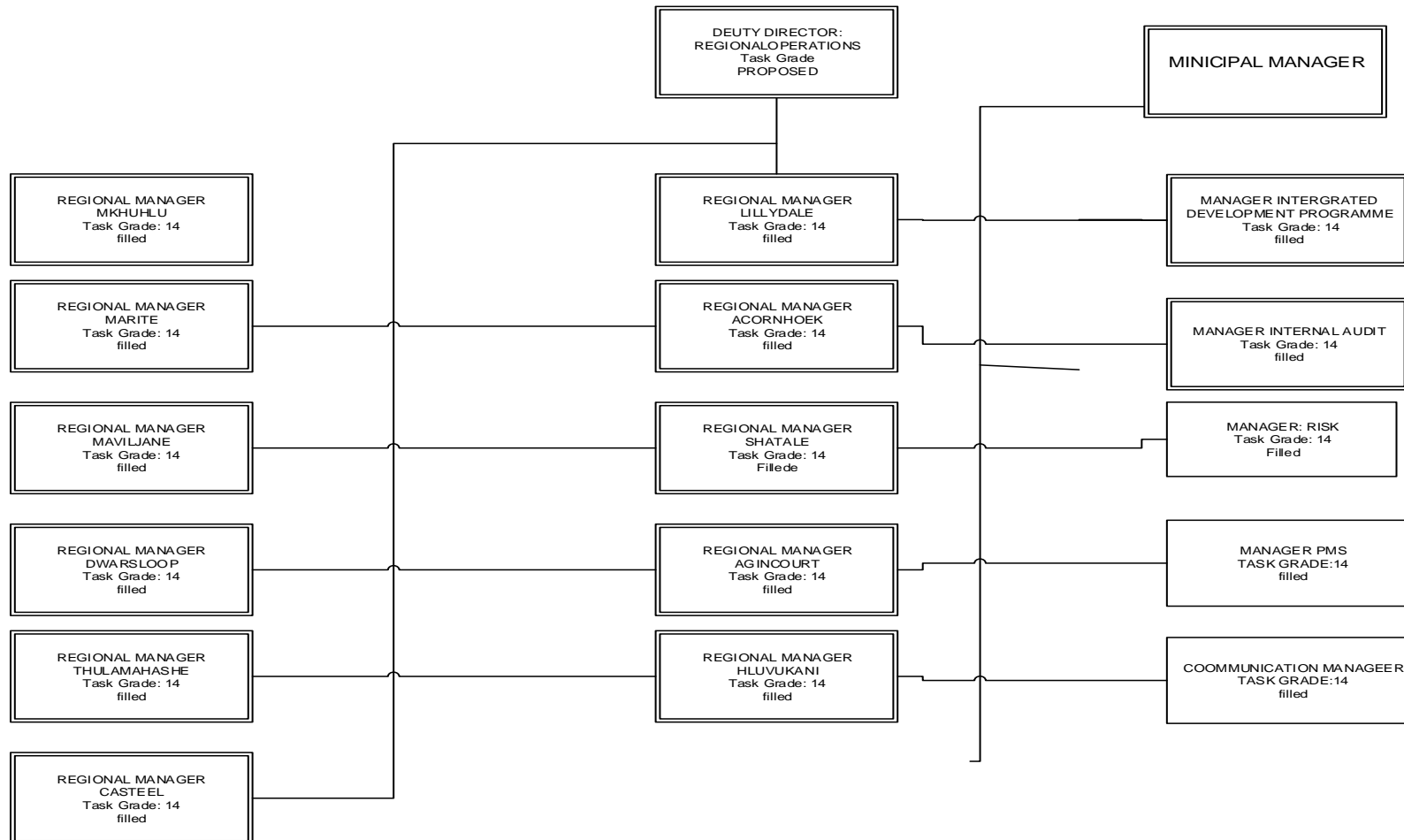


Table 23: Municipal Organogram

Number of posts	Employment Equity (M/F)		Total
	Male	Female	
All Filed posts	641	465	1109
Section 56	3	2	5
Managers	36	7	44
Officials	602	456	1058
Vacant			
Disabled	9	3	12

Directorate	Total No Per Organogram	Total Filled	Vacant/Funded	Vacant/Not Funded
Executive Mayor	5	5	0	0
Municipal Manager	43	36	8	4
Marite Region	47	26	21	5
Hluvukani Region	46	26	20	6
Dwarsloop Region	55	30	25	2
Shatale Region	51	41	10	0
Casteel Region	66	44	22	0
Acornhoek Region	80	59	21	2
Thulamahashe Region	69	51	18	6
Agincourt Region	41	15	26	0
Lillydale Region	48	31	17	0
Mkhuhlu Region	83	67	16	0
Maviljan Region	48	27	21	7
Finance	108	52	56	9
Corporate Services	79	49	30	5
Technical	488	290	207	10
Community Services	331	183	148	16
EDPE	73	32	41	15
PMU	10	8	2	0

5.2. Human Resources (HR) Strategy

The development of HR Strategy and its implementation plan is a requisite of the IDP. The strategy serves as a framework and guide to HR functions. The development and implementation of the HR Strategy is meant to create an enabling environment that will assist towards improving service delivery. An amount of R1 000 000 is budgeted for the development of HR Strategy during 2018/19. However, there will be future financial need for the implementation of HR Strategy imperatives.

Recruitment and Selection

The objective of the Recruitment and Selection Unit is to provide staff through implementation of the Recruitment and Selection as well as the Promotion and Transfer policies. The unit is also responsible for compliance with the Employment Equity Act 55 of 1998. The structure of the unit comprises of a manager, 11 officials that covers Labour relations, Skills Development and Employment equity. A challenge of an Inability to meet the Employment Equity targets, to deal with the challenge some measures are being employed where all selection panels are encouraged to appoint female employees (on merit).

Occupational Safety

The objective of the Occupational Safety section is to promote health by providing the employees with ongoing education, information and communication in all health related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for their own health benefits. The section has a responsibility of ensuring a safe work environment of all the employees at work and safety during operations. This is to comply with the Occupational Health and Safety Act 85 of 1993, Medicine and Related Substances Control Act 101 of 1965, Employment Equity Act 55 of 1998 and the Compensation of Occupational Injuries and Diseases Act 130 of 1993.

Organizational Development

The objective is to provide organizational design services to ensure that BLM has the most appropriate structure and improved work processes to achieve the goals of the organization. This is done through facilitating processes, advising management and departments about the most appropriate structures to be effective at BLM.

For good governance, development of skills and professional service delivery, the municipality develops a workplace plan on a yearly basis and implement and report on it. There are 48 officials being capacitated on MFMA which is facilitated by the University of North West and 20 officials that are being trained on an Assessor and Coaching programme which are running until June 2014 as per WSP. There are 4 finance interns appointed as per National Treasury regulations.

The municipality has various learnership programmes that are aimed at equipping the local youth with skills so they can be employable or be able to become entrepreneurs.

Anti- Fraud and Corruption

The anti-Fraud and corruption Policy is intended to reinforce existing systems, policies, procedures, rules and regulations of BLM by preventing, detecting and reducing the impact of fraud and corruption. The Municipality fosters a zero tolerance to fraud and corruption anti-Fraud and Prevention strategy was approved and adopted by Council during November 2009 Council sitting. Anti-Corruption line was also established to allow members of the public to report on the fraudulent and corrupt activities that includes the misuse of Municipal Vehicles. Anti-Corruption line is managed and controlled by an independent body who takes report on behalf of the municipality.

5.3. Committees

Oversight Committee

Municipal Public Account Committee (MPAC) was established in terms of Section 79 of the Local Government Municipal Structures Act, 1998 to serve as an oversight over the executive obligations of the Council. The committee was established on the 28th June 2011 as per the Council resolution number: BLM/133/28/06/2010/11 and consists of 12 members.

The committee was inducted with the rest of the members throughout Mpumalanga province. It consists of 12 members, which is chaired by Cnr AM Mapiyeye. Currently the committee managed to meet with the Auditor General (AG) to assist with the interpretation of its report coupled with management letter. Questions from the AG's report have been prepared for the executive to give response. The committee meets regularly before each council sitting so that they prepare report that will be tabled to the council.

Council committees

The Municipality has nine council committees which are chaired by members of the Mayoral committee. Five of the committees deal with administration and the other four are for the political wing of the municipality. The committees were established on the 24th August 2016 with the Council resolution number: **BLM/07/24/08/16/2016/17**. The committees seat regularly before the sitting of each council meeting. Reports are interrogated in the committees before the can be table to the Mayoral Committee and the Municipal Council. The committees are as follows:

<p style="text-align: center;">Economic Development Planning And Environment MMC: Cnr Malomane Leonard Mphikelele</p> <p>Sihlabela Helman Ezekiel Makhubela Oscar Samson Mthombeni Isaiah Leonard Thabane Nonhlanhla Priscilla Mathebula Girly Mashava Ivy Nkove Salia Magreth Mashile Elsina Trifie</p>	<p style="text-align: center;">Social Development MMC: Cnr Mokoena Krisjan</p> <p>Nkuna Lot Mkhungeni Khoza Luzile Engrate Maatsie-Mlambo Vernecia Thandiwe Lekhuleni Mathalaza Lizah Mokome Mobu Prudence Mnene Filita Mathebula Mavis Tivane Nelson Wisane Thobakgale Hamilton Phillip</p>
<p style="text-align: center;">Corporate Services MMC: Cnr Mathebula Sylvia</p> <p>Malibe Lebelelang Reineck Malibe Tiny Dikeledi Ndlovu Lodrick Shilane Michael Phili Mathebula Asnath Maduva Mbandze Freddy Magezi Kulani Mnisi Mkoli Louis Mokone Dalas Malahle Canny</p>	<p style="text-align: center;">Sports, Arts, Culture & Heritage MMC: Cnr Nkuna Violet</p> <p>Mkhonto Victor Melton Siwela Punkie Florence Sedibe Raymond Tafola Matjia Kgotlelelo Richard Zitha Robert Secheni Gumede Malamule Prince Phelepe Martina Sphelele Mokoena Patrick Delta Nkuna Softry Sibusiso</p>
<p style="text-align: center;">Finance And Supply Chain MMC: Cnr Selowe Phineas Tinyiko</p> <p>Nxumalo Themba Arnold Ngomanethembinkosi William Mzimba Virginia Nkhensani</p>	<p style="text-align: center;">Municipal Works MMC: Cnr Malandule Bhunu Witness</p> <p>Nyundu Eckson Mbanzu Sambo Gramlefokisi Donald Mdluli Duladula Vanryn</p>

<p>Mhlaba Rabie Shikwavo Mgwena Madala Jan Kubayi Prित्रicia Mashilone Shila Motlagomang Qhibi Rhulani Mashego Daniel Pilane Khunjulwa Pearl •</p>	<p>Mathebula Obert Mkansi Winny Meriam Malele Esther Dimpho Seerane Allios Mhaule Luther Dube Inkie</p>
<p>Safety And Security, Transversal, Public transport Transport Portfolio: MMC Clr Sithole Lindiwe</p> <p>Pilane Khunjulwa Pearl Shilakoe Cecil Lishaba Pienaar Mohlabini Million Mkheyi Chiloane Billy Ndlovu Mavis Lorraine Mathebula Girly Nonyane Dudu Constance Hlathi Xikosi</p>	<p>MPAC Committee Chairperson:Clr Mapiyeye Mandla Adolf</p> <p>Shilakwe Moloko Cecil Hlathi Xikoi Ernest Dube Khangezile Inkie Mashaba Ivy Shandow Mashiloane Shila Motlagomang Tibane Nelson Wisane Mzimba Virginia Khensani Mgwena Madala Jan Mnisi Mkoli Louis Sihlabela Helman Ezekiel Mthisi Cutberry Robert</p>
<p>Ethics Committee Chairperson: Clr Khoza Luzile Engrate</p> <p>Moropane Belinda Dina Malibe Tiny Dikeledi Ndlovu Mavis Lorraine Mzimbavirginia Nkhensani Mashego Daniel Mathebula Mavis</p>	<p>Labour Forum</p> <p>All Directors 3 Mayoral committee members 8 SAMWU representatives 3 DEMAWUSA representatives 1 IMATU representative</p>
<p>Service Delivery Committee Chairperson: Clr Malebe Lebelelang Reineck</p> <p>Ngomane Thembinkosi William Mathebula Asnath Maduva Sambo Gram Lefokisi Donald Mokone Senias Dallas Nonyane Dudu Constance Nyundu Eckson Mbanzu Thabane Nonhlanhla Priscilla</p>	

Functions of Council committees:

- To monitor the performance of the municipality and their relevant managers including directors to implement or start projects in time to avoid delays
- Playing of oversight role in preparation and drafting of the IDP, the IDP process plan, community needs register and public participation plans
- Helping to adopt and review IDP budget and recommend for publication of the final IDP
- Help communities prioritize projects through public participation
- Encourage the community form IDP Rep forums in their wards and at district
- Conduct information campaigns on issues affecting the community

- Communicate activities that promote transparency and promote public involvement in all activities
- Assist constituents to make formal complaints of petition as may be appropriate for submission to the municipality
- Handover of new projects and completed projects according to the IDP
- Ensure that the municipality meets its executive obligations, discharges its developmental duties and realizes the constitutional objective of local government (section 19 of Structures Act)
- Submission of approved IDP document to the MEC for Local Government
- Approval of SDBIP and submit to National and Provincial treasury
- Implementation of SDNIP
- Monitor, review and adjust the SDBIP

Labour Forum

The municipality has a Labour forum that has labour party representatives from SAMWU, IMATU and DEMAWUSA. Also part of the forum is municipal councillors and officials. The structure meets quarterly on a normal basis unless there are pressing issues to attend to that must go to council.

Ward Committees

Ward committees were established in terms of section 72 of the Municipal Structures Act of 1998, to assist with the Ward councilors to carry out their duties to the community. Bushbuckridge Local municipality established the ward committees between the periods of September 2016 to January 2017 after the Municipal council resolved to deploy Councilors to lead the establishment of the committees. A report on the establishment of ward committee members was tabled to council on the 27th August 2017 with **BLM/21/27/09/16/2016/17**

All the 38 wards have established their ward committee structures. The municipality together with the department of Cooperative Governance and Traditional Affairs (**COGTA**) provided an induction workshop to all ward committee members over two weeks where they divided the sessions into three clusters (North, Midlands and South). The municipality makes out of pocket expenses to all ward committee members as gazzetted by government.

Operation Vuka Sisebente (OVS)

The main aim of OVS is integrating the services of government to fight the triple challenges of unemployment, poverty and inequality and promote healthy lifestyle, embrace community partnership, thereby creating a better life for the entire citizenry of the municipality. OVS operates through reformed governance structures constituting of Ward, Local and Provincial war rooms. A ward-based initiative targeting disease management in the wards with special emphasis on HIV, TB and poverty.

Strategic goals of OVS

- **Goal 1:** Institutionalization- OVS becoming fully coordinated and integrated
- **Goal 2:** Partnerships- To have a fully functional war rooms as service delivery engines engaging all stakeholders
- **Goal 3:** Capacity development- to have skilled human resources at all levels
- **Goal 4:** Performance management- a single integrated M&E system to track integrated service delivery

In the municipality the OVS was launched in 2015 by the former Premier Hon DD Mabuza. The municipality has managed to launch in all 38 wards with only 3 non-functional. Of the 3 non-functional wards two (2) needing CDWs and the last one needs to be relaunched. The OVS is made up of various stakeholders including: SAPS, Home affairs, SASSA, Health, Education, etc. where they discuss community issues raised in all villages of the municipality. The unresolved issues are referred to the Local Council of Stakeholders (LCOS) to further find solutions to the raised issues thereafter the report is referred back to the war rooms.

5.4. Service Delivery Standards (Bath- Pele Principles)

Bushbuckridge municipality, with all its service delivery challenges, is obliged to develop a Service Delivery Charter and a Service Delivery Improvement Plan to ensure efficiency and good governance. Adherence to Batho-Pele principle is possible if service delivery policies are developed and implemented.

BLM Service standards

We undertake to provide services of high quality; in this regard we aim to:

- Ensure that all municipal employees wear their name tags
- Ensure that all municipal officials be formally dressed and be presentable
- Ensure that complaints raised by the public shall be treated as confidential
- Attend to all queries within 10 working days
- Answer the telephone calls within 5 rings
- Process applications within 30 days
- Deal with written requests within 21 days
- Pay our creditors within 30 days

5.5. Communication, Marketing and Events Co-ordination

The Communication, Marketing & Events unit is primarily responsible for the communication between the municipality and the communities within the municipality, through the media (electronic and print) and Community Outreach Programs. The unit works in synergy with the district and other local municipalities within the district (city of Mbombela, Nkomazi and Thaba Chweu) and the provincial departments. This is done on a daily basis whenever the need arises and also monthly, through the District Communicator's Forum. This allows all communicators to ensure that they communicate one message in service delivery.

The objectives set out by the unit and also indicated on the Communications Strategy as follows:

- To ensure participation and support to Integrated Development Plan (IDP);
- To improve communication mediums internally and externally (website, quarterly newsletter, monthly newsletter, newspapers and radio);
- To conduct constant monitoring of communications, marketing and events management;
- To support and participate in the Municipal's programs and activities.
- To implement the Communication Strategy;
- To create platforms for greater public participation through consultative processes and by sharing information with communities;
- To enhance Intergovernmental Relations through the coordination of communication activities, programmes and projects among the three spheres of government;
- To strengthen and sustain media relations and to communicate proactively with the media;

- To brand BLM at events and activities organized by both the Municipality and the District municipality.

Communication tools to communicate internally and externally:

- Quarterly newsletter (will also include local municipalities and other government departments)
- Internal newsletter
- Radio interviews, advertising and talk shows
- Website.

Complaints Management Systems

The Office of the Executive mayor and Speaker conducts Izimbizos where the community is given the platform to raise their complaints and frustrations in terms of service delivery matters. During the IDP public consultation meetings which are held as per requirement of the Municipal systems Act, the community also gets a platform to raise their concerns. There are other ways where the community members are given an opportunity: Suggestions boxes at all municipal offices, LED forum, awareness campaigns, Community Radio airplay slot, etc.

5.6. Information Technology

Bushbuckridge Local Municipality established an Information Management Unit with the main objective to manage the planning, development, evaluation, coordination, implementation and maintenance of Wide Area Network (WAN) Information Technology (IT) system initiatives that support organization in meeting its strategic objectives and goals in service delivery. The unit must ensure the alignment is achieved between the IT initiatives (which is IT Strategy) and business strategy (that is the IDP – Integrated Development Plan). The unit is responsible to build and maintain the network infrastructure. In so doing the data management is inherent together with systems analysis as major functions.

BLM has implemented systems internally at head office and shared others with its regional offices. There are requirements for reporting to National and Provincial government and hence implementation of systems is key to meet these requirements. At minimum, the following systems are implemented at for major business processes and functions:

- Financial Management System (Pastel Evolution)
- Electronic Document Management System
- Geographic Information System (GIS – ArcGIS ESRI)
- Payroll {Human Resource} System (VIP)
- Performance Management System

5.7. Auxiliary

The Auxiliary unit under the corporate services directorate covers fleet, records management and Administrative Support services for the municipality. The records management is in the process of moving from manual paper records to electronic records with the assistance of the Information Technology (IT) unit that will take approximately three (3) years for fully transformation. This will assist in office space as there are many files in the offices. The Municipality is in the process of moving from the normal line

telephones to VOIP (Voice over Internal Protocol) which converts outgoing phone calls into data that zips through high speed internet connection.

The fleet management is fully functional though more fleet is needed to cover all corners of the municipality when it comes to service delivery. In order for Council to function and execute its core responsibility, a requirement being a support aid in the form of fleet was identified. This is a support aid which requires both acquiring and then maintaining.

The BLM's fleet which can be categorized as follows:

Table no:

Type of vehicle	Number of vehicle
Graders	8
Front Loader	1
TLBs	3
Water tanker	18
Refuse compactor	5
Skip loader	3
LDVs	29
Sedans	18
Trailers	4
Fire fighters trucks	3
Tipper trucks	2
Refuse supplement trucks	6
Tractors	3
High up truck (Electrical vehicle)	1
Low bed	1
Total	105

5.8. Institutional Plans and Sector Strategies

Sector Plan/Strategy	Status	Scheduled date/Review date	Council resolution no.
Spatial Development Framework	Adopted	2017	
Draft Land use management scheme	Adopted	12/05/2016	BLM/119/12/05/16/2015/16
Local Economic Development Strategy	Adopted	May 2011	
Disaster Management Plan	Adopted	2011	
Water Services Development Plan	Adopted	2010	
Integrated Waste Management Plan	Adopted	2012	BLM/10/05/12/2012/13
Integrated Environmental implementation Plan	Adopted	2010	

Sector Plan/Strategy	Status	Scheduled date/Review date	Council resolution no.
Integrated Transport Plan	The municipality is using the District Plan		
Performance Management Policy	Adopted	12/05/2016	BLM/118/12/05/16/2015/16
HIV/AIDS Strategy	Adopted	2009	Under review
Land Use Management Systems	Adopted	01/11/2013	BLM/33/01/11/13/2013/14
Comprehensive Infrastructure Plan	The municipality is using the District Plan		
Riot prevention and management strategy	Not yet developed	To be developed during 2012/13	
Public Participation Strategy	Adopted	2011	BLM/67/09/03/2011/12
Anti-corruption strategy	Adopted	2009	
Employment Equity Plan (EEP)	Adopted	December 2009	BLM/17/12/11/2009
Integrated Development Planning (IDP)	Adopted	29/05/2016	BLM/126/26/05/16/2015/16
Integrated Municipal Safety Plan	Adopted	2013	BLM/12/22/08/13/2013/14
Municipal Budget	Adopted	26/05/2016	BLM/138/26/05/16/2015/16
Human Resource strategy	Adopted	12/05/2015	BLM/108/12/05/16/2015/16
Organisational structure	Adopted	26/05/2016	BLM/121/26/05/16/2015/16
Amended Process Plan	Adopted	26/05/2016	BLM/125/26/25/16/2015/16
Work Skill Plan	Adopted	12/05/2016	BLM/111/12/05/16/2015/16

5.9. Institutional Policies

Policy	Status	Council resolution
Training policy	Adopted	
Travelling Allowance Policy	Adopted	BLM/73/24/02/16/2015/16
ICT Policy Development	Adopted	BLM/41/04/11/15/2015/16
Memorial Policy	Adopted	BLM/107/12/05/16/2015/16
Policy on possession of Fire-Arms	Adopted	
Whistle blowing Policy	Adopted	
Relocation Policy	Adopted	
Smoking Policy	Adopted	
HIV/AIDS Policy	Adopted	
Bursary Policy	To be reviewed	
Petty-Cash Policy	Adopted	
Policy on Cellular phones	Adopted	
Supply Chain Management Policy	Adopted	BLM/149/26/05/16/2015/16
Retirement Policy	Awaiting adoption by Council	

Policy	Status	Council resolution
Accounting Policy	Adopted	
Recruitment and Selection Policy	Adopted 2009	
Dress-Code Policy	Adopted	
Sexual Harassment Policy	Adopted	
Information Technology Security Policy	Adopted	
Risk Management Policy	Adopted	
Fixed Assets Management Policy	Adopted	
Probation Policy	Adopted	
Induction Policy	Adopted	
Long Service Recognition Policy	Adopted	
Cell Phone Allowance Policy	Adopted	
Participation in the Motor Vehicle Scheme Policy	Adopted	
BLM Turn Around Strategy		
Occupational Health & Safety policy	Adopted August 2009	
Indigent Policy	To be reviewed	
Property Rates Policy	Adopted	BLM/140/26/05/16/2015/16
Records management Policy	Adopted	
Tariff and rates policy	Adopted	BLM/141/26/05/16/2015/16
By-Laws	Adopted	BLM/34/04/10/2012/13
Customer Care policy	adopted	BLM/66/09/03/2011/12
Annual Financial statement	Adopted	BLM/27/30/08/13/2013/14
GIS policy	Adopted	BLM/32/01/11/13/2013/14
Internal Audit policy	Adopted	BLM/49/01/11/13/2013/14
Cash collection and investment policy	Adopted	BLM/144/26/05/16/2015/16
Credit and debt collection policy	Adopted	BLM/139/26/05/16/2015/16
Virement Policy	Adopted	BLM/137/26/05/16/2015/16

CHAPTER 6: SPATIAL DEVELOPMENT FRAMEWORK

This Chapter looks at how the municipality is spatially divided and where certain projects development will be located.

The Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA). SPLUMA requires each municipality to develop a Spatial Development Framework (SDF). Section (12) (a) of the SPLUMA requires that Spatial Development Frameworks (SDFs) be compiled by all spheres of government for their areas of jurisdiction, hence the compilation of an SDF for Bushbuckridge Local Municipality is in terms of the Act.

With regard to municipal SDFs, SPLUMA section 20 provides that municipal SDFs be compiled as part of a municipality's Integrated Development Plan (IDP) in accordance with the provisions of the Municipal Systems Act, 32 of 2000, while section 21 details the content of a municipal SDF.

Bushbuckridge Local Municipality's (SDF) is an indicative plan showing the desired patterns of land use, direction of growth, urban edges, special development areas and conservation-worthy areas. The municipal SDF is flexible and able to change thus reflecting the changing priorities of the Bushbuckridge Local Municipality.

The SDF was reviewed and adopted during Council sitting on the 2017/2018 financial year through the assistance of DRDLR. SPLUMA requires that the municipality should review its SDF every five year. The municipality is currently reviewing its SDF should be finalized in June 2017. The SDF sets the strategic development direction for the area.

The SDF recognizes Bushbuckridge, Acornhoek, Thulamahashe and Mkhuhlu as the main urban nodes of the local municipality. Additionally, primary nodes identified for development are Casteel, Shatale/Dwarsloop, Hluvukani, Agincourt, Kildare and Marite. Several transportation hubs have been also identified with three main hubs being located at Acornhoek, Thulamahashe, Mkhuhlu and Bushbuckridge CBD. Nodes are identified as areas where development is concentrated.

These nodes are the structuring elements of the municipality and can contain both a mixed or single land use. These Nodes are linked via a number corridor as they are crucial to the development of its area. Corridors contain a variety of transportation modes and intense land uses. Corridors are expected to contribute to the economic development of the municipality and be enabler for service delivery.

All corridors including primary routes, secondary routes, arterial roads and rail transport are seen to play a significant role in the growth and development of the municipality. It is proposed that development be focused within these nodes, so that they become places where services are rendered at a central point to communities.

It furthermore envisioned that the eastern parts of the municipality should be developed as a tourism belt where Public-Private Partnerships (PPPs) should be encouraged. The Oporn Gate Road to the Kruger National Park should also be developed as part of the tourism belt.

The primary aims and objectives of the SDF can thus be summarized as follows:

- To create a spatially based policy framework whereby change, needs and growth in the Bushbuckridge Local Municipal area are to be managed positively to the benefit of everyone. It should focus on how land should be used within the broader context of protecting the existing values of the Bushbuckridge Local Municipal area i.e. tourism destination, rich historical and cultural area;

- To improve the functioning of the local urban and rural, as well as the natural environmental systems;
- Identification of local opportunities for future urban/ rural development, and natural environmental conservation, and make recommendations as to where and how development of the open space system should be managed;
- To establish strategies and policies to achieve the desired spatial form i.e. movement and linkage systems, open space system, activity system, overall land use pattern etc.

Table 8: Strategic Development Areas (SDAs)

Bushbuckridge Area
<ul style="list-style-type: none"> • SDA1: The triangular area between Bushbuckridge/Maviljan, Dwarsloop and London C which will act to consolidate the urban structure of these three areas. • SDA2 and SDA3: The vacant land parcels to the north and south of the Dwarsloop-Arthur Stone area.
Casteel Area
<ul style="list-style-type: none"> • SDA4: Located in the area to the north-west of Casteel.
Acornhoek Area
<ul style="list-style-type: none"> • SDA5: Around Route R40 between Rooiboklaagte, Arthurseat, and Tsakani. • SDA6: To the north of the Acornhoek business node on both sides of the railway line. • SDA7: The vacant land between Moloro and Green Valley. • SDA8: The vacant land between Acornhoek and Okkernooitboom.
Burlington Area
<ul style="list-style-type: none"> • SDA9: Infill development between Burlington and Khokhovela.
Hluvukani Area
<ul style="list-style-type: none"> • SDA10 and SDA11: Infill development in the vacant areas between Clare and Hluvukani (SDA10) and Hluvukani and Tlhavekisa (SDA11).
Thulamahashe Area
<ul style="list-style-type: none"> • SDA12: This infill area is strategically located between the two business areas and adjacent to the south of the link road between the business areas. • SDA13 and SDA14: These two areas pose potential for infill development to the north-west and north-east of SDA12.
Agincourt Area
<ul style="list-style-type: none"> • SDA15: This area represents the vacant land located between Agincourt and Newington.
Kildare Area
<ul style="list-style-type: none"> • SDA16: This area comprises the vacant land between Kildare and Cunningmoore.
Lillydale Area
<ul style="list-style-type: none"> • SDA17: This SDA poses potential for infill development on the vacant land between Lillydale, Justicia, Huntington and Somerset.
Mkhuhlu Area
<ul style="list-style-type: none"> • SDA18: This area already holds a significant number of informal structures and stretches from road R536 in the south up to Oakley in the north. • SDA19: This area is located to the south of Calcutta next to road R536 and also holds a significant number of new informal structures.

<ul style="list-style-type: none">• SDA20: The area could accommodate future infill development between Oakley and Alexandria A.
Marite Area
<ul style="list-style-type: none">• SDA21: Located to the east of road R40 this area could act to consolidate/link development between Marite and Mkhuhlu.• SDA22: This represents infill development to the west of route R40 and southwards up to the municipal border.

Geographic Information System

The mission of the GIS Unit is to provide spatial information and support to all users both internal and external inclusive of all citizens in order to facilitate informed decision-making and enable users to achieve their objectives.

This GIS Unit provides the technological vision and leadership to deploy appropriate spatial technologies that will contribute towards an enriched community of BLM. It re-invent, re-engineer, and streamline municipal operations wherever spatial technology can contribute towards increased efficiencies, increased effectiveness, and reduced costs.

The Municipality has adopted a GIS Policy which its aim is to:

- a) Ensure standardization on the use of GIS with a view of maximizing its benefits.
- b) Provide a process for access to both information contained in the BLM GIS unit as well as map and data products developed by the system;
- c) To guarantee compliance to all legislative requirements relating to the handling and dissemination of spatial and related information, Legislations such as *Spatial Data Infrastructure Act, Act no 54 of 2003* and *Promotion of Access to Information Act, Act No.2 of 2000*.

The municipality has an effort to build and maintain a spatial information system to provide more efficient service to its citizens and clients. It is the intent of the BLM to provide access to spatial information as permitted or required by law. It should be noted that the *Promotion of Access to Information Act, Act No.2 of 2000* requires the organs of state to make all public records available to the public. Hence the municipality has concluded that the main objectives governing the adoption and use of GIS should be:

- Increased efficiency and effectiveness in the delivery of the municipal service delivery
- Improve data and information integration at all municipal directorates

Encourage data sharing where ever possible at all levels of government; easy consistent and effective access to geographic information; and promote use of geographic information and tools as widely as possible.

CHAPTER 7: BASIC SERVICES AND INFRASTRUCTURE

This chapter looks into one of the constitutional mandates which dictate that local government must ensure provision of basic services to the communities.

7.1. Water services

Bushbuckridge Local Municipality has the mandate to provide free basic water service in terms of the National Framework. Water supply to communities remains a challenge. Through the massive program of bulk supply, the municipality aims to improve the lives of the communities and households with provision of multiple sources of water. Linked to water supply problems is poor sanitation, particularly in the densely populated settlements clusters and dispersed small settlements. Through the construction of VIP toilets in households, the Municipality will archive its objective of providing environmentally friendly sanitation services to the people for the promotion of healthy living amongst individuals.

The Municipality is a water service authority which was effective from the 1st March 2006. The actual transfer of assets (infrastructure, staff and finance) took place on the “effective date” in the Transfer Agreement.

Water Service delivery backlog

Bushbuckridge Local municipality has, 146 720 households as per WSDP with 35 213 (24%) households without access to water and 111 507 (76%) households have access to water in their yards. The municipality has completed the Acornhoek bulk as well other major bulks. In terms of the master plans the bulk water is 98% and above completed. In order to provide the community with water in the short term basis while awaiting the completion of the bulk and reticulations the municipality is refurbishing and maintaining boreholes to arrest the backlog. In 2016/17 financial year the municipality managed to reticulate 21 243 households and in the 2017/18 financial year the municipality reticulated a further 10 543 households and a backlog of 12 500 households will be implemented on the 2019/20. Water tankers are used to deliver water to areas with a pressing shortage of water.

The municipality has budgeted R455 000, 000 for the 2019/20 financial year to fast track the implementation of the projects identified in the municipal IDP document. The budget is also informed by the resolutions of the PCF where all municipalities in Mpumalanga must budget 65% of the budget to water and sanitation.

Table 9: basic service delivery standards and reasons for lack of service

Ward	Settlement	Type of service	Reasons for lack of service
19	Sigagula,	Bulk supply and water reticulation	Awaiting water reticulation
20	Jameyane, Phendulani	Bulk supply and water reticulation	Awaiting for the completion of Acornhoek bulk water supply
22	Dingledale A&B	Bulk supply and water reticulation	Awaiting for the completion of Acornhoek bulk water supply
25	Lillydale, Summerset	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
28	Agincourt	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply

Ward	Settlement	Type of service	Reasons for lack of service
29	Rolle	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
33	Hluvukani, Dixie	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
34	Gottenburg, Welverdien	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply

Water Services Development Plan (WSDP)

The municipality has developed water services development plan which was adopted by council in 2018, this plan is used to address the back log of water supply in various settlements. This is a municipality where the potential exists of regional bulk water supply schemes respectively from the Inyaka dam and Sabie river. The water supply systems are very complex with some short term sub-regional surface water schemes with ground water schemes particularly in the distant rural localities.

Water supply is a dominant problem, especially in rural areas where 30% does not meet RDP standard. Around 24% of the households do not have access to potable water, 70% rely on tap water, while 25% rely on boreholes and 5% on natural water (spring and rivers).

Water supply to settlements and townships is still not reliable. On certain days taps are dry in the townships whereas some settlements go through dry taps for days.

Linked to water supply problems is poor sanitation, particularly in the densely populated settlement clusters and dispersed small settlements. Approximately 80% of the households in the municipal area use pit latrines, 84% of the population do not meet RDP sanitation standards. The extensive use of unlined pit latrines poses a potential pollution threat to the surface and ground water resource. (Page 14 of the WSDP)

The purpose of the water services development plan is to articulate a national vision for the water Services sector for the next ten years. It furthermore stipulates the following core goals:

- All people have access to an appropriate, acceptable, safe and affordable basic supply.
- All people are educated in healthy living practices and the wise use of water.
- Water services are provided equitably, affordably, effectively, efficiently, and in a sustainable manner with gender sensitivity.
- All Water Services Authorities are accountable to their citizens, have adequate capacity to make wise choices and able to regulate services provision effectively.
- The price of water services reflects the fact that it is a social and economic good.
- Basic services would be subsidized

Blue and Green drop

Bushbuckridge Local Municipality has a responsibility to provide potable water and a basic sanitation service. Blue and green drop programme was developed to monitor the performance of the WSA's in providing (water service). Blue and drop certification programme allows for protective management and regulation of drinking water quality and waste water management based upon legislated norms and standards. Blue and green drop situation in Bushbuckridge is considered critical from a regulatory view. The Municipality must ensure that it uploads data on the BOS, develop water safety plans for plants that do not have them and ensure that samples are done regularly at the confirmation assessment. Two municipal plants that are critical are under refurbishment and the others were is doing route maintenance to maintain the status.

7.2. Sanitation

The municipality has five sewage treatment plants, which are operating. These are Acornhoek treatment, Mkhuhlu treatment plant, Maviljan treatment plant, Dwarsloop treatment plant and Thulamahashe treatment plant. The municipality has budgeted money to expand the sewage treatment plant to cater settlements which has water e.g. R293 towns. Other than the R293 towns the municipality is largely rural therefore Enviro Loo toilets are being constructed. The Mpumalanga PCF has resolved that VIP toilets must be replaced as they pose a challenge of polluting the underground water therefore new technology of toilets called Enviro-loo toilets

Sanitation Service delivery backlog

Bushbuckridge Local municipality has, 146 720 households as per 2016 Community survey and 36 289 (25%) households do not have access to sanitation. The municipality has a large backlog because of ageing infrastructure where most of the sewerage pipes are asbestos and are being replaced, the other major problem is that treatment plants are operating above design capacity thus the municipality has prioritized upgrading the plants.

The municipality has budgeted R12 000, 000 for the 2019/20 financial to fast track the implementation of the projects identified in the municipal IDP document. In BLM 75% of the residents have access to sanitation. The budget is also informed by the resolutions of the PCF where all municipalities in Mpumalanga must budget 65% of the budget to water and sanitation.

The following information as supplied by STATISTICS SA will help in providing necessary statistics

Table 104: Sanitation

Local Municipal area	Number of households without toilets	
	2011	2018
Bushbuckridge	16966	36 289

Source: Technical Services directorate

7.3. Electricity

The Bushbuckridge Local Municipality is providing the communities with free basic electricity and alternative source of energy (solar panels & gel). In partnership with ESKOM and Department of Energy, the Municipality sufficiently provides the community with acceptable standard of electricity, with 98% of the households electrified, 0.8% uses paraffin, 1.8% uses candles, and 1.0% solar panels. However, provision of energy in the area need to be upgraded especially in rural areas where interruptions of electricity supply occurs. There is a need to improve the current infrastructure to an acceptable level. Currently ESKOM is upgrading some of the sub-station to accommodate massive reticulation and bulk supply between Ngwarele Sub-station and Hazyview.

Table 25 Electricity connections

Local Municipal area	Number of households not connected*			Share of total households		
	2011	2016	2018	2011	2016	2018
Bushbuckridge	7 783	2 921	1 340	5.8%	2.1%	2%

Source: Mpumalanga Department of Finance and Economic Development and Technical directorate

7.4. Cemeteries

The municipality envisages constructing municipal owned cemeteries in the rural areas to ensure protection of the cemeteries. Majority of rural communities prefer to bury their loved ones in their own yards, which do not take into consideration the effects to hydrological impact. The Municipality is committed to provide necessary infrastructure to already existing and newly identified cemeteries

7.5. Telecommunications Infrastructure

A large section of the municipal area is provided with formal telecommunications facilities, 70% uses Cell phones, 20% uses fixed lines with 10% rely on public phones. Telecommunications is well provided in big institutions such as hospitals, schools and government departments.

7.7. Human Settlement

The Bushbuckridge Local Municipality as a declared nodal point, has in terms of the adopted housing chapter that has to be reviewed, prioritized the allocation of housing units to all earmarked wards as per the need on the ground. As the municipality is facing a provision of adequate and sustainable human shelter (housing) backlog, this extensive problem has been exaggerated by the lack of well suitable and located land for the implementation of integrated human settlements development; shortage of serviced stands and inadequate provision of housing subsidies by the Provincial Department of Human Settlements.

Based on the influx and escalating number of people who needs an adequate and sustainable human shelter, the Municipal Human Settlements & Building Unit is experiencing a high number of backlog through the initiated new waiting list system of capturing the different housing typology of beneficiaries called **National Housing Needs Register (NHNR)** of which currently is **24 624** for the entire jurisdiction. It is the guideline for all municipalities that is controlling the processes of allocation of units according to the database by National Department of Human Settlements.

The municipality has to work collectively to consolidate the waiting list through consultation of all structures such as *Ward Councilors, Ward Committee's, CDW's and NGO's, Tribal Authorities as well Municipal Officials i.e. Human Settlements & Building and Town Planning* by ensuring that all different housing typologies applicants are accommodated within the NHNR database.

The municipality has a Sector Plan called Housing Chapter that was adopted by Council in 2009 of which it need to be reviewed based on the number of issues such as the new demarcation, number of wards currently, influx and the escalation of needs.

The implementation of Integrated Human Settlements will address the shortage of an adequate and sustainable human shelter (RDP's), fully serviced sites for high density and Gap Market (Middle Income Housing) with fully infrastructures in the five new township establishment i.e.

Table 26: Traditional authority connections

Township Establishment Areas	Tribal Authority	Number of Sites
Lillydale - A	Jongilanga	655

Lehumo	Moreipuso	607
Burlington - A	Mnisi	652
Kumana	Amashangana	517
Rooiboklaagte - C	Setlare	654

In addition to the above the engagements of other Tribal Authorities for securing the well located land for the implementation of integrated human settlements will ease the stress for people of Bushbuckridge. The area itself will be well developed, including *Greenvalley Mamokutu, Mkhuhlu Eco-Estate* etc.

Municipal Building

The refurbishment and maintenance of Municipal Buildings and Municipal Community Halls to be in compliance with National Building Regulation and Building Standards Act 103 of 1977 by promoting a safe and healthy environment by preventing healthy hazardous as per Occupational Health and Safety Act.

7.8. Roads and Transport

The Bushbuckridge Local Municipality aligns with the Ehlanzeni District Transport Plan as per the integrated plan. The Municipality envisages improving the road links network to enable access to service points. The road links network currently don't enable viable mobility for economic activities to be performed in the nodal area and as a result, the Municipality has planned a construction of a multi-modal taxi rank facilities through the intervention of National Treasury (NDPG).

Roads infrastructure

Bushbuckridge Local Municipality's roads are characterized by poor gravel roads with unclearly defined road network links due to conditions of the roads. The entire roads infrastructure has limited storm water drainages and poor maintenance strategy and results, some tarred roads are destroyed by rains. There is also limited access to bridges to provide sufficient linkage on communities for economic engagements. The R40 road is the only provincial road which is well maintained by the Department of Roads and Transport; other provincial roads are not well maintained. The municipality has budgeted money to improve the measure economic road and roads leading to social facilities (clinics and schools). The municipality has budgeted R110 000,000 for the 2018/19 financial year for paving of streets and maintenance of existing infrastructure.

Table 11: Road infrastructure

Total km	Tarred km	Gravel km
4640	345	4 295

Transport

The community of Bushbuckridge Local Municipality depend on buses and taxis as mode of transport. In rural areas only buses are the only mode of transport, transporting people to work, school and shopping complexes for shopping. There is a problem with overloading because the transport is not enough for the communities. Most of the taxis in rural areas are not road worthy and this is a result of poor road infrastructure. Passenger trains no longer pass through the municipality since 2011 and trains only transport goods.

CHAPTER 8: LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENT

8.1. Local Economic Development and Environment

This chapter looks into issues of Economic development and environment, on how the municipality needs to stimulate economic development and as per Constitution to promote a health and safety environment.

The Bushbuckridge Local Municipality has a potential for developing the local economic hub through our indigenous wealth in the form of agricultural farming and tourism. Agriculture and tourism can make a meaningful contribution to the local, district and the provincial Gross Domestic Product (GDP) and will have a great potential of creating economic growth and reduce the levels of unemployment.

LED Strategy/Forum

The Municipal LED strategy was adopted in 2010 and is currently under review as it's outdated. The strategy is aligned to the Integrated Development Plan and Spatial Development Framework as the master plans of the Municipality. The strategy is the compass of the institution in terms of economic development concentrating mostly on poverty alleviation and unemployment. It is also aligned to provincial economic strategies or plans. Most of the projects in the strategy are/will be implemented by sector departments. The private sector also plays an integral part in the economy of the municipality thus a high number of employment opportunities come from that sector. It made it imperative for the institution to thoroughly engage the sector when drafting the strategy.

Through the strategy and LED forum was established which is headed by Member of Mayoral Committee (MMC) of Economic Development, Planning and Environment. The Forum sits at least once quarterly. The forum has six (6) sub committees which are:

- Agriculture
- Tourism and conservations
- Mining
- Commercial and retail
- Manufacturing
- Transport and communication

The main challenges facing the implementation of the strategy are:

- Land claims- most areas in the municipality are under land claims and that has halted most projects mostly those funded by the private sector
- Land Invasion- large part of the municipality's land is under traditional authorities' leadership and that hampers the planned projects as the authorities sell land which is earmarked for economic projects
- Funding- as mentioned most of the strategy's projects are implemented by sector departments and funding is a challenge as departments don't only fund this municipality. The municipality is in the process of exploring other funding avenues other than from other sources than sector departments.

8.2. Tourism

Tourism, as already cited above, has a great potential of stimulation of economic growth, taking into account that Kruger National Park (KNP), Manyeleti and various renowned private nature reserves such

as Mhala-Mhala, Sabie-Sabie, Phungwe and others are within the borders of the municipality. The municipal area also falls within the Kruger to Canyon Biosphere, which stretches northwards via Hoedspruit to Tzaneen. According to the Tourism Growth and Development Strategy that was conducted by the Department of Finance and Economic Development, tourism in the area has a competitive advantage and has a potential to contribute significantly towards accelerating growth in the tourism industry.

Table 27 GDP

Region	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2011	2015	2011	2015
Ehlanzeni	8 355	12 133	12.8%	14.1%
Thaba Chweu	950	1 431	14.0%	16.4%
Mbombela	3 697	5 236	10.3%	11.4%
Umjindi	156	221	2.7%	2.9%
Nkomazi	1 581	2 326	21.2%	23.3%
Bushbuckridge	1 970	2 920	21.4%	22.0%
City of Mbombela*	3 853	5 457	9.2%	10.1%

Source: Department of Economic development and Finance Mpumalanga SERO report 2017

8.3. Agriculture

Agriculture remains the potential economic development platform for the communities of Bushbuckridge through subsistence and animal farming. The Municipality intends to strengthen the existing programs that are aimed at improving the local economic development. Agriculture in the municipal area has a strong competitive advantage in terms of the climate, bio-diversity and number of dams. But this advantage is impacted by problems associated with it such as droughts, bush fires, and rural/bad farming practices. Although commercial agriculture provides bulk of the employment opportunities, approximately half of the population, particularly the youth, is unemployed. The constraints and issues related to agriculture in the municipal area are:

- ❖ Access to viable parcels of arable land;
- ❖ Management of communal grazing land; and
- ❖ Conversion from subsistence to commercial agriculture.

8.4. Gross Domestic Product

The Municipality's economic contribution towards the provincial Growth Domestic Product (GDP) continues to grow at a moderate rate.

8.5. Economic sectors performance

It is a worrying factor that community services (government) is the leading industry with employment with 42.2% and trade (20.6%). There a huge concern that the industries with potential which is Agriculture and

Tourism are not contributing as much as expected. The municipality does not have minerals for mining there's only sand mining activities.

Table 28 Economic sector performance

Local municipal area	% contribution to Mpumalanga economy 2015	Average annual economic growth 1996-2015	Average annual economic growth 2015-2020
Bushbuckridge	4.3%	0.7%	1.7%

Source: Department of Economic development and Finance Mpumalanga SERO report 2017

The Municipality is number four in the province in terms of contribution to the GDP with a contribution of 4.3% which is an improvement compared to a period from 1996 – 2015 which was on 0.7% contribution. It is projected that for the next five years (2015-2020) it is projected that the contribution will be 1.7%.

8.6. Community Works Programme (CWP)

The CWP started in Bushbuckridge, one of South Africa's identified poverty nodes in July 2009 and build up to 3213 participants by January 2019. The work selected was done through a Participatory Rural Appraisal (PRA) village needs assessment in all 39 sub-sites / villages from 28 wards with 48 villages involved. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities. The programme is in four traditional councils:

- Mnisi Traditional Authority
- Malele Traditional Authority
- Setlhare Traditional Authority
- Mathibela Traditional Authority

The work done is divided into 5 subsections:

- Health
- Education
- Environment
- Social
- Agriculture

Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The programme inception was guided by a steering committee which is chaired by the ward councilor and comprises of the ward committee and other relevant parties. The programme works closely with the municipality and had been incorporated in the LED strategy. Through the establishment of a Local Reference Committee with representatives from the Local Municipality and relevant line departments, the CWP hopes to strengthen its projects and continue to develop participant capacity.

Participation breakdown

Site	YOUTH >55%			WOMAN >55%		DISABLED PARTICIPANTS >2%			
	Male	Female	Total	Male	Female	Male Youth	Male NY	Female Y	Female NY
BBR	164	789	953	509	2 665	5	12	5	28

Budget

Budget item	Amount	Percentage of total
Wages	R31,563,848	82%
Personal Protective Equipment (PPE)	R 2,280,043	6%
Tools and Materials	R 1,915,236	5%
Training and Technical Support	R2.006.438	5%
UIF/COID	R 946,915	2%
TOTAL	R 38,712,480	100%

8.7. Expanded Public Works Program

The EPWP is headed by the EPWP champion Mr. TD Chavane

Bushbuckridge Municipality has its EPWP Policy and the purpose is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the municipality is aimed to achieve the following objectives:

- To have **EPWP as an approved delivery strategy** for projects implementation, employment creation and skills development; by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project.
- To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (**clarify the support function roles** further within municipalities e.g. finance, corporate service) (Acknowledge that the model varies)
- To entrench the **EPWP methodology within the IDP**;(acknowledge EPWP in the IDPs)
- To **develop skills** within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities;

- To **capacitate SMME's** and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate Learnership Programmes and SMMEs development initiatives;
- Re-engineer how the planning, design and implementation programmes/projects within the existing municipal operational and capital budgets in order, to maximize **greater employment opportunities** per unit of expenditure, to maximise the percentage of the municipal's annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

The municipality has **R4 000 000** for 2018/19 financial year with a projected 200 people to be employed. The programme covers the following:

- Road Maintenance
- Parks and beautification
- Refuse removal
- Tourism monitors (safety)

CHAPTER 9: COMMUNITY SERVICES

This chapter looks at all social related issues in the municipality as well community facilities

9.1. Transversal Affairs

Youth Development

The Municipality has considered the youth category as the cornerstone for development, given that this category accounts for the majority of the population in the municipal area. To ensure the transformation process in this category, the municipality further established a youth unit which is responsible for the co-ordination of the Bushbuckridge Youth Council.

Disability affairs

In line with the Employment Equity Plan adopted by Council, Bushbuckridge Local Municipality has also established disability affairs unit that is co-ordinating and championing the interests of people living with disabilities, and ensure fairness in the recruitment strategies as a matter of policy. Disability affairs is responsible for Bushbuckridge Disability Forum

Percentage of disability

Table 30: Percentage of disability

Census	%
1996	5.17
2001	4.48
2011	2.87

Source: STATS SA census 1996, 2001 and 2011

In the municipality the number of people of disability has decreased since the first democratic census in 1996 as it on 5.17% compare to 2001 census it was on 4.48% and 2011 as it was 2.87%. The municipality has built a center of disability in Marite with others planned to be implemented in the next coming financial years.

Gender: Women and Men

The municipality has adopted an Employment Equity plan to address the issue equality as most posts are occupied by males. The municipality also has a transversal unit which deals with issues of gender in the communities as to empower women who are regarded as the previously disadvantaged. Currently the municipality is in the process of developing a sectoral plan that deals with gender.

9.2. Safety and Security

The municipality is committed to a free crime environment that seeks to protect the abuse of vulnerable children and women. The Municipality envisages achieving such through the provided facilities in the form of four (4) main police stations, which are strategically located in Thulamahashe, Maviljan, Mkhuhlu, and Acornhoek. Six (6) satellites offices located in Marite, Shatale, Dwarsloop, Lillydale, Casteel and Hluvukani with magistrate courts where main police stations are located. To complement the facilities, each demarcated ward has Community Policing Forums (CPF) that are active.

Through the involvement of the Bushbuckridge Traffic Police, the Municipality plays an important role in the reduction of road fatalities and accidents. The visibility of Safety Officers in the roads and streets of Bushbuckridge has contributed to the awareness programs in educating road users for road safety.

9.3. Licensing

The Municipality has six (6) DLTCs in Hluvukani, Acornhoek, Shatale, Thulamahashe, Bushbuckridge and Mkhuhlu that have been established in terms the E-Natis framework.

9.4. Disaster Management

General Area Description

The Bushbuckridge Municipality covers an area of 25586.76 hectares and has an estimated population of 546 000 with towns and settlements within the region are Acornhoek, Bushbuckridge, Cottondale, Hluvukani, Marite, Mkhuhlu and Lillydale. Disaster Management is a continuous and integrated multi-sectoral and multidisciplinary process of planning and implementation of measures aimed at preventing or reducing the risk of disasters; mitigating the severity or consequences of disasters; ensuring emergency preparedness; enabling a rapid and effective response to disasters and facilitating post-disaster recovery and rehabilitation.

Figure 1 illustrates how the various work streams within Disaster Management increase and decrease in intensity and resource requirements over time as crises approach and are dealt with. The figure demonstrates that Disaster Management involves the simultaneous management of several disaster risks in various stages of the life cycle of disaster risks

The South African Government has responded to the negative consequences of disasters by developing legislation (The Disaster Management Act, 2002 – Act No. 57 of 2002) and national policy (The National Disaster Management Framework, 2005) to deal with the management of disaster risk and disaster impact.

The Disaster Management Act (Act No. 57 of 2002) provides for an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery. The Act prescribes the establishment of national, provincial and municipal disaster management centers. Most importantly in the context of this document, the Act also requires the compilation of Disaster Management Plans in all spheres of government.

Legal requirement for Disaster Management Plan

The Disaster Management Act of 2002 requires each local municipality to prepare a DMP for its area according to the circumstances prevailing in the area; to coordinate and align the implementation of its Plan with those of other organs of state and institutional role-players; and to regularly review and update its Plan. The legal requirements related to Disaster management are further elaborated in the Ehlanzeni District Disaster Management Plan.

The Bushbuckridge Municipality must submit a copy of its DMP, and of any amendment to the Plan, to the DMC of the Ehlanzeni District and the National Disaster Management Centre.

Although Local Municipalities are not legislatively required to have specific Disaster Management coordinating structures, it is unlikely that a local Bushbuckridge Municipality would be able to effectively conduct a participative Disaster Management planning process in the absence of some or other Disaster Management coordinating structure within the Bushbuckridge Municipality. It is recommended that each

Bushbuckridge Municipality should at least have an internal Disaster Management coordinating body such as an Inter-Departmental Disaster Management Committee. The additional establishment of an advisory forum is strongly recommended to co-ordinate Disaster Management policy within the Bushbuckridge Municipality and enable stakeholder involvement in Disaster Management matters.

Disaster Management has become one of the key components of an IDP's credibility. Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) lists 'applicable disaster management plans' as core components of an IDP. The next section focuses on the relationship between Disaster Management and the IDP

Linkage with the Integrated Development Plan of the Bushbuckridge Municipality

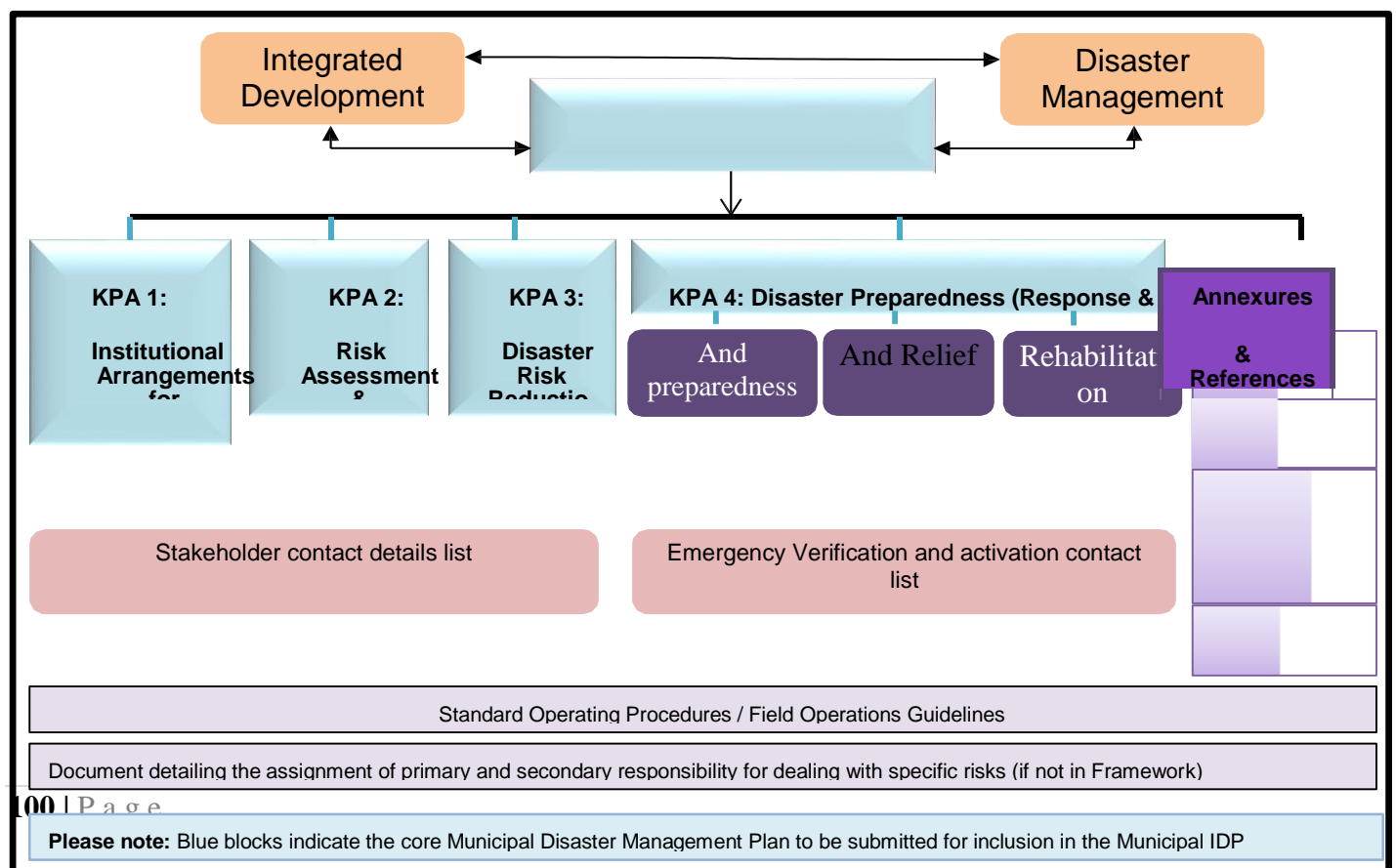
It is strongly recommended that the Bushbuckridge Municipality institutes the compulsory consideration of Disaster Risk Management in the planning and execution stages of all IDP projects. This will ensure the integration of Disaster Management into the IDP, and will ensure that all plans and projects are focused on contribution got disaster risk reduction and disaster preparedness – thus receiving the impact of disaster on lives, property, community activities, the economy and the environment in the Bushbuckridge Municipality.

A more detailed discussion of the linkage between disasters and development, and between the IDP and the DMP, is provided in the corresponding section of the Ehlanzeni District Disaster Management Plan.

The Municipal Systems Act and the Disaster Management Act requires the inclusion of the DMP of the Bushbuckridge Municipality into the Integrated Development Plan (IDP) of the Bushbuckridge Municipality.

Structure of the Bushbuckridge Municipality Disaster Management Plan

The Municipal DMP is based on the legal requirements described above and consists of the components. In order to comply with the National Disaster Management Framework (NDMF), the Bushbuckridge Municipality Disaster Management Plan is structured around the four KPA's of the NDMF which is also reflected in the Provincial and Ehlanzeni Disaster Management Framework



Structure of the Municipal Disaster Management Plan

As indicated in the figure, the four key components of the Plan are:

- KPA 1: Institutional arrangements for Disaster Management (Institutional Capacity)
- KPA 2: Risk Assessment and Risk Profile
- KPA 3: Disaster Risk Reduction
- KPA 4: Disaster Preparedness (Response & Relief) Plan

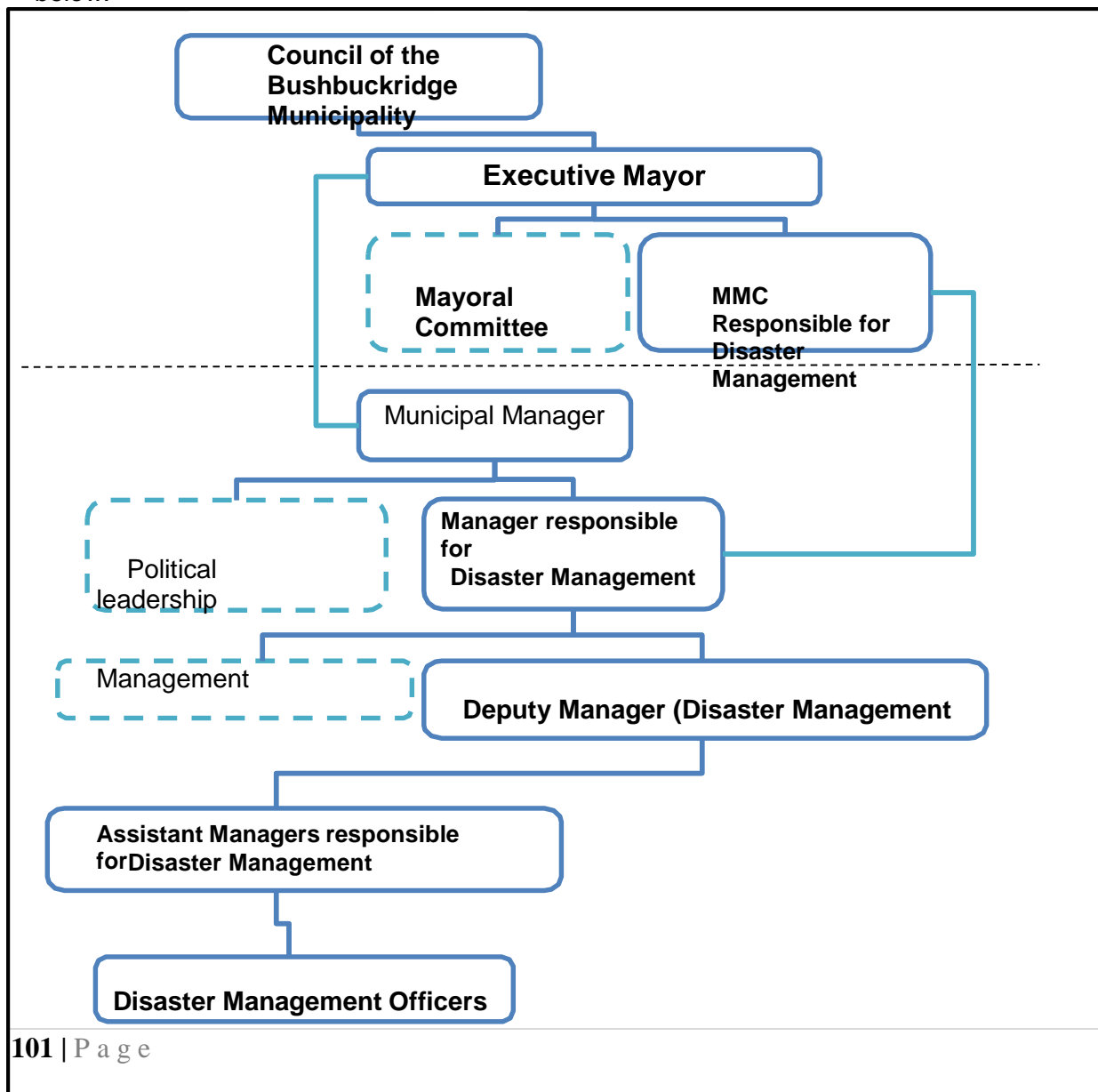
KPA 1: INSTITUTIONAL CAPACITY

This section describes the planning for institutional capacity for Disaster Management within the Bushbuckridge Municipality, in accordance with KPA 1 of the NDMF.

Current Institutional Arrangements within the Bushbuckridge Municipality

The Bushbuckridge Municipality is composed of a political structure (Council) consisting of proportional and ward behavior, supported by an administrative structure of officials.

The Council elects a Mayor who appoints a Mayoral Committee with defined responsibilities collected into portfolios for members of the Mayoral Committee (MMCs) as illustrated in the figure below.



The current placement of Disaster Management in the Bushbuckridge Municipality

While there is evidence of a lack of human resources dedicated to Disaster Management within the Bushbuckridge Municipality, it is not easy to correct such a shortage over the short term. A phased approach of increasing dedicated Disaster Management would be a more realistic recommendation.

Emergency preparedness within the Bushbuckridge Municipality is a challenge with so little staff and the following recommendations can be made:

A standby roster should be established where other staff (from the same department, another department within the Bushbuckridge Municipality or even other Local Municipality Disaster Management Staff within the District or District staff) are added as first and second call duty officers for the Bushbuckridge Municipality in order to ensure that limitations on standby periods are not exceeded and that the function can continue in the temporary absence of the incumbent.

- Persons who are put on the standby list should be provided with adequate training and equipment and must be familiar with this plan.
- Standby lists for the Bushbuckridge Municipality should be linked to standby lists at Ehlanzeni District and Mpumalanga Provincial level, from where assistance could be requested if the Bushbuckridge Municipality's capacity is exceeded.
- Mutual aid agreements with adjoining Municipalities can improve emergency preparedness and should be compiled for approval by the various councils

Bushbuckridge Municipality Disaster Management

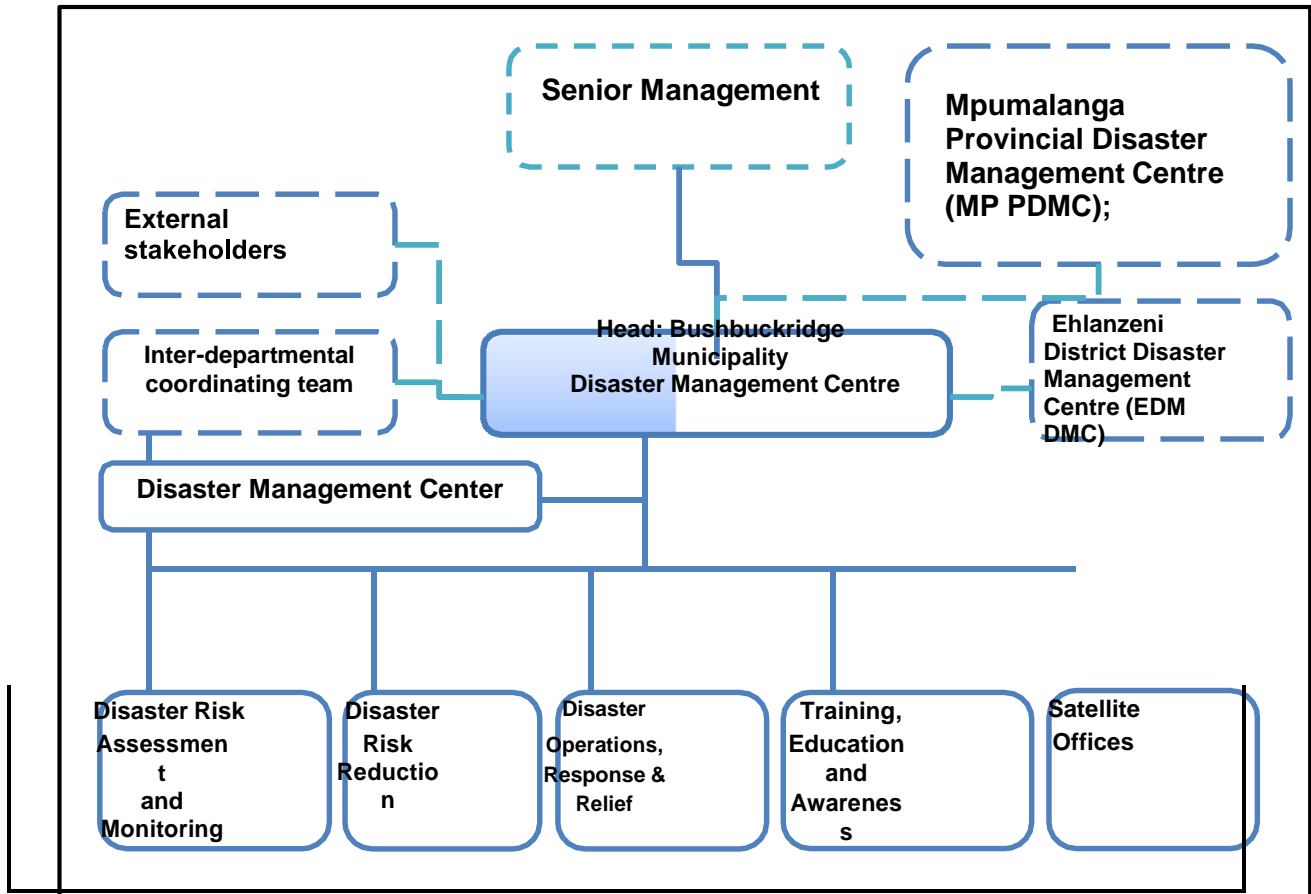
This is the department within the Bushbuckridge Municipality assigned with the Disaster Management function. A LM is not legally obliged to establish a DMC, but it is recommended.

The Disaster Management structure / DMC of the Bushbuckridge Municipality must aim to prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters, prepare for emergencies, respond rapidly and effectively to disaster and to implement post-disaster recovery and rehabilitation within the Bushbuckridge Municipality by monitoring, integrating, coordinating and directing the Disaster Management activities of all role-players.

A fully established and functioning Municipal DMC is a key element of this Plan.

Action: The Bushbuckridge Municipality will establish and maintain a fully staffed and resourced DMC.

Figure 5 indicates the suggested behavior design for a Disaster Management Centre which uses a combination of functional behavior and area-based management. This structure is based on best practice and the recommendations contained within the National Disaster Management Framework, taking into consideration existing capacity and that capacity may have to be built in phases over time.



Solid outlined elements refer to the categories of functions to be performed and not individual posts. Depending on resources, each category of functions can be expanded into several post descriptions or rolled up into fewer separate positions. Solid lines refer to lines of authority and reporting within the Bushbuckridge Municipality. Elements with dashed outlines refer to co-ordination, consultation and policy-making structures while dashed connecting lines refer to lines of consultation and collaboration.

Municipal Disaster Management Advisory Forum

Metropolitan or District Municipalities may establish a District Disaster Management Advisory Forum as described in Section 51 of the Disaster Management Act, 2002. Local Municipalities are not required but are encouraged to establish such a forum to coordinate strategic issues related to Disaster Management such as Risk Assessments and to approve and/or review the DMP for the Bushbuckridge Municipality before it is submitted to Council. The frequency of meetings of such a body is 2 to 4 times per year or as required. Once established, such a forum can play an important role in setting policy and priorities for Disaster Management within the Bushbuckridge Municipality, and reviewing Risk Assessments and plans from time to time.

The Terms of Reference of the Forum is its founding statement and will determine its functioning. Alternative existing coordination structures may also be used to perform the functions of an Advisory Forum, thereby reducing administration and costs. Where other existing coordination structures are available to perform the envisaged functions of an Advisory Forum, it would be prudent to reduce costs and administration and use existing structures instead of creating a new dedicated structure.

Action: The Bushbuckridge Municipality will consider the establishment of a dedicated body for interdepartmental Disaster Management coordination, or will assign this responsibility to the top management team (of officials) of the Bushbuckridge Municipality. The Bushbuckridge Municipality will also consider the establishment of a Disaster Management Advisory Forum and implement its decision in this regard.

Departmental planning groups

This element relates to planning groups that can be established within departments within the Bushbuckridge Municipality to deal with internal Disaster Management issues such as the compilation of Departmental Disaster Management Plans and contingency plans for facilities and services of the Department. The Disaster Management nodal points of such Departments will be involved in these planning groups. In a less complex design these groups can be integrated with others to become technical task teams.

Action: Nodal points will be empowered and supported by their Departments / behaviors to establish, manage, and participate in Departmental planning groups.

Risk reduction project teams

These are multi-disciplinary project team convened to address and reduce a specific disaster risk. The teams are convened by the primary role-player for the risk and supported by Disaster Management. In a less complex design these teams can be integrated with others to become technical task teams.

Action: The primary role-players for specific hazards or disaster risks, in collaboration with Bushbuckridge Disaster Management, will establish and manage risk-reduction project teams as required or when requested by the Disaster Management Advisory Forum. (Existing structures should be used as far as possible to prevent duplication and reduce the meeting burden on role-players.)

Preparedness planning groups

A multi-disciplinary planning group convened to ensure a high level of preparedness for a specific disaster risk. Convened by the primary role-player for the risk and supported by Disaster Management. In a less complex design these groups can be integrated with others to become technical task teams.

Action: The primary role-players for specific hazards or disaster risks, in collaboration with Bushbuckridge Disaster Management, will establish and manage preparedness planning groups as

required or when requested by the Disaster Management Advisory Forum. (Existing structures should be used as far as possible to prevent duplication and reduce the meeting burden on role-players.)

Joint response & relief management teams

Mostly flowing from a preparedness planning group, this is a team that is 105ehavior105 to deal with the immediate response & relief required during or immediately after major incidents and disasters. Such teams will normally convene in the Disaster Operations Centre (see description below). In a less complex design these teams can be integrated with others to become technical task teams.

Action: The preparedness planning group for each hazard will detail how the activation of a joint response and relief management team for that specific hazard will be managed, and who will form part of the team.

Recovery & rehabilitation project teams

These are project teams managing recovery and rehabilitation after disasters, mostly on a project-management basis. Disaster recovery and rehabilitation must focus on risk elimination or mitigation. Departments who are responsible for the maintenance of specific infrastructure are also responsible for the repair or replacement of such infrastructure after disasters. In a less complex design these teams can be integrated with others to become technical task teams.

Action: The preparedness planning group for each hazard will detail how the activation of recovery and rehabilitation project teams for that specific hazard will be managed, and who will form part of the teams.

Technical Task Teams

The establishment of task teams that deals with several elements of the disaster management process for a cluster of hazards can ensure hazard specific research, risk prevention and reduction, mitigation and preparedness measures. A more detailed description of the establishment, responsibilities and possible functioning of these task teams is provided in the corresponding section of the Ehlanzeni District Disaster Management Plan.

Action: The Bushbuckridge Municipality will consider the establishment of Task Teams responsible for clusters of hazards and implement its decision in this regard

Bushbuckridge Municipality Disaster Management Communications Centre

This is the centre providing 24-hour emergency and essential services contact points to the public within the Municipal area. The Centre is responsible for day-to-day emergency response by Municipal Departments and for the establishment of strategic communication links. The Bushbuckridge Municipality Disaster Management Communications Centre will liaise closely with the Emergency Control Centres / Groups of other Local Municipalities, the Ehlanzeni District Disaster Management Centre and other Stakeholders within the Bushbuckridge Municipality on an on-going basis.

It would be possible to reduce costs and increase inter-service collaboration by combining the responsibilities and functions of emergency services, fire control centres and law enforcement control centres in one facility with the Disaster Management Communications Centre.

Action: Bushbuckridge Disaster Management will establish and maintain a fully staffed and resourced Disaster Management Communications Centre and if required collaborate with other agencies to maintain 24-hour per day, 7 days per week public emergency call-taking capacity.

Bushbuckridge Disaster Operations Centre (DOC) / Joint Operations Centre (JOC)

The Bushbuckridge DOC is a facility equipped to serve as command and coordination centre during disasters, where the joint response & relief management team will convene. Alternative facilities should be identified as back-up to the primary DOC. The term JOC for Joint Operations Centre can also be used for this facility.

Action: Bushbuckridge Disaster Management will identify, establish and maintain a fully staffed and resourced Disaster Operations Centre for activation as required and will identify fall-back or alternative

facilities for the same purpose. Figure 6 illustrates how the components described above would interact with each other. It is important to note that this is a proposed structure, but rather a proposal in terms of lines of communication and collaboration

KPA 2: RISK ASSESSMENT

Disaster Risk Assessment is the first step in planning an effective Disaster Risk Reduction programme. A Disaster Risk Assessment examines the likelihood and outcomes of expected disaster events. This includes investigating the related hazards and conditions of vulnerability that increase the chance of loss.

Risk Profile of the Bushbuckridge Municipality

Various disaster risks have been identified and assessed as set out in detail in the District Risk Assessment Report accompanying the Ehlanzeni District Disaster Management Plan.

The first step in developing a risk profile is hazard identification. A hazard is a potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards are typically behavior into Natural, Technological and Environmental hazards.

Natural hazards are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into:

- Geological Hazards:* Natural earth processes or phenomena in the biosphere, which include geological, neo-tectonic, geo-physical, geo-morphological, geo-technical and hydro-geological nature;
- Hydro Meteorological Hazards:* Natural processes or phenomena of atmospheric, hydrological or oceanographic nature; and
- Biological Hazards:* Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.

Technological hazards constitute danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.

Environmental hazards are processes induced by human behavior and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems.

To identify the typical hazards in the Bushbuckridge Municipality a checklist was compiled which was completed by all Municipalities during the consultative workshops. These checklists were returned to the Project Team listing the hazards as indicated in the following table

Table 3: Identified hazards in EDM

Natural Hazards		
Hydro Meteorological Hazards		
Drought		Hail storms
Erosion		Severe storms
Fire		Violent wind/Tornado
Flood		Mist
Biological Hazards		
Human diseases		Veld fires
Animal disease		
Geological Hazards		
Landslide		
Technological Hazards		
Sewerage and drainage Infrastructure failure		Hazardous material by road
Road accidents		Industrial accidents
Illegal Dumping		
Environmental hazards		
Air pollution	Water pollution	Soil contamination

The above lists illustrate the types of disasters that pose the highest risks within the area of the Bushbuckridge Municipality and their possible effects. The communities at risk can be derived from the risk lists, and are also shown in the risk assessment that was conducted for the area. More detailed risk descriptions, inclusive of hazards, vulnerability and capacity descriptions, are available in the detailed Risk Assessment document which accompanies the Ehlanzeni District Disaster Management Plan.

Total Risk Maps

The total vulnerability, hazard and risk maps of the Bushbuckridge Municipality within the context of the Ehlanzeni District are illustrated in the Ehlanzeni District Risk Assessment Report. The vulnerability maps include the total societal, environmental, economic and critical facilities vulnerability, which were overlaid and recalculated to produce the total vulnerability map.

Risk Summary

In this section the results of the Risk Assessment conducted within the EDM behavior.

The table below provides a district-wide view of which hazards were found to be most prevalent within the district, influencing the majority of local municipalities.

Common Hazards

Hazards are typically classified into:		
<p><i>Geological Hazards:</i> Geological hazards include internal earth processes, such as earthquakes and related geophysical processes such as mass movements, landslides, rockslides, surface collapses, debris or mud flows.</p>	<p>Earthquake-related Slope instability-related Coastal zone process-related Cosmic-related</p>	<p>Landslides, rock fall and mudflow</p>
<p><i>Hydro-Meteorological Hazards:</i> Natural processes or phenomena of atmospheric, hydrological or oceanographic nature.</p>	<p>Atmosphere-related Water-related</p>	<p>Severe storms (hail and snow) Floods Strong wind Tornadoes Thunderstorms and lightning Mist (fog) Heat waves</p>
<p><i>Biological Hazards:</i> Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.</p>	<p>Animal diseases Human diseases Veld fire risk</p>	<p><i>Human diseases:</i> Cholera Malaria HIV/Aids Tuberculosis (TB) <i>Animal diseases:</i> Foot and Mouth Disease (FMD) African Swine Fever (ASF) Rabies (Animals) <i>Veld fires</i> HAZMAT(fire/spill/leak/explosion/road spills) Transport accidents (aircraft, rail and road) Structural collapse (failure) Fire structural (formal and informal) Sink holes (dolomite) Slime dams (tailing dams) Floods (storm water) Dam failure <i>Service delivery failure or disruption:</i> - Sewerage and drainage; - Solid waste disposal and refuse removal services; - Electricity supply disruption; - Water supply (rural/informal settlements); - Telecommunications and IT.</p>
<p>TECHNOLOGICAL HAZARDS: Technological hazards are defined as danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.</p>	<p>Transport Incidents Urban and/or Industrial incidents Critical infrastructure disruption Key national points Socio-economic disruption</p>	<p>Ground/soil pollution Air pollution Water pollution (surface and groundwater) Desertification Deforestation Erosion Overgrazing Endemism Land Degradation</p>
<p>ENVIRONMENTAL HAZARDS: These are processes induced by human behavior and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems².</p>		

KPA 3: DISASTER RISK REDUCTION

Disaster Risk Reduction involves focused activities to reduce vulnerability, increase capacity and resilience, and avoid or reduce hazards that may affect specific elements at risk.

Disaster Risk Reduction plans providing for prevention and mitigation strategies have been compiled based on best practice and capacity within the Bushbuckridge Municipality.

The risk reduction plans outlines in this document and its annexure which are implementable must be considered for inclusion with the IDP projects of the Bushbuckridge Municipality and if included must be budgeted for in terms of the operating and capital budget of the Bushbuckridge Municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said projects. The Disaster Management Department of the Bushbuckridge Municipality must assist in this regard.

Where the proposed project falls outside the mandate of the Bushbuckridge Municipality, the Bushbuckridge Municipality should establish a lobbying and monitoring mechanisms to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the Bushbuckridge Municipality responsible for service delivery partnerships should take the lead with support from the Bushbuckridge Municipality DMC.

Risk Reduction Process

The success of risk reduction efforts will rely heavily on the results of a thorough Disaster Risk Assessment (hazard and vulnerability assessment). The completion of a detailed Risk Assessment is a prerequisite for this process. Community-based risk mapping and Risk Assessments can also provide valuable information to base Risk Reduction Planning on.

Using the Risk Assessment, the first step in Risk Reduction will be to identify

priority risks. For each priority risk, the following process should be followed:

- Analyze the risk, through consultation if required;
- Determine stakeholders who can influence the risk (hazard / vulnerability / capacity);
- Convene stakeholders meeting;
- Determine primary and secondary responsibility on a consensus basis (this might already be in place – see Institutional Capacity chapter);
- Develop risk reduction strategy options in a participative manner;
- Evaluate the developed risk reduction strategy options;
- Decide on most viable risk reduction strategies and describe these in detailed project proposals;
- Submit project proposals to DMAF;
- Upon project approval from the DMAF, perform project initiation (if the project is within the mandate of the District it can be submitted to the IDP office at this stage for inclusion in the IDP process);
- Convene a project team:
 - o Appoint a project manager (from discipline with primary responsibility for the hazard, vulnerability or capacity);
 - o Appoint an internal project facilitator / manager within the Bushbuckridge Municipality's DMC;
 - o Confirm project team (Stakeholders);
 - o Confirm project sponsor;
 - o Confirm project champion;
- Perform project scoping:
 - o Develop work breakdown structure;
 - o Determine milestones and objectives;
 - o Confirm critical path;
 - o Establish monitoring & evaluation mechanism;

- o Determine budget required;
- Project implementation:
 - o Implement, monitor & evaluate;
 - o Project review and change control; and
 - o Project close-out

Risk Reduction Proposals for the Bushbuckridge Municipality

Risk Reduction Project Proposals for priority risks are listed in the tables below. This risk reduction process is summarised in the previous sub-section. It is important that these proposals are shared with the relevant planning and implementing agencies.

Disaster Risk Project Proposals: Sewerage and Drainage and/or Refuse Removal

Risk Reduction	Risk Reduction Project Proposals
Engineering & Construction Measures	1. Build bigger diameter pipes under low-water bridges and ensure proper design.
	2. Treat waste before discharging
Economic Measures	3. Budget for infrastructure and maintenance
Management & Institutional Measures	4. Keep rivers clean and cleared (flotsam can block pipes under bridges)
	5. Outsource cleaning or waste treatment services. In addition focus on employment of local community
Societal Measures	6. Education (understanding of sanitation and hygiene)

Disaster Risk Project Proposals: Water Supply Disruption

Risk Reduction	Risk Reduction Project Proposals
Engineering & Construction Measures	1. Build bigger diameter pipes under low-water bridges and ensure proper design. Definition of measures to be included in the mitigation plan, such as: retrofitting projects, improvement of watersheds, and evaluation of
	2. Identification and quantification of hazards that can affect the system, whether they are natural or derive from human activity
	3. Estimation of the susceptibility to damage of components that are considered essential to providing water in case of disaster
	4. Review and implement water saving techniques i.e. rain water harvesting, building dams and treating raw water (i.e. sand filtration
Economic Measures	5. Budget for infrastructure and maintenance
Management & Institutional Measures	6. Keep rivers clean and cleared (flotsam can block pipes under bridges)
	7. Identification of measures and procedures for developing an emergency plan.
	8. Determination of critical assets that might be subject to malevolent acts that could result in undesired consequences,

Societal Measures	9. Education (of water saving techniques)
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Disaster Risk Project Proposals: Groundwater Pollution and/or Ground/Soil Pollution

Risk Reduction	Risk Reduction Project Proposals
Physical Planning Measure	1. Reduce density of pit latrines (requires reducing the density of informal settlements)
	2. Protect springs, rivers and other water sources.
Engineering and Construction Measures	3. Ensure sufficient number of refuse bins available
	4. Provide water supply schemes
	5. Construct drinking troughs for livestock
	6. Line VIP pits
	7. Pit content removal or chemical treatment (Issue of affordability, chemicals may also affect ground water)
	8. Lining of graves
	9. Urinal diversion / bio digesters / anaerobic process. Left with fertilizer
	10. Construct water reservoirs.
Management & Institutional Measures	11. Conduct a geo-hydrological study of the high risk areas.
	12. Law enforcement and monitoring and investigation of illegal dumping
	13. Ground Water Pollution Management Plan – includes taking water samples and testing it.
	14. Improve solid waste removal services
	15. Control and monitor agricultural pollution through the use of fertiliser
	16. Monitor and evaluate the treatment of water drinking sources on a regular basis.
Societal Measures	17. Education (understanding of water pollution)
	18. Promote health and hygiene education
	19. Promote waste management and recycling.
	20. Promote utilising organic fertiliser.

The risk-specific Risk Reduction project proposals mentioned in the table above will, if properly planned and implemented, contribute towards the reduction of disaster risk within the Bushbuckridge Municipality.

The Risk Reduction Plans outlined here which are implementable must be considered for inclusion within the IDP projects of the Bushbuckridge Municipality and if included must be budgeted for in terms of the operating and capital budgets of the Bushbuckridge Municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project. The Disaster Management Department of the BLM must assist in this regard.

Where the proposed project falls outside the mandate of the Bushbuckridge Municipality, the Bushbuckridge Municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the Bushbuckridge Municipality responsible for service delivery partnerships should take the lead with support from the Ehlanzeni Disaster Management Centre.

Risk reduction capacity for the Bushbuckridge Municipality

The organisational structure for risk reduction within the Bushbuckridge Municipality includes Disaster Management, the Disaster Management Advisory Forum, the top management team of the Bushbuckridge Municipality, the nodal points for Disaster Management within Municipal Departments within the Bushbuckridge Municipality, departmental planning groups, risk reduction project teams and preparedness planning groups.

The total structure of the Bushbuckridge Municipality, with every member of personnel and every resource should also be committed to Disaster Risk Reduction.

On-going capacity building programmes will be required to ensure the availability of adequate capacity for Risk reduction.

Preparedness Capacity for the Bushbuckridge Municipality

The organizational structure for preparedness within the Bushbuckridge Municipality includes Bushbuckridge Municipality Disaster Management, Disaster Management representatives of the Ehlanzeni District and adjoining local municipalities, the Disaster Management Advisory Forum, the top management team of the Bushbuckridge Municipality, the focal points for Disaster Management within departments within the Bushbuckridge Municipality, departmental planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Disaster Management Communications Centre.

The total structure of the Bushbuckridge Municipality, with every member of personnel and every resource can potentially form part of preparedness capacity.

On-going capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness.

The Bushbuckridge Municipality Disaster Management Communications Centre is responsible for the operational procedures associated with day-to-day operational response

to emergencies by municipal departments. The Bushbuckridge Municipality Disaster Management Communications Centre and the Bushbuckridge Municipality top management team are jointly responsible for the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Bushbuckridge Municipality.

9.5. Environmental and Waste Management

Geographic Overview

The Bushbuckridge LM covers an area of approximately 10 248 km² and is the largest local Municipality in the Ehlanzeni District Municipality (Municipalities SA, 2017). The Bushbuckridge LM displays typical undulating highveld topography with height above sea level ranging from 1100m in the west to 180m in the east. Bushbuckridge Local Municipality (previously known as Lowveld Local Municipality) is a category B municipality that forms part of the four Local Municipalities of the Ehlanzeni District Municipality in the Mpumalanga Province. It is renowned for its agricultural and tourism attractions and it was declared a nodal point by the president of the republic in 2001, it is located in the north-eastern part of the Mpumalanga Province and is bounded by Mozambique in the east, city of Mbombela Local Municipality in the South and Thaba Chweu local municipality in the South West. Bushbuckridge Local municipality comprises of 135 settlements and 38 wards. The municipality is the largest local municipality with the inclusion of the Kruger National Park. It can be accessed via R40 and R533 national roads from the southern part of the district.

Waste Management

Legal context

Waste act (National Environmental Management: Waste Act (Act No. 59 of 2008)

It is the core law that deals with the waste management plans. The NEMWA is being implemented through the National Waste Management Strategy (NWMS) which was approved by DEA cabinet in 2011ns. Section 2 of the Act describes the objectives of the Act as follow: To protect health, well-being and the environment by providing reasonable measures for:

- i. Minimising the consumption of natural resources.
- ii. Avoiding and minimising the generation of waste.
- iii. Reducing, re-using, recycling and recovering waste.
- iv. Treating and safely disposing of waste as a last resort.
- v. Preventing pollution and ecological degradation.
- vi. Securing ecologically sustainable development while promoting justifiable economic and social development.
- vii. Promoting and ensuring the effective delivery of waste services.
- viii. Remediating land where contamination presents, or may present, a significant risk of harm to health or the environment.
- ix. Achieving integrated waste management reporting and planning.

The Act requires each municipality to produce an Integrated Waste Management Plan (IWMP) and to submit this plan to the MEC for approval. The approved IWMP must be included in the municipal Integrated Development Plan (IDP). Before finalising the IWMP the municipality is required to follow the consultative process as defined in section 29 of the Municipal Systems Act.

The National Waste Management Strategy (DEA, 2011) NWMS is a legislative requirement of the Waste Act, 2008 (Act No. 59 of 2008).

The purpose of the NWMS (DEA, 2011) is to achieve the objects of the Waste Act. Organs of state and affected persons are obliged to give effect to the NWMS.

The overall purpose of the strategy is to give effect to the objects of the Waste Act, which are to protect health, well-being and the environment through sound waste management and application of the waste management hierarchy. The strategy provides a plan to give practical effect to the Waste Act, and as such it seeks to ensure that responsibility for waste management is properly apportioned.

Municipal System Act

All municipalities must draft integrated development plans (IDP's) in terms of the Municipal System Act, 2000. The resultant integrated environmental programmes must be aligned and in accordance with provincial and national plans, policies and strategies.

The National Domestic Waste Collection Standards (2011)

The setting of these standards was informed by various documents, including the constitution of South Africa and Waste Act. These standards outline the level of waste collection services from the separation at source, collection of recyclable waste based on these principles: – Equity – Affordability and availability of resources within municipalities – Clarity and ease at which the standards can be implemented – Practicality – Community participation in design of applicable and appropriate collection systems

Polokwane Declaration of waste management (2001)

In 2001 representatives from all three government levels, civil society and business met at Polokwane to formulate a declaration on waste management. In its preamble the declaration realizes that there is a need for urgent action to reduce, reuse and recycle waste. Furthermore, the represented sectors recommitted themselves to the objectives of an integrated pollution and waste management policy. A goal was set to reduce waste generation and disposal by 50% and 25% respectively by 2012 and to develop a plan for zero waste by 2022.

White Paper on Integrated Pollution and Waste Management (2000)

One of the fundamental approaches in terms of the White Paper's policy is to prevent pollution, minimise waste and to control and remediate impacts. Waste management is to be implemented in a holistic and integrated manner, extending over the entire waste cycle from cradle to grave. The White Paper advocates a shift from the present focus on waste disposal and impact control (i.e. end of pipe) to integrated waste management and prevention as well as minimisation. In terms of legal changes this will entail national government drafting legislation requiring the prevention and minimisation of waste.

Minimum requirements for waste disposal by landfill

This document presents the procedures, actions and information which may be required from an applicant when permitting a landfill, or written into a permit as conditions, are set out in the form of Minimum Requirements. The objective of setting Minimum Requirements is to take pro-active steps to prevent the degradation of water quality and environment, and to improve the standard of waste disposal in South Africa to ensure practical and affordable environmental protection, graded requirements are applied to different classes of landfill.

Guidelines for the Development of Integrated Waste Management Plans (IWMPs)

The IWMP Guidelines document from DEA provide a comprehensive details for the compilation of Integrated Waste Management Plans which includes an overview of current waste management processes within the municipality, also presents the demographics , challenges and also future projections on waste management.

Current Waste Management status within BLM

Bushbuckridge Local Municipality is currently providing services on refuse removal at least once a week in the CBDs areas which include the areas around its 11 regions.

Table 30: Waste removal

Type of waste removal	Number of community members receiving service
Removed by local authority/private company/community members at least once a week	17873
Removed by local authority/private company/community members less often than once a week	3723
Communal refuse dump	16660
Communal container/central collection point	1867
Own refuse dump	467290
Dump or leave rubbish anywhere (no rubbish disposal)	33493
Other	7854

Source: STATS SA CS 2016

The total number of community members who receives refuse removal at least once a week is 17873 and those that receives services more than twice a week is 3723. However, the majority are those who owns their dump sites which is about 467 290. This is due to the fact that the majority of the household's population within the municipality is rural, therefore illegal dumping and backyard burning is constant within the municipality area.

Waste Types

a. Household Waste

Households are one of the sources of waste generated within the municipality. Household waste generated has a major impact on the total amount of waste going to the dumpsites and it requires to be quantified in order to be managed and plan for future projections. Quantifying of waste has huge challenges in places where there are no facilities like weighbridges to determine the amount of waste that goes to the landfill. The weighbridge method is the most accurate method that the municipality should use to record the quantity of waste entering the site.

b. Hazardous Waste (Medical Waste)

There are three public hospitals within the municipality namely Mapulaneng Hospital, Tinstwalo Hospital located in Acornhoek and Matikwana Hospital in Mkhuhlu area. A private company called Buhle Waste cc is responsible for collecting medical waste in these hospitals and clinics and other health facilities for the whole Mpumalanga Province. Buhle Waste

collects all medical waste within the municipality on Monday, Wednesday and Fridays. Then the municipality collects general waste twice a week and other times delays to collect.

c. Waste Minimization and Recycling Initiatives

Bushbuckridge Local Municipality lacks effective recycling initiatives programmes, however other private recycling organization like Tombson from Sappi and Monti Recycling do collect recyclable waste (boxes and cardboards) in the central complexes such as Twin City in ward 9 and other complexes. Recovering of recyclable waste by informal recyclers at the landfill sites. Municipality is having plans to formalize the sector and assist on PPE equipment.

d. Waste Treatment and Buy Back Facilities

No waste treatment facilities within the municipality, however, it was noted that there are areas such as in Dwarsloop Shopping Centre where the separation at source is being applied which is a good initiative to reduce the amount of waste that goes to the landfill sites. There is only one buyback facility located in Arconhoek Village where segregation of waste occurs and being transported to recycling facilities.

BLM Waste Disposal Facilities

Bushbuckridge Local Municipality has 8 disposal sites namely Maviljan, Dwarsloop, Shatale, Casteel, Acornhoek, Thulamahashe, Regional and Mkhulu Landfill, situated across 11 of its regions. 4 of the Disposal sites are operational and 4 are not including the Regional Disposal in Thulamahashe which is under construction. All of these disposal sites started as illegal dumping hot spots where the community dumps their waste and eventually the municipality formalized it as the formal dumping sites. None of the disposal sites has a weighbridge either access control or daily cover of waste.

Littering and Illegal Disposal

Littering and illegal disposal is a serious challenge in the municipality with the open spaces being targeted the most. These are anthropogenic issues that are being influenced by a number of possible factors that are occurring both internally and public domains. Internally it is a requirement of the municipality to ensure that it provides adequate waste management to the society within its jurisdiction as collection delays and poor services leads to illegal dumping and littering in the open environment. Shortage of awareness and education in waste management issues of the public leads to illegal dumping within the municipality. In BLM these challenges were most noted where littering alongside to national and other roads, more dumping of building rubble and other in open spaces. All the dumping hotspots that were noted during the site visits were mapped to help the municipality on clearing them and be able to plan for future waste initiatives.

Recycling

Recycling initiatives are mainly informal and plans are in place to formalize recycling initiatives by establishing a recycling centre. The intervention will assist the municipality in improving landfill space-saving targets for the proposed permitted landfill site and will reduce the burden on the current illegal dumpsites which are to be decommissioned and rehabilitated. Separation at source pilot projects will be conducted throughout the municipality to support the recycling facilities and meet waste minimization targets.

Air Quality Management

The NEM: AQA 2004 aims to provide reasonable measures to prevent air pollution and give effect to Section 24 of the Constitution (South Africa, 1996). Section 15(2) of the NEM: AQA 2004 states that local authorities are required to develop AQMPs which should be included in their Integrated Development Plans (IDP) (Act No. 39, 2005) as required in terms of Chapter 5 of the Municipal Systems Act (Act No. 32, 2000).

The Act makes provision for the setting and formulation of national ambient air quality standards for 'substances or mixtures of substances which present a threat to health, well-being or the environment' (Act No. 39, 2005). More stringent standards can be established at the provincial and local levels. The control and management of emissions in the NEM: AQA relates to the listing of activities that are sources of emissions and the issuing of emission licenses. In 2014, the National Environmental Management: Air Quality Amendment Act (Act No. 20, 2014) was published.

Listed Activities are defined as "activities which result in atmospheric emissions, which have or may have a significant detrimental effect on the environment, including health, social conditions, economic conditions, ecological conditions or cultural heritage." The South African Listed Activities were initially promulgated in 2010 (Government Notice No. 248, 2010), amended in 2013 (Government Notice No. 893, 2013) and further amended in 2015 (Government Notice No. 551, 2015). Any activity that falls within this list is required to have an Atmospheric Emissions License (AEL) to operate. Consequences of unlawful conduct of a Listed Activity are set out in the National Environmental Management: Air Quality Amendment Act (Act No. 20, 2014). The issuing of emission licenses for Listed Activities is the responsibility of the metropolitan and District Municipalities. Municipalities are required to 'designate an air quality officer to be responsible for coordinating matters pertaining to air quality management in the Municipality' (Act No. 39, 2005). The appointed Air Quality Officer will be responsible for the issuing of AELs. The current list of Listed Activities includes combustion installations, the petroleum industry (the production of gaseous and liquid fuels as well as petrochemicals from crude oil, coal, gas or biomass), carbonization and coal gasification, the metallurgical industry, mineral processing, the storage and handling organic chemicals industry, inorganic chemicals industry, thermal treatment of hazardous and general waste, pulp and paper manufacturing activities (including by-products recovery), and animal matter processing.

The Municipal Systems Act as read with the Municipal Financial Management Act (Act No. 56, 2003) requires Municipalities to budget for and provide proper atmospheric environmental services. In terms of the National Health Act, Act 61 of 2003 (Act No. 61, 2004), Municipalities are required to appoint a health officer who is required to investigate any state of affairs that may lead to a contravention of Section 24(a) of the Constitution. Section 24(a) states that each person has the right to an environment that is not harmful to their health or well-being.

Local Air Quality By-Laws

Section 156(2) of the Constitution of the Republic of South Africa makes provision for a Local Municipality to make and administer by-laws for the effective administration of the matters which it has the right to administer as long as such by-laws do not conflict with National or Provincial legislation.

The Bushbuckridge LM has not established an air quality by-law. The Department of Environmental Affairs (DEA) has developed a generic air pollution control by-law for Municipalities (Government Notice No. 579, 2010) which deals with most of the air quality management challenges expected in South Africa. The aim of the generic air quality management by-law is to assist Municipalities in the development of their own air quality

management by-law within their jurisdictions. Furthermore, use of the generic by-laws as a template will help ensure uniformity across the country when dealing with air quality management challenges.

Temperature

The Bushbuckridge LM is situated in the eastern region of the Mpumalanga Province and therefore experiences typical Lowveld climate conditions which is characterised by hot and humid summers while the winters are cold and dry. The seasonal averages for Bushbuckridge LM were calculated using hourly data from the SAWS weather stations. These averages contain the daily minimum and maximum temperatures.

Precipitation

Daily precipitation amounts for Hoedspruit and Skukuza weather stations as well as seasonal averages were calculated using hourly data from the SAWS Meteorological Stations. The highest recorded rainfall at Hoedspruit weather station occurred during April 2017 and at Skukuza weather station occurred during January 2017 at both weather stations, the season with the highest average daily rainfall and the highest proportion of rainy days is Summer.

Status Quo of the Ambient Air Quality

No ambient air quality monitoring data is available for the Bushbuckridge LM area. The transport network in Bushbuckridge consists of the R40 and the R533 in the west and several smaller roads connecting the rest of the Municipality as well as the Kruger National Park (Figure 11). The R40 connects Hazyview and the South-Eastern parts of Mpumalanga Province to Limpopo Province. Key places the R40 passes through (from South to North) are Marite A, Bushbuckridge, Shatale, Casteel and Rooiboklaagte. The R533 connects Bushbuckridge to Graskop and Pilgrimsrest.

Biomass Burning

Bushbuckridge LM is classed as having high to extreme veldfire risk. The vegetation types throughout the Municipality, combined with the climatic conditions, result in the potential for a high number of veld fires to occur. Each open fire, be it a veld fire or burning of garden refuse, adds CO, NO_x, SO₂, non-methane volatile organic compounds (NMVOCs), PM, ammonia (NH₃) and GHG to the atmosphere.

Air pollution in the Bushbuckridge LM is exacerbated in the winter months when the incidences of veld fires (together with the increased use of domestic fuel burning for heating) coincides with an inversion layer (warmer air trapped under a layer of colder air) that prevents the vertical dispersion of pollutants from escaping into the upper atmosphere.

Mining

No major mining activities take place in Bushbuckridge LM. According to SANRAL the only mining activities in the Bushbuckridge LM is stone aggregate sand used in the construction of houses by local people (SANRAL, 2018). There are no companies producing sand or aggregate in Bushbuckridge LM (DME, 2003).

Domestic Fuel Burning

Domestic fuel usage for cooking, heating and lighting comprises a wide range of sources including animal dung, candles, coal, electricity, gas, paraffin, solar power and wood in the Bushbuckridge LM. To quantify emissions from these various fuel sources, the total number

of households utilizing each source was determined. Population data per urban area and non-urban areas as a group from the StatsSA Census 2011 was used (StatsSA, 2011). The census data indicates that the total number of households using domestic fuel burning in the Bushbuckridge LM was 15 528 in 2011.

The 2011 census data provides the number of households that utilized each fuel type for cooking, heating and lighting. The three dominant fuels which have quantifiable emissions were paraffin, wood and coal. All other fuels used, except electricity, are consumed in small quantities, thus making their impact relatively insignificant. Households can use one type of fuel for more than one purpose. To avoid overestimation of emissions, it was assumed that the maximum number of households using a specific energy source for either cooking or heating was the actual number of households that used the energy source. The emissions from lighting were regarded as negligible.

For cooking, electricity is the most used domestic energy source used for cooking in 49.6% of the settlements in Bushbuckridge LM. Wood accounts for the other 50.4% of the settlements. For heating, 61.2% of settlements have electricity as the most used energy source, while 37.4% mainly use wood and 0.7% mainly use gas. For lighting, electricity is the most used energy source in 61.2% of settlements in Bushbuckridge, while 37.4% mainly use candles and 0.7% mainly use gas. After electricity, wood is the preferred energy source used for cooking and heating in households in the Bushbuckridge LM and candles are the preferred energy source used for lighting in the Bushbuckridge LM.

Governance

The Department of Economic Development, Planning and Environment is responsible for air quality management functions within Bushbuckridge LM.

As per Schedule 4, Part B, Section 156 of the Constitution, air pollution is an exclusive function of Local Municipalities (Government Notice No. 919, 2013). Air quality functions are, therefore, primarily the responsibility of the Local Government, with support to be provided from Provincial and National Government. Support is provided to Bushbuckridge LM by the Ehlanzeni DM and Mpumalanga Province.

For the Bushbuckridge LM AQMP to be effective, co-operative governance and political buy-in across all spheres of government will be required, as well as the capacity to enforce compliance with new legislation. It is recognised that air quality management and control is primarily a function of District Municipalities. Emission licensing functions are currently undertaken by Ehlanzeni DM. In order to increase capacity in Local Government, authorities need to invest both time and capital. For Municipalities to fulfil their regulatory role in terms of air quality, dedicated Air Quality Officers and personnel need to be appointed. All newly appointed Air Quality Officers should be sent to undergo relevant training.

Municipalities are also required to undertake monitoring, data analysis and reporting on ambient air quality as per their mandate as air quality authorities. Training on calibration and maintenance of analysers in the ambient monitoring stations will be required, as well as training on data acquisition and analysis. For this task, technical personnel will need to be appointed. Alternatively, this function needs to be outsourced.

According to legislation (Act No. 39, 2005), Municipalities are required to appoint an Air Quality Officer. Currently, no dedicated Air Quality Officers have been appointed within Bushbuckridge LM, with air quality functions forming part of other Environmental Health Officers' responsibilities.

The Bushbuckridge LM should collaborate with Industry and other Municipalities which are actively involved in air quality matters. Inter-governmental co-operation and co-ordination will support information sharing and dissemination.

Climate Change

World over, the threat of climate change and its impact on livelihoods has become increasingly real and imminent calling for swift attention by policy makers. The debate has now shifted from whether climate change is actually happening, to how better to manage its impacts and be prepared for it- mitigation and adaptation. Climate change is not weather change (short term e.g. daily) but refers to the long-term changes in the climate (long term, >50years). Increasing temperature and changing rainfall patterns as a result of the global warming phenomena caused by Greenhouse Gas emissions (GHG), continues to cast a shadow of uncertainty on global economies. Carbon Dioxide equivalent emissions are rising at a rate of approximately 2.5% per annum and left unchecked, this rate may go higher as the population continues to rise and economic activity increases (IPCC, 2014); (World Bank, 2014). It is projected that mean global temperature will increase from 3.7oC to 4.8oC by 2100. Increases in GHG emissions have been attributed to human activity (industrialisation, population increase, use of fossil fuels etc.). National and local governments are thus faced with the challenge to ensure that their areas of jurisdiction are informed, equipped and well prepared to adequately respond to the impacts of climate change.

The latest global climate assessment report (AR5) compiled by the Intergovernmental Panel for Climate Change (IPCC, 2014), indicates with high confidence that there is a growing threat to global food security as a result of changing climatic patterns. The report also highlights variations of impacts across regions thus calling for tailored approaches for mitigation strategies. Floods and draughts in different geographical locations are increasingly becoming the trend due changes in the rainfall patterns and extreme weather events (DEA, 2012). Other manifestations of climate change are wildfires, increasing temperatures and increasing dry periods leading to the subsequent reduction in water availability.

Africa is one of the most vulnerable continents to climate variability because of multiple stresses and low adaptive capacity (Meadows, 2004). Davis (2010), indicates that by 2020 a large portion of Africa's population will be exposed to increased water stress and yields from rain-fed agriculture could be substantially reduced in certain areas. These impacts will directly affect people's livelihoods as well as their ability to adapt to climate change as the extent of the impact is linked to the local environmental conditions, the general health status of the community and the socio-economic status of the area. People living in informal settlements (which are densely populated, highly dispersed settlements with high concentrations of poverty and limited access to employment and socio-economic services) are the most vulnerable, particularly to extreme events (flooding, drought, severe storms) and health (direct and indirect) impacts (Davis, 2010).

While climate change is a global phenomenon, its impacts are more localized and specific to particular geographical areas. This puts the onus on governments and local municipalities to spearhead efforts to ensure that their localities are prepared for the impacts of climate change. The White Paper on Climate Change (DEA, 2012), highlights that bottom up approaches by local authorities provide more detail and deliver solutions to a better degree of confidence. The White Paper further articulates that local authorities are central to building climate resilience in their localities through:

- Human settlements planning
- Urban development

- Providing municipal infrastructure and services;
- Water and energy demand management;
- Local disaster response

Responding to climate change involves, among other things, presenting a tailored adaptation strategy for the local municipality, who are the primary respondents to the needs of their communities (DEA TNC, 2017). Municipalities should then integrate the climate change strategy into their planning tools such as the Integrated Development Plan (IDP), Spatial Development Framework (SDF) and Water Services Development Plan (WSDP) among others.

Role of Government

All spheres of government have a varying degree of roles in the implementation of the NCCR White Paper. The NCCR White Paper indicates that local government plays a crucial role in building climate resilience through planning human settlements and urban development; the provision of municipal infrastructure and services; water and energy demand management; and local disaster response, amongst others. Given this responsibility and the fact that climate change impacts are felt most directly at the local level, there is a great need for proactive efforts to build climate resilience in all municipalities in the country.

With this in mind the Bushbuckridge LM has developed a **climate change adaptation and mitigation strategy** that help the municipality to identify and respond to current and future Climate Change risks.

Historical climate trends in Bushbuckridge Municipality

Climate data in Bushbuckridge LM is very limited. Some climate data was obtained from ARC-ISCW who have a network of stations throughout South Africa. The majority of the stations are old rain gauge stations and only have rainfall data for a limited number of years. In order to investigate trends, it is more appropriate to have long term data. A few stations with long term rainfall data were selected (Welgevonden-bos 1940-2004; Allandale 1963-2003; Jan Wassenaar Dam 1963-1999). Since none of these stations had data all the way to 2017, station data for the more recently established site at Thulamahashe (data from 2006 to present) was obtained. This station was also the only one that had temperature data.

Figure 11 shows the annual rainfall data from the four selected stations. Long term trends from Jan Wassenaar dam show a small overall positive trend, with annual rainfall slowly increasing over the years. The station at Welgevonden-bos shows a very slight positive trend, while the station at Allandale shows a very slight decline in rainfall. There is annual variability and these trends are not significant, therefore show little change over this time period. No trend could be determined for Thulumahashe due to the limited time period of the data.

Rainfall peaks between Oct and February, with rainfall being the lowest during May to August. The 10-year average monthly rainfall data shows variation, but no specific trend is evident suggesting that this pattern has not changed significantly over the last 50 years.

Bushbuckridge LM GHG Emissions

There are no GHG emission estimates for Bushbuckridge LM, however an investigation of activities in the region suggest that agriculture, forestry, land use change, transport, energy use and generation are the likely sectors that would contribute to emissions in this region. The Forest Resource Assessment that was recently conducted in Bushbuckridge LM provides the

municipality with a unique data set which could be used to determine the land use change and forestry emissions. Due to the uniqueness and detail of this data set, the information could even be used to provide data for the provincial and national inventories. It is therefore highly recommended that this data be utilised to develop a FOLU inventory for the region.

Mpumalanga province has completed a vulnerability assessment (Mpumalanga Climate Change Vulnerability Assessment, 2015) and the Local Government Climate Change Support Programme Inception Report (2016) provides overviews of the vulnerabilities in each of the Mpumalanga districts. In the Ehlanzeni District where Bushbuckridge LM is located, the vulnerabilities identified were related to agriculture, biodiversity and environment, human health, human settlements and water.

The Mpumalanga Province Department of Agriculture, Rural development, Land and Environmental Affairs (DARDLEA) has developed adaptation strategies for the province through the Local Government Climate Change Support Program (LGCCSP). Key provincial vulnerable sectors were identified as follows (EDM CCVAR, 2016):

- Agriculture
- Forestry
- Rural/Urban livelihood and settlements
- Terrestrial and aquatic ecosystems
- Tourism
- Water Supply
- Human Health
- Disaster management
- Extractives

CHAPTER 10: ORGANISATIONAL PMS, INTERNAL AUDIT, IDP AND RISK MANAGEMENT

10.1. Organisational PMS

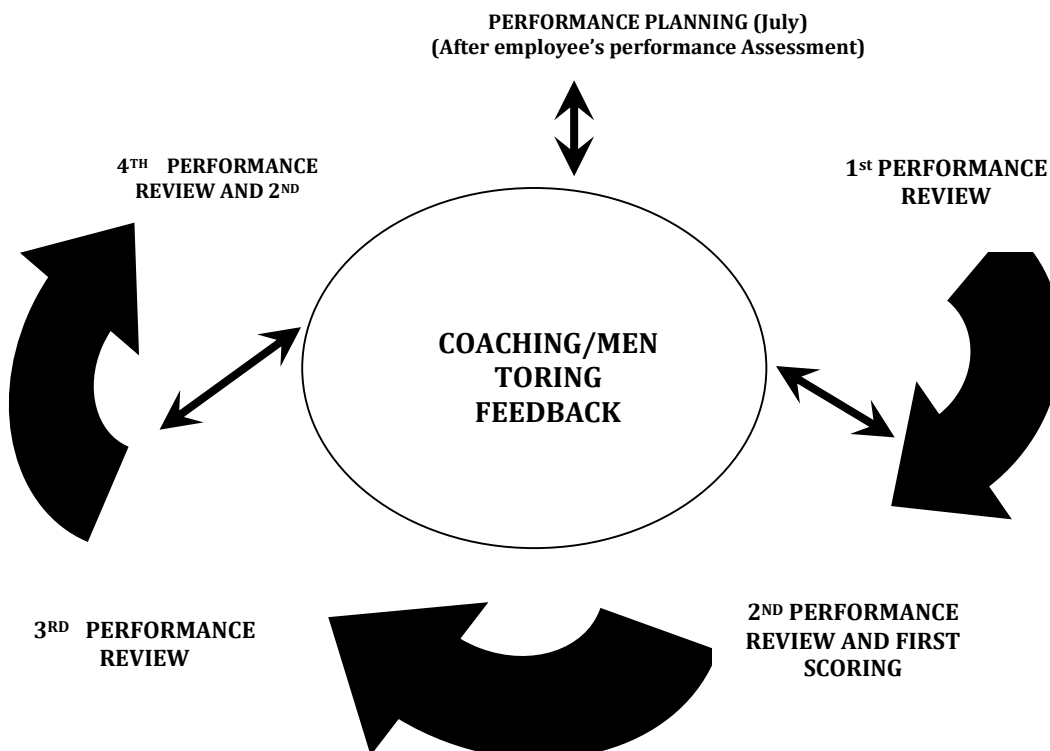
A Performance Management system framework/policy was adopted by June 2013 and review during the Council sitting that was held on the **22 August 2013 (Council resolution no.BLM/02/22/08/13/2013/14)**. This is a milestone towards adequate service delivery with a purpose of providing a system that each employee's individual performance can be measured against the performance of the institution. It is therefore designed to ensure that the Municipality delivers on its mandate as per the municipal Integrated Development Plan (IDP). Currently it is under review and will be adopted by the municipal council before new financial year.

The system is also driven by the following principles:

- Productivity.
- Co-operation.
- Consistency.
- Objectivity.
- Self-enhancement.
- Recognition.
- Development.

Progress review, feedback sessions as well as annual evaluation session take place on the following dates every year. This is in line with the requirements of the MSA of 2000.

Performance Management Cycle



A formal review session is scheduled about half-way through the performance cycle. This session is handled the same way as an Assessment interview. The objective of this review is to update the Performance Plan and adjust any performance expectations that may not be attainable due to external factors beyond the control of the manager or the employee.

10.2. Service Delivery Budget Implementation Plan (SDBIP)

The SDBIP is developed within 14 days of the adoption of the municipal Budget and IDP and signed by the executive Mayor within 28 days. It is mandated to reflect the implementation on the IDP on a yearly basis. The SDBIP is designed to reflect the quarterly projections as a way of monitoring the progress of the implementation of the IDP throughout the year.

10.3. Role players and stakeholders of PMS

PROCESS	STRUCTURES FOR CONSULTATION/ ACTIVITIES	RESPONSIBLE PERSONS	TARGET DATE
Performance Planning	<ul style="list-style-type: none"> • IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum • Cascading performance 	<ul style="list-style-type: none"> • Ward Councillors • Municipal Manager • PMS Manager • Union Reps • Directors and unit managers 	During the development or review of the IDP
Performance assessments	<ul style="list-style-type: none"> • Management • Internal Audit • Audit committee • Directors • Manager 	<ul style="list-style-type: none"> • Municipal Manager • MMC`s • Audit committee 	July –Sept (October) Oct- Dec(January) Jan- March (April) Apr- Jun (July)
Performance Measuring	<ul style="list-style-type: none"> • IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum 	<ul style="list-style-type: none"> • Ward Councillors • Municipal Manager • PMS Manager 	During the development or review of the IDP

10.4. PMS structures

PROCESS	STRUCTURES FOR CONSULTATION/ROLE	RESPONSIBLE PERSONS	TARGET DATE
Performance Monitoring	<ul style="list-style-type: none"> • IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum 	<ul style="list-style-type: none"> • Ward Councillors • Municipal Manager • PMS Manager 	Continuously
Monitoring and evaluation	<ul style="list-style-type: none"> • Annual report • Projects 	<ul style="list-style-type: none"> • MPAC • PMU 	After the adoption of annual report Continuously
Performance Reviewing	<ul style="list-style-type: none"> • Council • PMS Task Team • Performance Audit Committee • Internal Audit Unit 	<ul style="list-style-type: none"> • Municipal Manager • COGTA • Auditor General 	Quarterly <ul style="list-style-type: none"> • July – Sept. • Oct. – Dec. • Jan. – March • April - June
Performance Reporting	<ul style="list-style-type: none"> • Council • Performance Audit Committee • Internal Audit Unit • PMS Task Team 	<ul style="list-style-type: none"> • Municipal Manager • PMS Manager • COGTA • Auditor General 	Quarterly and annually <ul style="list-style-type: none"> • July – Sept. • Oct. – Dec. • Jan. – March • April – June

10.5. Municipal Performance Report

Quarterly reports are used to monitor the performance through out the year and they are in line with legislation. In accordance with Section 46 of the Municipal Systems Act, the Municipality prepares for each financial year, an Annual Report aimed at reflecting on the performance of the municipality against its strategic plan which is the IDP as also supported by Municipal Finance Management Act, section 88.

The municipality has adopted its Performance report during Council sitting that was held on the **24 January 2014 (Council resolution no. BLM 63/29/01/2012/13)**

10.6. INTERNAL AUDIT

The internal audit process provides oversight to obtain reasonable assurance regarding management's assertions that objectives outlined in the IDP against Budget and SDBIP are achieved especially for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations. Internal audit unit proactively partners with management in undertaking financial, compliance, information technology, operational and performance audits, as well as consulting reviews, to maximise value added contributions from the process.

INTERNAL AUDIT 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.
- (2) Internal Audit unit of a municipality or municipal entity must:
 - Prepare a risk based audit plan and an internal audit program for each financial year;
 - 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 Division of Revenue Act and any other applicable legislation

STRATEGIC APPROACH

A risk based strategic approach is adopted which takes into account the results of a risk assessment and 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 aligns the priorities of internal audit work with the objectives and goals of the Municipality.

FLEXIBILITY OF APPROACH

Internal Audit develops an internal audit plan to determine the timing of internal audit projects to be undertaken during a financial year. The plan incorporates:

- A three-year strategic rolling Internal Audit plan; and
- An Annual Internal Audit Plan for each financial year.

The approach to the Internal Audit plan is flexible and where necessary the planned approach can be adjusted to take account of any special requests by management. Detailed scope and timing of the work and the focus of planned internal audit 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 the plan would be subject to approval of the Audit Committee and the Accounting Officer.

INTERNAL AUDIT OPERATIONAL PLAN

Definition of the various Internal Audit Reviews

In planning and executing the internal audit plan, the various risks identified are reviewed through various approaches. Set out below are the various reviews that Internal Audit conducts for each financial year. The detailed Internal Audit plan is made up of all these types of reviews. All various internal audit projects in the detailed plan fall under these type of reviews. These reviews are undertaken to address various risks 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.
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

INTERFACE WITH THE AUDIT COMMITTEE

Internal Audit operates and reports functionally to an Audit Committee established in terms of Section of the Municipal Finance Management Act, No.56 of 2003 (MFMA). The Committee is established to advice municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on various matters including internal financial control and internal audit.

To ensure its effectiveness, the Committee yearly adopts a Charter which sets out its fundamental roles and responsibilities. The Charter gets approved by council and the Committee discharges its responsibilities as per the Charter and the requirement of Sec 166 of the Municipal Finance Management Act (MFMA). The Audit Committee (the Committee) consisted of five (5) members. The same members also constituted the Performance Audit Committee.

Members of the Audit committee are:

- J Ngobeni- Chairperson
- A Keyser
- J Sithole
- T Madzvhandila

Internal Audit also has a responsibility to report to the Committee at least once in every quarter of the financial year on matters relating to the execution of the audit plan, status of internal

controls, risk and risk management, performance management, governance processes and compliance with various legislation.

10.7. Auditor General's Report and the Action Plan

In the opinion of the Auditor General, the Municipality received a **Qualified report** for the 2017/18 financial year, which is a downgrade from the finding in 2016/17 financial year. The report has found gaps on the following: Restatement of corresponding figures, material losses, material impairment, etc.

Value-added tax (VAT) receivable	A system will be developed to ensure that the person who prepares the return is the one who submits it in order to encourage monitoring and compliance to submission dates
Payables from exchange transactions	Improvement of records keeping and reconciliation of payments document and bank statements Manager expenditure and CFO
Revenue- fines and penalties	The Revenue manager and traffic unit will do traffic fines reconciliation The correct GRAP principle will be used Revenue Manager and Chief Traffic Officer
Contracted services	Improvement of records keeping and reconciliation of payments document and bank statements Manager expenditure and CFO

Action Plan Schedule

BUSHBUCKRIDGE LOCAL MUNICIPALITY AUDIT ACTION PLAN 2017/18				
Department	Number of findings	Resolved	In progress	Check
SCM	27	13	14	27
EDPE	1		1	1
EXPENDITURE	14	12	2	14
ASSETS	4		4	4
PMS	11	9	2	11
TECHNICAL	10		10	10
COMMUNITY SERVICE	0	0	0	0
CORPORATE	7	5	2	7

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REVENUE	8	6	2	8
BUDGET	4		4	4
AFS	7	7		7
Total findings	93	52	41	93
		55.91%	44.09%	100.00%

CHAPTER 11: FINANCIAL VIABILITY

11.1. Financial Viability

In terms of the Section 26 (h) of Municipal Systems Act, 32 of 2000, municipalities must ensure that a financial plan which must include a budget projection for at least the next three financial years. This plan must be in line with the Municipal Finance Management Act, 56 of 2003 and treasury regulations in terms of policies and guidelines and procedures to be followed. Bushbuckridge Local Municipality has developed its Financial Plan in 2015 which amongst other things include the following:

- Policy guidelines,
 - The following policies have been approved by council:
 - Budget policy
 - Virement policy
 - Asset management policy
 - Cash and investment policy
 - Supply chain management
 - Credit Control and Debt collection policy
 - Property rates policy and by laws
 - Cash and investment policy
- Revenue enhancement strategies,
- Financial risk and metrics,
- Cost recovery strategies and access to capital

The plan further identifies challenges facing municipalities with respect to financial planning and complying with all the acceptable and applicable standards e.g. GRAP 17. The municipality further identifies strategic long range solutions which will ensure that municipal performance improves accountability and the adequate usage of tax payer's money. This is for the third time and surely indicates the increased proper financial governance and application of internal risks control measures. The plan also allude in brief the SCM and how it can be customized such that it benefits local people that are emerging SMMEs and Cooperatives. There is a strong link with LED initiatives as the finance department keeps records of jobs created and the companies appointed for execution.

Financial viability and management

The Municipality has for some-time now, adhered to the regulatory requirements in terms of the MFMA to ensure that it maintains effective, efficient and transparent systems of financial and risk management and internal control. However, Financial Viability remains a challenge as the municipality has not, to thus far manage to implement the revenue enhancement strategies.

The Municipality further prepares its financial statements on the entity-specific basis of accounting, as set out in accounting policy note 1. Bushbuckridge Local Municipality submits its Financial Statements to the Auditor General in line with **Section 126 of the MFMA** for auditing and compliance purposes. There is a need to develop effective billing and debt collection mechanisms and income generating strategies.

Asset Register

The Municipality has developed a comprehensive assets register for both fixed and movable assets to be considered by Council during Council sitting to be held on the 07 APRIL 2011. This is an attempt to adhere to regulatory framework after the Auditor General's report for the **2008/2009** financial year having raised the matter as a going concern for the municipality.

Tariff Policy

The Municipality has developed a Tariff Policy in line with the provisions of Section 74 of MSA no. 32 of 2000. The Policy is aimed at promoting uniformity and fairness to the communities and shall as far as possible attempt to recover expenses associated with the rendering of basic services to the communities

11.2. Supply Chain Management

That the municipality's supply chain management policy is implemented in a way that is fair, equitable, transparent, competitive and cost-effective: and that all financial accounts of the municipality are closed at the end of each month and reconciled with its records.

The municipality's Supply Chain Management (SCM) Policy seeks to promote an innovative form of targeted procurement, which will encourage socio-economic transformation within municipality.

Functions of the SCM Unit

- To manage and administer the acquisition/procurement of goods and services for the Municipality.
- To manage the tender processes of the Municipality.
- Manages the Municipality's suppliers/ service provider database.
- Manages possible procurement risks and manages the disposal of municipal goods no longer needed.
- Manages the contracts of the Municipality.
- Ensure compliance to all legislation relating to SCM.
- Develops procurement plans aligned to the budget (Demand Management).

Challenges

- There is a high rate of procurement deviations.
- Then Decentralised procurement system below R30 000 results in weak procurement controls.
- More detailed monitoring of service provider performance is required due to the high level of terminations of suppliers.
- There is overpricing of certain commodities and this needs to be controlled.
- Procurement planning can be improved substantially.
- Supplier development is not structured which leads to SMME's not being sustainable.
- Utilisation of service providers that do not appear on the database.
- A manual and paper-based system of procurement increases the risk of fraud and corruption for procurement below R30 000.

- The risk of irregular expenditure is increased when procurement is decentralised.

Supply Chain Committees

The supply chain committees were established according to the Supply Chain regulation of 2005 which states that all municipalities must establish supply chain committees to deal with procurement process of the supply chain units. The municipality has established 3 committees: **Specifications committee, Evaluation committee and the Adjudication committee**. The members that sit in the committees are selected by the Municipal Manager and are requested to sign a memorandum of agreement which binds them for a specified period which normally a period of six months.

11.3. Revenue Management

This unit ensures the collection of revenue and the billing of consumers. BLM is expected to generate and collect revenue optimally from all possible revenue sources in order to sustain the activities of the municipality and ensuring service delivery to the community.

Revenue management – the key functions of revenue management:

Billing - to ensure that all consumers are billed accordingly and the billing statements are correct.

Data management – to ensure the integrity of the billing information on the system is accurate and complete

Debtors' management-

Credit control- to ensure that all debt owed to BLM is collected, and consumers not affording to service their debts are then registered for the indigent subsidy.

Cash management and reconciliation – to ensure that all monies received for services rendered are correctly matched and deposited into BLM's primary bank account, and ensure compliance of MFMA Circular 50 of 2009.

Challenges

Link between property owner and property occupier

The approved BLM Credit Control and Debt Collection Policy, specifies that the property owner is responsible for all municipal services, hence it is only the property owner who can open a municipal account.

Indigent Registration

The municipality was declared a nodal meaning it is a rural municipality which has high rates of unemployment. Poverty rates are resulting in high number of indigents. The municipality subsidises indigents on water, electricity and assist in funerals. The municipality has an indigent register that has been approved by council. BLM is struggling to measure consumption on free basic services and water distribution losses accurately. The balance

between cost recovery to ensure financial viability of the municipality and affordability on the part of the consumer remains a challenge.

What actions have been taken to better this situation?

- a. Link between property owner and property occupier
 - The Credit Control and Debt Collection Policy has been reviewed
- b. Indigent Registration
 - The ongoing indigent registration campaign aims to assist BLM in ensuring that qualifying indigents within the municipality who cannot afford to pay for services are registered as indigents in order for them to gain access to the indigent subsidies
 - The Indigent Policy has been reviewed, increasing indigent's household threshold income to three times the government social grant excluding child support grant.

The following initiatives have been undertaken in an effort to improve collection rates:

- Billing all billable consumers and issuing monthly statements
- Implementation of the credit control policy
- Engaging an external debt collector to assist with collections for domestic and business consumers
- By laws have been developed and adopted by Council. The enforcement of these bylaws remains a challenge.

11.4. Budget and Treasury Office (BTO)

Legislation

Chapter 4 of the Municipal Finance Management Act No. 56 of 2003, Section 16 (1) states:

- 1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.
- 2) The Mayor of the Municipality must table the annual budget at least 90 days before the start of the budget year.

Budget Unit Responsibilities

The Budget Unit is responsible for preparing the Annual Budget, Adjustment Budget, the unit is also responsible for S72 reporting which entails reporting on the Mid-Year budget and performance assessment during the first half of the financial year. S71 reports entails monthly and quarterly reporting on implementation of the approved annual budget. Budgeting and monthly financial reporting on externally funded and internally funded projects.

Core Functions of the Budget Unit

- To prepare the Annual Budget

- To prepare the Adjustment Budget
- To prepare the Mid-Year budget and performance assessment
- To develop and update Budget Policy in line with the applicable Treasury regulations
- To assist departments in formulating departmental budgets
- Monthly monitoring of the budget by producing monthly budget versus expenditure report
- To prepare Annual Budget Returns for submission to Treasury
- To submit monthly VAT returns for the institution to SARS
- MSCOA

Key Stakeholders

The Budget unit provides reports to departments relating to expenditure, they are required to scrutinize and correct any misallocations on the reports. The unit is also responsible for sending expenditure reports to National and Provincial Treasury as well as VAT returns to SARS.

11.5. Annual Financial Statements

The accounting and reporting function is responsible for financial reporting monthly, quarterly and annually as well as the co-ordinating of all reconciliation functions and journal adjustments. The maintenance of the audit file and the compilation of the Annual Financial Statements is part of this function.

Functions of the Accounting and Reporting Unit:

- To maintain accounting records in support of financial reports
- To develop and update accounting policies in line with the applicable reporting framework
- To prepare annual financial statements and consolidated annual financial statements in accordance with the applicable financial reporting framework for each year end
- To facilitate the preparation of the audit file supporting the annual financial statements

11.6. Asset Management

Asset Management refers to all activities and processes carried out during the cycle of acquisition or construction, maintenance, renewal or refurbishment and disposal of all resources consumed during the provision of services by the municipality to the communities or customers. These resources are consumed on the basis that there is future economic benefit derived from their consumption or their utilisation results in economic benefit for the municipality.

These resources range from the water and sanitation infrastructure network used to deliver water and sanitation services to households, vehicles used by personnel to maintain the network, tools utilised in the maintenance of the network, equipment used by field and office staff during the delivery of services, furniture used by staff in support of the services to the communities, materials consumed during the construction of service facilities and work in progress in service infrastructure projects.

Capital Assets are classified into the following categories for financial reporting purposes:

- 1. Property, Plant and Equipment (GRAP 17)**
 - Land and Buildings (land and buildings not held as investment)
 - Infrastructure Assets (immovable assets that are used to provide basic services)
 - Community Assets (resources contributing to the general well-being of the community)
 - Housing Assets (rental stock or housing stock not held for capital gain)
 - Heritage Assets (culturally significant resources)
 - Other Assets (ordinary operational resources)
- 2. Intangible Assets (GRAP 102) - Intangible Assets (assets without physical substance held for ordinary operational resources)**
- 3. Investment Property (GRAP 16)- Investment Assets (resources held for capital or operational gain)**
- 4. Assets classified as Held-for-Sale (GRAP 100) - Assets Held-for-Sale (assets identified to be sold in the next 12 months and reclassified as Inventory).**

TABLE 1: SUMMARY OF DRAFT BUDGET FOR 2020/21 FY

COMPARISON OF FINANCIAL YEARS BUDGET				
	2019/20 ORIGINAL BUDGET	2019/20 ADJUSTED BUDGET	2020/21 ORIGINAL BUDGET	% INCREASE / DECREASE
OPEX	R 1,271,690	R 1,297,671	R 1,272,295	-1.96%
CAPEX	R 608,892	R 601,048	R 600,737	-0.05%
TOTAL BUDGET	R 1,880,582	R 1,898,719	R 1,873,032	-1.37%
Own Revenue	R 642,696	R 583,933	R 549,908	-6.19%
Grants	R 1,237,886	R 1,314,786	R 1,335,024	1.52%
TOTAL BUDGET	R 1,880,582	R 1,898,719	R 1,884,932	-0.73%

TABLE 2 : SUMMARY OF GRANTS ALLOCATION IN TERMS OF DORA FOR 2020/21

RECEIPTS:	1, 2	2019/20 FY	2020/21 FY	
Operating Transfers and Grants				
Local Government Equitable Share		788,070	848,071	60,001
Finance Management		2,215	2,600	385
EPWP Incentive		4,453	4,974	521
Integrated National Electrification Programme		11,008	-	(11,008)
Energy Efficiency and Demand Side Management C		5,000	5,000	-
Capital Transfers and Grants				
Municipal Infrastructure Grant (MIG)		374,040	371,379	(2,661)
Regional Bulk Infrastructure		40,000	23,000	(17,000)
Water Service Infrastructure Grant		90,000	80,000	(10,000)
				-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		1,314,786	1,335,024	20,238
<i>References</i>				

CHAPTER 12: PROJECTS

WATER PROJECTS

Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW009	15	Reticulation and yard meter connection	Bophelong	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW013	15	Refurbishment of water reticulation and yard meter connection	Brooklyn	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW016	21	Reticulation and yard meter connection	Buffelshoek cluster Masoding Phaweng Tshabelang Bafaladi Masioning Masoganeng Jerusalem Itereleng Dikotas Newcastle Mafihlaneng Matikareng New stands City rovers Dikolobeng	Provision of Water	households reticulated	Number of households reticulated	111 579 000	50 000 000	43 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW016 (A)	21	Bulk water supply	Buffelshoek	Provision of Water	KM of bulk line completed	Number of KM covered	17 700 000					MIG	BLM
9	Basic Services: Water	BLMW020	20	Reticulation and yard meter connection	Cottondale	Provision of Water		Number of households reticulated		10 000 000				MIG	BLM
9	Basic Services: Water	BLMW025	18	Reticulation and yard meter connection	Tintswalo Village	Provision of Water	households reticulated	Number of households reticulated		17 000 000				MIG	BLM
9	Basic Services: Water	BLMW027	19 & 20	Reticulation and yard meter connection	Phendulani Moses Nkomo	Provision of Water	households reticulated	Number of households reticulated		19 000 000				MIG	BLM
9	Basic Services: Water	BLMW285	15	Reticulation and yard meter connection	Sekwatlaneng	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW034	18	Reticulation and yard meter connection	Mapaleng Green Valley	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW286	18	Reticulation and yard meter connection	Mahashe	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW038	18	Reticulation and yard	Mohlatsi	Provision of Water		Number of household				10 000 000		MIG	BLM

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WATER PROJECTS

Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
				meter connection				s reticulated							
9	Basic Services: Water	BLMW039	17	Reticulation and yard meter connection	Mooiset	Provision of Water		Number of households reticulated				11 000 000		MIG	BLM
9	Basic Services: Water	BLMW040	15	Reticulation and yard meter connection	Morekeng	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW	19	Reticulation and yard meter connection	Masingitani	Provision of Water		Number of households reticulated		5 000 000				MIG	BLM
9	Basic Services: Water	BLMW041	15	Reticulation and yard meter connection	Morele	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW043	15	Reticulation and yard meter connection	Nkotobona	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW044	18	Reticulation and yard meter connection	Orpengate RDP	Provision of Water		Number of households metered			10 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW054	19	Reticulation and yard meter connection	Sigagule	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW290	20	Reticulation and yard meter connection	Tiakeni	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW060	18	Construction of Concrete Reservoir	Tsakane (Modlambongolo)	Provision of Water		Completion of reservoir				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW061	18	Reticulation and yard meter connection	Tsakane (Modiambongolo)	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW068	27	Construction of pipeline	Croquetlawn B	Provision of Water		Completion of bulk pipe line			11 000 000			MIG	BLM
9	Basic Services: Water	BLMW071	35	Construction of Inyaka/ Marite bulk line	Cuningmore A & B	Provision of Water	KM of bulk line completed	Completion of bulk pipe line	16 000 000					MIG	BLM
9	Basic Services: Water	BLMW081	35	Reticulation and yard meter connection	Ximhungwe (RDP)	Provision of Water		Number of households reticulated			15 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW292	27	Reticulation and yard meter connection	Manyakatan e	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW293	27	Reticulation and yard meter connection	Khomanani	Provision of Water		Number of households reticulated					10 000 000	MIG	BLM
9	Basic Services: Water	BLMW083	27	Reticulation and yard meter connection	Newington A, B & C	Provision of Water	households reticulated	Completion of pump station	500 000					MIG	BLM
9	Basic Services: Water	BLMW327	16	Reticulation and yard meter connection	Ga-moreku	Provision of Water		Number of households reticulated			12 000 000			MIG	BLM
9	Basic Services: Water	BLMW103	14	Reticulation and yard meter connection	Dikwenkwen g	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW331	32	Reticulation and yard meter connection	Motlamogale	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW120	10	Reticulation and yard meter connection	Arthurstone	Provision of Water	households reticulated	Number of households reticulated	23 000 000					WSIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW295	37	Reticulation and yard meter connection	Boikhutso	Provision of Water	households reticulated	Number of households reticulated	10 000 000					MIG	BLM
9	Basic Services: Water	BLMW417	37	Reticulation and yard meter connection	Saselani	Provision of Water	households reticulated	Number of households reticulated	30 000 000					WSIG	BLM
9	Basic Services: Water	BLMW134	34	Reticulation and yard meter connection	Clare A	Provision of Water		Number of households reticulated		10 000 000				MIG	BLM
9	Basic Services: Water	BLMW136	33	Reticulation and yard meter connection	Clare B	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW350	30	Reticulation and yard meter connection	Islington	Provision of Water	Approved designs	Number of households reticulated		15 000 000				MIG	BLM
9	Basic Services: Water	BLMW137	33	Reticulation and yard meter connection	Eglington (Hluvukani)	Provision of Water	Approved designs	Completion of bulk pipe line		16 000 000				MIG	BLM
9	Basic Services: Water		38	Reticulation and yard meter connection	Lephong	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW140	33	Reticulation and yard meter connection	Hluvukani PHP	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW265	33	Reticulation and yard meter connection	Hluvukani	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW379	38	Reticulation and yard meter connection	Athol	Provision of Water		Number of households reticulated					10 000 000	MIG	BLM
9	Basic Services: Water	BLMW299	33	Reticulation and yard meter connection	Hlalakahle	Provision of Water		Number of households reticulated			11 000 000			MIG	BLM
9	Basic Services: Water	BLMW351	34	Reticulation and yard meter connection	Thulani (Gottenburg)	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW352	34	Reticulation and yard meter connection	Tlhavekisa	Provision of Water		Number of households reticulated				103 000 000		MWIG	BLM
9	Basic Services: Water	BLMW300	34	Reticulation and yard meter connection	Welverdiend	Provision of Water	Approved designs	Number of households reticulated		30 000 000	20 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW333	33	Reticulation and yard meter connection	Dixie	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW353	33	Reticulation and yard meter connection	Thorndale	Provision of Water		Number of households reticulated				12 000 000		MIG	BLM
9	Basic Services: Water	BLMW354	33	Reticulation and yard meter connection	Seville A, B	Provision of Water		Number of households reticulated			13 000 000			MIG	BLM
9	Basic Services: Water	BLMW149	33	Reticulation and yard meter connection	Utah	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW163	25	Reticulation and yard meter connection	Somerset	Provision of Water	households reticulated	Number of households reticulated	500 000	14 000 000				MIG	BLM
9	Basic Services: Water	BLMW	23	Reticulation and yard meter connection	Belfast Lillydale Justicia	Provision of water	KM Covered	Number of KM of bulk completed	2 000 000	10 000 000				MIG	BLM
9	Basic Services: Water	BLMW166	26 & 35	Reticulation and yard meter connection	Kildare A & B	Provision of Water	households reticulated	Number of households reticulated	15 000 000					MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW179	25	Reticulation and yard meter connection	Huntington	Provision of Water	households reticulated	Number of households reticulated		15 000 00				MIG	BLM
9	Basic Services: Water	BLMW301	25 & 26	Reticulation and yard meter connection	Mabarhule ,Lillydale A&B	Provision of Water	100% Completion of water reticulation and yard meter project	Number of households reticulated		10 000 000				MIG	BLM
9	Basic Services: Water	BLMW302	25	Reticulation and yard meter connection	Justicia	Provision of Water		Number of households reticulated		15 000 000				MIG	BLM
9	Basic Services: Water	BLMW382	1	Reticulation and yard meter connection	Mashoname ni	Provision of Water		Number of households reticulated			20 000 000			MIG	BLM
9	Basic Services: Water	BLMW309	9 & 37	Reticulation and yard meter connection	Masana Mphenyatsat si Bushbuckridge phase 2	Provision of Water		Number of households reticulated	21 000 000					MIG	BLM
9	Basic Services: Water	BLMW203	23	Water reticulation Water reticulation	Thulani	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW212	35	Reticulation and yard	Ronaldsey	Provision of Water		Number of household		15 000 000				MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
				meter connection				s reticulated							
9	Basic Services: Water	BLMW313 (RM4)	3	Reticulation and yard meter connection	Tsema-marhumbu	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW390	24 & 35	Constriction Bulk Pipe	Cunningmore Kildare	Provision of Water		Bulk pipe completed				15 000 000		RBIG	BLM
9	Basic Services: Water	BLMW395	2	Reticulation and yard meter connection	Thusanang	Provision of Water	households reticulated	Number of households reticulated		20 000 000				MIG	BLM
9	Basic Services: Water	BLM221	2	Reticulation and yard meter connection	Hlalakahle	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW337	11	Reticulation and yard meter connection	Mathule	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM
9	Basic Services: Water	BLMW318	07	Reticulation and yard meter connection	Orinoco A West (London) phase 3	Provision of Water	households reticulated	Number of households reticulated	10 000 000					WSIG	BLM
9	Basic Services: Water	BLMW250	31	Reticulation and yard meter connection	Dark city	Provision of Water		Number of households reticulated			10 000 000			MIG	BLM

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Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
9	Basic Services: Water	BLMW403	31	Reticulation and yard meter connection	Misavaneni	Provision of Water		Number of households reticulated				10 000 000		MIG	BLM
9	Basic Services: Water	BLMW250	10 & 12	Bulk water supply (B14)	New forest Orinocco	Provision of Water	KM covered	Number of KM Covered	2 000 000			14 000 000		NWR	DWA
9	Basic Services: Water	BLMW416	36 & 38	Reticulation and yard meter connection	Allandale A & B	Provision of Water	Approved designs	Number of households reticulated		10 000 000				MIG	BLM
9	Basic Services: Water	BLMW258	22 & 36	Reticulation and yard meter connection	Edinburgh	Provision of Water		Number of households reticulated		5 000 000	10 000 000			MIG	DWA
9	Basic Services: Water	BLMW273	22 & 36	Reticulation and yard meter connection	Mambumbhu Zola Songeni	Provision of Water	Approved designs	Number of households reticulated		20 000 000				MIG	BLM
9	Basic Services: Water	BLMW280	31	Construction of water service laboratory	Thulamahashe	Provision of Water		Purification of water				10 000 000		EQ	BLM
9	Basic Services: Water	BLMW248	36 & 29	Reticulation and yard meter connection	Rolle	Provision of Water		Number of households reticulated		18 000 000				MIG	BLM
9	Basic Services: Water	BLMW249	BBR	COVID 19 refurbishment of boreholes	BLM	Provision of Water	Number of boreholes	Number of households with access to water	8 000 000					EQ	BLM

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WATER PROJECTS

Outcome Number	Priority Issues	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
							refurbished								

SANITATION PROJECTS

Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Targets	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Source	Implementing Agent
9	Basic Services: Sanitation	BLMS001	17	Refurbishment of WWTW	Acornhoek and surrounding areas	provision of Sanitation infrastructure	Operational plant	Refurbished plant	3 000 000					OWN REVENUE	BLM
9	Basic Services: Sanitation	BLMS005	9	Upgrading of Sewerage Treatment works	Maviljan	provision of Sanitation infrastructure	Operational plant	Completion of sewerage plant	23 000 000	35 000 000	35 000 000			RBIG EQ	BLM
9	Basic Services: Sanitation	BLMS006	7	Construction of Sewerage WWTW	Shatale	provision of Sanitation infrastructure		Access to proper sanitation	5 000 000	5 000 000				MIG	BLM
9	Basic Services: Sanitation	BLMS016	31	Refurbishment of sewerage	Thulamasha CBD	provision of Sanitation		Number of households with reticulated			1 000 000			MIG	BLM

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SANITATION PROJECTS

Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Targets	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Source	Implementing Agent
				reticulation system		infrastructure									
9	Basic Services: Sanitation	BLMS013	31	Sewer reticulation	Thulamasha (New sites)	provision of Sanitation infrastructure		Number of households with reticulated		10 000 000				MIG	BLM
9	Basic Services: Sanitation	BLMS016	37	Sewer bulk pipeline	Hospital View (Boikhutso)	provision of Sanitation infrastructure		installation of sewerage plant			10 000 000			MIG	BLM
9	Basic Services: Sanitation	BLMS017	BLM	Basic Sanitation	South Regions	provision of Sanitation infrastructure	1500 completed Toilets	Number of households	15 000 000					WSIG	BLM
9	Basic Services: Sanitation	BLMS018	01	Refurbishment WWTW	Mkhuhlu	provision of Sanitation infrastructure	100% completion of WWTW project	Number of households		10 000 000				WSIG	BLM

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ROADS, BRIDGES AND STORM WATER DRAINAGE

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Targets	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Source	Implementing Agent
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR002	18 & 19	Rehabilitation of tarred road from Bridge way to Tintswalo village phase 1	Acornhoek	Provision of Roads, bridges and Storm water Infrastructure	KM refurbished	Number of Kilometers tarred		1 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR410	17, 19, 20, 30, 33 & 34	Rehabilitation of road D3930 from Acornhoek to D3932 at Hluvukani (11.80KM)	Acornhoek Cottondale Hluvukani	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road	Number of Kilometers resealed	201 250 000					DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR114	17	Tarring of internal streets CBD By-pass	Acornhoek	Provision of Roads, bridges and Storm water Infrastructure	4 KM tarred road	Number of Kilometers rehabilitated	19 141 000	10 000 000	10 000 000			MIG	BLM

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09	Basic Services: - Roads, Bridges and Storm water drainage	BLMR115	16	Paving of internal streets	Matsikitsane	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of Kilometers paved or Tarred	8 000 000	10 000 000	10 000 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR005	20 & 30	Tarring of road From Nkomo to Andover	Nkomo Andover	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred			10 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR007	21	Tarring of Road D3931: Buffelshoek phase 1	Buffelshoek	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		21 000 000	20 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR008	15 & 20	Road D4413: Tarring of road Cottondale to Sigagule	Cottondale	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		13 700 000	10 000 000			DPWR T	DPWR T

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 09	17 & 18	Rehabilitation of Road D3928 between Green Valley and Moloro (6.8 km) (Including Repair of Flood damaged Bridge	Greenvalley Moloro	Rehabilitation of Road		Project completed within agreed time period and budget		20 000 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 10	17	Construction of road	Powerline	Provision of Roads, bridges and Storm water Infrastructure		Completion of road approaches		2 500 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 11	17	Bridge, Rooiboklaagte "A" To Rooiboklaagte "B"	Rooiboklaagte	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge		10 000 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 20	17	Tarring of road from Maromeng to Champaign	Rooiboklaagte	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		9 000 000				DPWRT	DPWRT

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR031	19	Tarring of road from Timbavati to Ka-zitha	Timbavati	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		4 100 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage		15	Design: Upgrade Boelang Ring road, Including D3933 & D3934	Boelang	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		3 350 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR013	28 &36	Road D4392. Tarring of road from Rolle A to Dumphries A	Dumphries	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		6 700 000	6 700 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR17	28	Upgrading of internal streets	Agincourt Region	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of Kilometers upgraded	7 000 000	10 000 000	10 000 000			MIG	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR014	16	Tarring of road from Arthurseat via Mkhululine to Greenvalley phase 2 & 3	Arthurseat Mkhululine to Greenvalley	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	10 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR014 (A)	16	Rehabilitation of tarred road from Arthurseat to Mkhululine	Arthurseat Mkhululine	Provision of Roads, bridges and Storm water Infrastructure	Maintained and accessible road	Number of Kilometers tarred		1 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR101	14	Tarring of road from Casteel Garage to Tembisa	Tembisa	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		10 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR118	14	Tarring/Paving of internal streets	Casteel Region	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of Kilometers upgraded	10 000 000	10 000 000	10 000 000			MIG	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 16	14 & 32	Tarring of road Casteel, Zoeknog & Sofaya	Casteel	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	20 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 17	14	Construction of Foot Bridge	Casteel	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge		500 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 19	14	Tarring of road, Casteel To Dingleydale	Casteel Dingleydale	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		12 000 000	15 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 20	14	Road 3950:Tarring of road from Wales via Boiketlo to Dospan	Ga-Mthakathi Wales	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		5 000 000	8 000 000			DPWRT	DPWRT

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR021	7, 8 & 13	Design: upgrade road D3960 (9.2KM) and D4442 (3.6KM)	Ga-Mothibidi Rainbow (phase 1 Dwasloop Garage to Motibidi)	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road	Number of Kilometers tarred	359 934 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR022	8, 10, 29 & 37	Upgrading of a Rural Access Road D3968 between R40 Junction (near Bushbuckridge) and Merry Pebble (Phase 1) (10km)	Boikhutso Buyisonto Xanthia T-junction Merry Pebble Stream	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road	Number of Kilometers tarred	000 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR125	28 & 37	Tarring of road Xanthia T Junction to Agincourt	Xanthia Agincourt	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		50 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR102	10	Construction of culvert bridge from Arthurstone to Saselani cemetery	Arthurstone	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge		9 000 000				EQ	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 26 (A)	8	Rehabilitation of internal streets phase	Dwarsloop	Provision of Roads, bridges and Storm water Infrastructure	Maintained and accessible road	Number of kilometers maintained		1 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 26	8	Upgrading of internal streets	Dwarsloop region	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of kilometers maintained	8 500 000	10 000 000				MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 25	34	Construction of Bridge, Clare "A" To Hluvukani	Clare A (New Settlement)	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge		10 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 26	33	Opening of entrance street from main road to Delano (Ka-Shortly)	Delane (Ka-Shortly)	Provision of Roads, bridges and Storm water Infrastructure		Completion of opening of road		15 000 000				EQ	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 20	30	Tarring/Paving of internal streets.	Hluvukani	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of Kilometers tarred	10 000 000	10 000 000				MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 27	33	Tarring of entrance road To Share Village via Hluvukani	Eglington B (Share)	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 28	36	D4406:Tarring of road from Hluvukani to Athol	Athol	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		30 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 12	33	Tarring of road between Hluvukani and Dixie	Hluvukani Dixie	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers regravell ed		10 000 000				DPWR T	DPWR T

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 41	33 & 36	Tarring from Athol to Garagate	Garagate	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 29	30	Tarring of road from Ludlow to Share	Ludlow	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		15 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 30	38	Tarring of road from Athol to Allandale	Ludlow	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 32	33 & 34	Tarring of D4407, DD4409 and D4416 upgrading of road, from Hluvukani to Orpen road via Welverdiend	Wolverdiend Hluvukani	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road	Number of Kilometers tarred	162 403 000					DPWR T	DPWR T

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 33	33	Construction of road	Share	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge		10 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 34	33 & 34	Road D4418: Gottenburgh via Seville A & B to Utah	Gottenburgh Seville A&B Utah	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		40 000 000	20 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 35	33 & 34	D4419: Tarring of road from Hluvukani to Gottenburgh	Hluvukani Gottenburgh	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		30 000 000				DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 34 (A)	33	Upgrading of Serville and Dixie road	Serville Dixie	Provision of Roads, bridges and Storm water Infrastructure	Completion of road	Number of Kilometers tarred		77 000 000				DRDLR	DRDLR

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR036	34	Tarring of road from Welverdiend to Hlabekisa	Welverdiend Hlabekisa	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	30 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR040	25	Paving of streets and storm water drainage	Huntington	Provision of Roads, bridges and Storm water Infrastructure		Completion of Storm-water channel		15 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR041	25	D4382/84Tarring New roads Belfast, Somerset and Lillydale	Belfast	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		40 000 000	10 000 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR119	23, 25, 26 & 35	Paving of internal streets	Lillydale Region	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of kilometers paved		10 000 000	10 000 000			MIG	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 13	35	Construction of foot bridge	Ronaldsey	Provision of Roads, bridges and Storm water Infrastructure		Number of foot bridge completed		20 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 43	5	Paving of road, Brantan (Alexandria) To Graveyard	Alexandria	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred			10 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 27	5	Construction of bridge	Mathibela	Provision of bridge		Completion of Bridge		15 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 16	2, 4, 5 & 6	Paving of internal streets	Marite Region	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of Kilometers paved	8 000 000	10 000 000	10 000 000			MIG	BLM
09	Basic Services: Roads, Bridges		4	Rehabilitation of streets	Marite	Provision of Roads, bridges and	Maintained and accessible road	Number of kilometers		1 000 000				EQ	BLM

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	and Storm water drainage					Storm water Infrastructure		rehabilitated							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 15	4,2,1	Upgrade road D3973 between Hoxani and R40 (Marite). Repair of Goromani road	Marite Madras Hoxani	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road	Number of Kilometers tarred	114,328 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 45	4	Tarring of road from Cargo Inn to Kalitsatse	Cargo Inn Sandford Shatleng	Provision of Roads, bridges and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	22 000 00000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 46	5	Construction of Bridge Petanenge & Fontana	Fontana	Provision of Roads, bridges and Storm water Infrastructure		Completion of bridge			15 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 47	2	Paving of road Mkhukhumba High School To Main road	Madras	Provision of Roads, bridges and Storm water		Number of Kilometers tarred			10 000 000			EQ	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 48	2 &6	Tarring of road from Marongwane to Thusanang Phase 3	Thusanang Marongwane	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 49	2	Paving of road, Rindzani High School To Main road	Madras	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		15 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 50	4	Paving of road Lamulelani High School To Main road	Madras	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		15 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMRO 51	6	Paving of Halimela road phase 2	Halimela	Provision of Roads, bridges and Storm water		Number of Kilometer s tarred		16 000 000				EQ	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 54	5	Construction of Bridge Mgiba Skom	Mgiba	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge			10 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 57	2	Construction of Bridge Makotapenini Sandford to Deep down	Sandford B	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge			10 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 12	5 & 6	Tarring of road from Carlton via Mathibela to Alexandria	Carlton Mathibela Alexandria	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 59	9	Extension of access road in Maviljan township to Matengteng	Maviljan location	Provision of Roads, bridges and Storm water		Number of Kilometer s tarred		10 000 000	15 000 000			MIG	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR061	9	upgrading of internal streets	Maviljan region	Provision of Roads, bridges and Storm water Infrastruc ture	2KM paved road	Number of Kilometer s tarred		10 000 000				MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR631	9 & 37	Relocation of houses (Ring road)	Maviljan Ramalema	Provision of Roads, bridges and Storm water Infrastruc ture		Number of house relocated		10 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR063	9	Construction of Ring road (URP)	Bushbuckridge	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000	20 000 000			SANRA L	SANRA L
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR105	1	Tarring of Calcutta A to Mapaleng	Mkhuhlu	Provision of Roads, bridges and Storm water		Number of Kilometer s tarred		25 000 000				DPWR T	DPWR T

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						Infrastruc ture										
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR066	3	Paving of road to Calcutta graveyard	Calcutta	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		9 000 000					MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR082	3	Construction of small bridge	Thulani	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge		7 000 000					EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR065	23,26,35.	D4358 Tarring of road from Cork via Ronaldsey to Kildare	Cork. Ronaldsey Kildare	Provision of Roads, bridges and Storm water Infrastruc ture	5KM tarred road	Number of Kilometer s tarred	20 751 000						MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR	02 &03	Tarring of road from Hoxani traditional office to Tekamahala	Hoxani Tekamahala	Provision of Roads, bridges and Storm water	2KM tarred road	Number of Kilometer s tarred	9 000 000						MIG	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR067	2	D3973: Tarring of road from Hoxani to Buyelani, Madras and Mariti	Madras	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		15 000 000	16 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR130	1	Rehabilitation of main road	Mkhuhlu	Provision of Roads, bridges and Storm water Infrastruc ture	100% Tarring of access streets.	Number of kilometer s rehabilita ted		1 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR	1	Rehabilitation of tarred internal streets	Malubane	Provision of Roads, bridges and Storm water Infrastruc ture	Maintain ed and accessibl e streets	Number of kilometer s rehabilita ted		1 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR121	1	Paving of internal streets	Mkhuhlu region	Provision of Roads, bridges and Storm water	2KM paved road	Number of kilometer s paved	8 000 000	10 000 000				MIG	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR070	24 & 35	D3979: Tarring of road from Oakley to Ronaldsey	Oakley Dikobo bong Ronaldsey	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		25 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR071	13	Paving of road from Dospan to Ma-canget	Dospan	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		9 000 000				EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR072	13	Construction of bridge between Matlalong and Garden city tavern	Madjembeni	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge			9 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR117	11 & 7	Construction of road approaches	Relani Thabakgolo	Provision of Roads, bridges and Storm water		Completi on of road approach es		10 000 000				MIG	BLM

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						Infrastruc ture										
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR106	7	Storm water drainage from Shatale to Thabakgolo	Shatale	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of storm water drainage system		15 000 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR075	13	Construction of Bridge Madjembeni To Zoeknog	Madjembeni	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of storm water drainage system		17 000 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR076	11	D4437:Tarring of road from Voilet Bank A to Tsuvulani	Orinoco A Violetbank Hlamalani	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000	15 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR078	11	Construction of bridge from Relani C to Baromeng	Relani C	Provision of Roads, bridges and Storm water		Completi on of bridge		15 000 000					EQ	BLM

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR079	11 & 12	Tarring of road from Shalden to Sdlamakhosi	Shalden	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		17 000 000	15 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR107	11	Tarring of road from Violetbank(A-Z) to Hlamalani (Orinocco clinic)	Hlamalani	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		18 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR082	7	Tarring of road from London via Thabakgolo to Mphenyatsatsi D3967	Thabakgolo	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		24 000 000	30 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR083	11	Tarring of road Violent bank A to Madjembeni/R ainbow via Thibadibuye	Violet Bank A	Provision of Roads, bridges and Storm water		Number of Kilometer s tarred		25 000 000	19 000 000			DPWR T	DPWR T

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						Infrastruc ture										
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR108	7	Tarring/Paving of internal streets	Shatale	Provision of Roads, bridges and Storm water Infrastruc ture	2KM paved road	Number of Kilometer s tarred		10 000 000					MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR132	7	Rehabilitation of tarred streets	Shatale	Provision of Roads, bridges and Storm water Infrastruc ture	Maintain ed and accessibl e streets	Number of kilometer s rehabilita ted	500 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR086	36	Tarring of road from Rolle A via Edinburgh to Burlington	Edinburgh	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		25 000 000	30 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR	36	Construction of damaged flood culvert bridge on road D4392	Dumphries C	Provision of Roads, bridges and Storm water	100% completio n of bridge	Number of Kilometer s tarred	1 504 000						DPWR T	DPWR T

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR087	36	D4392:Tarring of road from Mzimba High to Dumphries C	Lephong Dumphries C	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		10 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR088	36	Tarring of road from Rolle via Ludlow to Islington cross road	Rolle A Ludlow Islington	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		30 000 000	30 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR089	22	Tarring of road from Arthurseat via Dingleydale to Thulamahashe	Dingleydale	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		25 000 000	25 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR133	31	Upgrading of storm water network	Thulamahashe	Provision of Roads, bridges and Storm water	KM upgraded	Number of kilometer s upgraded	10 000 000	1 000 000				MIG	BLM

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						Infrastruc ture										
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 91	31	Paving of internal streets	Thulamahashe (Zola)	Provision of Roads, bridges and Storm water Infrastruc ture	2KM paved road	Number of Kilometers tarred	10 000 000	10 000 000					MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 18	31	Construction of two pedestrian bridges	Zola	Provision of Roads, bridges and Storm water Infrastruc ture		Number of bridges completed		16 000 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 93	28 & 36	Construction of Bridge: Dumphries A to C	Dumphries A	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge			50 000 000				DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0 95	29	Construction of bridge from Thulamahashe to Kumani	Kumani Thulamahashe	Provision of Roads, bridges and Storm water	100%Co mpletion of bridge	100% Completi on of bridge		3 000 000					DPWR T	DPWR T

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						Infrastruc ture									
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 09	22 & 14	Tarring of road from New Forest via Tsuvulani to Casteel	Tsuvulani Casteel	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 10	29 & 36	Tarring of road from MP stream via Dumphries C to Newington	Hokwe Dumphries C Newington	Provision of Roads, bridges and Storm water Infrastruc ture		Number of Kilometer s tarred		20 000 000	15 000 000			DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 11	29	Construction of bridge	MP Stream	Provision of Roads, bridges and Storm water Infrastruc ture		Completi on of bridge			2 000 000			EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 20	09	Construction of pedestrian overhead bridges BBR CBD R533 road between	Bushbuckridge	Provision of Roads, bridges and Storm water		Completi on of installatio n of guard rails		20 000 000				EQ	BLM

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				twin city and old complex		Infrastruc ture										
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 35	29	Upgrading of Bridge on D4400 over Sand River near Rolle Village (balustrades plus pedestrian cantilever)	Rolle	Provision of Roads, bridges and Storm water Infrastruc ture	100%Co mpletion of bridge	Completi on of upgradin g of bridge		10 000 000					DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 36	10	Rehabilitation of Road D4394 from (D4394 KM 1.7) towards Thulamahashe (D4394 at 6.8KM 6.8) (5.06 KM)	Thulamahashe	Provision of Roads, bridges and Storm water Infrastruc ture	100%Co mpletion of road	Completi on of rehabilita tion of road	22 686 000						DPWR T	DPWR T
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 37	10	Rehabilitation of Road D4396 from D4394 through New forest A to D4394 (Dwarsloop to Thulamahashe) 10KM	Thulamahashe	Provision of Roads, bridges and Storm water Infrastruc ture	100%Co mpletion of road	Completi on of rehabilita tion of road	29 847 000 29 847 000	80 000 000					DPWR T	DPWR T
09	Basic Services: Roads,	BLMR1 38	25, 27, 28, 33 & 07	Construction of culvert bridges	Agincourt (RDP to Newington B)	Provision of Roads, bridges	4 construct ed	Number of kilometer	700 000						EQ	BLM

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	Bridges and Storm water drainage				Hluvukani (Ludlow) Lillydale (Xidakanani to New stands) Shatale (Mathule to Serishe)	and Storm water Infrastructure	culvert bridges	s rehabilitated								
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 39	1,6,7,10,17 & 31	Road Markings at BLM Traffic intersection	All regions	Provision of Roads, bridges and Storm water Infrastructure	100% completion of road markings	Number of intersections maintained		600 000					EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 40	All wards	Installation of road signs at BLM Access roads	All regions	Provision of Roads, bridges and Storm water Infrastructure	100% installed road signs	Number of road signs installed		500 000					EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 41	All wards	Refurbishment of steel car ports in all BLM Facilities	All regions	Provision of Roads, bridges and Storm water Infrastructure	100% completion of project	Number of car ports installed		1 000 000					EQ	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 42	14	Paving of entrance at Casteel region	Casteel	Provision of Roads, bridges and Storm water Infrastructure	2KM paved road	Number of kilometers paved	500 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 43	9	Paving of parking and installation of car ports	BLM Head office	Provision of Roads, bridges and Storm water Infrastructure	Completed accessible parking	Number of kilometers paved	1 200 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 44	15	Paving of 3KM road	Mariepskop	Provision of Roads, bridges and Storm water Infrastructure	Approved designs	Number of kilometers paved	1 000 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 45	BLM	Rehabilitation of gravel access roads	All regions	Provision of Roads, bridges and Storm water Infrastructure	Accessible gravel roads	Number of kilometers regravell ed	3 000 000						EQ	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 46	BLM	Development of roads Master plan	BLM	Provision of Roads, bridges and Storm water Infrastruc ture	Roads Master plan	Roads status quo	2 000 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 47	09	Construction of a bridge	College view to Malaeneng	Provision of Roads, bridges and Storm water Infrastruc ture	1 Complete d bridge	Construct ed bridge	3 000 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 48	33	Construction of culvert bridge	Hluvukani to Landlow	Provision of Roads, bridges and Storm water Infrastruc ture	1 Complete d bridge	Construct ed bridge	700 000						EQ	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR1 49	25	Construction of culvert bridge	Lillydale to Xidakanini	Provision of Roads, bridges and Storm water Infrastruc ture	1 Complete d bridge	Construct ed bridge	700 000						EQ	BLM

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09	Basic Services: Roads, Bridges and Storm water drainage	BLMR150	07	Construction of culvert bridge	Shatale to Mathule	Provision of Roads, bridges and Storm water Infrastructure	1 Completed bridge	Construct ed bridge	700 000						EQ	BLM
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ELECTRICITY PROJECTS

Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
9	Basic Services: Electricity	BLME001	All regions	Installation of Hymast Lights	BBR	Provision of electricity	100% of households electrified	Number of households electrified	18 000 000			MIG	BLM
9	Basic Services: Electricity	BLME001	09	Installation of 10 street lights	Mapulaneng hospital	Provision of electricity	10 street lights installed	Number of households electrified	500 000			MIG	BLM

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HUMAN SETTLEMENTS

Outcome Number	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
8	Integrate Human Settlement	BLMH001	31 & 36	Township established (Individual Housing units)	Kumani Rolle	Provision of housing	Provision of houses and land tenure security	Completion of housing		5 000 000		DHS	DHS
8	Integrate Human Settlement	BLMH002	All wards	Land tenure (250 Housing opportunities)	BBR	Provision of housing		Completion of housing		25 750 000		DHS	DHS
8	Integrate Human Settlement	BLMH003		Maintenance of Municipal Buildings	BBR	Provision of housing	Safe and Maintained buildings	Completion of housing	8 000 000			EQ	BLM
8	Integrate Human Settlement	BLMH004		Maintenance of Municipal community halls in all regions	BBR	Provision of housing	Safe and Maintained buildings	Completion of housing		30 000 000		EQ	BLM
8	Integrate Human Settlement	BLMH005		Completion of Dwarsloop Traffic office	Dwarsloop	Provision of housing	100% completed building	Completion of housing		5 000 000		EQ	BLM
8	Integrate Human Settlement	BLMH007		Construction of Ablution blocks	BBR	Provision of housing	100% completed building	Completion of housing		5 000 000		EQ	BLM

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HUMAN SETTLEMENTS

Outcome Number	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
8	Integrate Human Settlement	BLMH008		Installation of invisible wall panels clear view fencing	All Regions	Provision of fencing	100% completed fencing	Completion of fencing		20 000 000		EQ	BLM
8	Integrate Human Settlement	BLMH009	BBR	Construction of houses	Awaiting Housing list allocation	Provision of houses	100% completed houses	Completion of houses		117 095 987		DHS	DHS
8	Integrate Human Settlement	BLMH010	BLM	Construction of perimeter wall	Head Office	Provision of safety wall	Completed perimeter wall	Completion of safety wall	1 500 000	3 000 000		EQ	BLM
8	Integrate Human Settlement	BLMH011	BLM	Construction of municipal offices	BLM Head office	Provision of offices	Constructed building	Completion of building	15 000 000	20 000 000		OWN REVENUE	BLM
8	Integrate Human Settlement	BLMH012	36	300 sites and Bulk services	Rolle	Provision of bulk services	Serviced sites	Number of sites serviced	10 153 440			DHS	DHS
8	Integrate Human Settlement	BLMH013	29	Bulk services	Kumani	Provision of bulk services	Serviced sites	Number of sites serviced	1 884 260			DHS	DHS
8	Integrate Human Settlement	BLMH014	BLM	Military Veterans houses 04 units	Various areas	Provision of houses	100% completed houses	Completion of houses	755 536			DHS	DHS

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HUMAN SETTLEMENTS

Outcome Number	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
8	Integrate Human Settlement	BLMH015	25	RDP houses 50 units	Lillydale	Provision of houses	100% completed houses	Completion of houses	5 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH016	10	RDP houses 120 units	Buyisonto	Provision of houses	100% completed houses	Completion of houses	12 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH017	7	RDP houses 20 units	Shatale	Provision of houses	100% completed houses	Completion of houses	2 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH018	33	RDP houses 100 units	Hluvukani	Provision of houses	100% completed houses	Completion of houses	10 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH019	28	RDP houses 20 units	Mambhumbhu Songeni	Provision of houses	100% completed houses	Completion of houses	2 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH020	26	RDP houses 21 units	Somerset	Provision of houses	100% completed houses	Completion of houses	2 100 000			DHS	DHS
8	Integrate Human Settlement	BLMH021	30	RDP houses 40 units	Tshunelani Burlington	Provision of houses	100% completed houses	Completion of houses	4 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH022	7	RDP houses 50 units	Baromeng Violetbank A, B & C	Provision of houses	100% completed houses	Completion of houses	5 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH023	18 & 20	RDP houses 50 units	Greenville Kgapamadi Nkomo	Provision of houses	100% completed houses	Completion of houses	5 000 000			DHS	DHS

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HUMAN SETTLEMENTS

Outcome Number	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
					Pendulani								
8	Integrate Human Settlement	BLMH024	05 & 24	RDP houses 100 units	Mathibela Alexandria Mgudluze	Provision of houses	100% completed houses	Completion of houses	10 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH025	01	RDP houses 100 units	Goromane	Provision of houses	100% completed houses	Completion of houses	10 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH026	14	RDP houses 10 units	Casteel	Provision of houses	100% completed houses	Completion of houses	1 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH027	36, 14, 22,25, 26, 35 &30	400 sites bulk services	Burlington Lehumo Rooiboklaagte Lillydale Burlington	Provision of bulk services	Serviced sites	Number of sites serviced	20 937 256			DHS	DHS

SAFETY AND SECURITY PROJECTS

Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
3	Crime and corruption	BLMSS002	9	Construction of new police station	Bushbuckridge	Provision of police station	100% completion of police station	Completion of police station		10 000 000		DSS	DSS

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EDUCATION PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Performance Indicator (S)	MTEF 2020/ 21 (R)	MTEF 2021/22 (R)	MTEF 2022/23 (R)	Source	Implementing Agent
01	Education	BLME001	20	Demolition of existing unsafe structures. Construction of 21 new classrooms, 04 Grade R centres, Admin Block, Computer Centre, Library, 25 Enviro-loo toilets, Guard house, Fence, water, electricity, ramps and rails and car parks.	Mpisi Primary School (To be renamed Jameyane P School)	Proper learning environment	Completion of school	59 097 036			DoE	DoE
01	Education	BLME002		Demolition of 24 x Classrooms and laboratory block. Construction of 20 classrooms, 1 x chemistry lab, 1 x media/library - computer centre and administration block.	Chayaza Secondary School	Proper learning environment	Completion of school	40 213 166			DoE	DoE
01	Education	BLME003		Demolition and construction of 15 new Classrooms, Administration Block, Science Laboratory, Computer Centre, Library, Kitchen, Hall, 30 Toilets, Fence, Guard House, Electricity, Water, Ramps and rails, 3 sports grounds and Car Park	Godide Secondary School	Proper learning environment	Completion of school	30 348 891			DoE	DoE
01	Education	BLME004		Construction of new circuit offices	Lehukwe Circuit Office	Proper learning environment	Completion of school	6 490 000			DoE	DoE

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01	Education	BLME005		Phase 2: Construction of 14 classrooms, admin block. Computer room/ Library , laboratory, School Hall, Kitchen, Sport field	Phulani Secondary School	Proper learning environment	Completion of school	29 406 065			DoE	DoE
01	Education	BLME006		Demolition of 13 community built classrooms, refurbishment of 6 face brick classrooms, construction of 28 classrooms, 1 x chemistry lab, 1 x media/library-computer centre, 1 x administration block.	Shanke Senior Secondary School	Proper learning environment	Completion of school	44 897 230			DoE	DoE
01	Education	BLME007		Phase 1, 2020-21: Planning design and provision of bulk services (fencing, water, sanitation and electrical installation) Phase 2, 2023/24: Construction of 32 Classrooms, administration block, library, computer centre, laboratory, school hall, 3 sports grounds and car park.	New Mbombela City Secondary School	Proper learning environment	Completion of school	55 894 226			DoE	DoE
01	Education	BLME008		Phase 1: Demolition of existing unsafe structures and construction of administration block, 18 classrooms, Grade R centre, 25 toilets, guard house, fence, ramps and rails. Phase 2: library, computer laboratory, kitchen, paving and parking area.	Welverdiend Primary School	Proper learning environment	Completion of school	40 364 031			DoE	DoE

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01	Educatio n	BLME00 9		Refurbishment of septic tank	Ximoyi Khosa Secondary School	Proper learning environment	Completion of school	2 200 000			DoE	DoE
01	Educatio n	BLME01 0		Refurbishment of 13 community built classrooms, refurbishment of 6 face brick classrooms,	Shanke Secondary School	Proper learning environment	Completion of school	6 039 000			DoE	DoE
01	Educatio n	BLME01 1		Phase 1: Demolishing 10 Pit toilets and clear site for environmental health and safety. Future Phases: Admin block, library, 3 Sports field and Car park.	Boikhutso Primary School	Proper learning environment	Completion of school	80 000			DoE	DoE
01	Educatio n	BLME01 2		Refurbishment of 18 classrooms	Sele Primary School	Proper learning environment	Completion of school	6 148 800			DoE	DoE
01	Educatio n	BLME01 3		Phase 1: Refurbishment of 9 classroom. Phase 2 (Procurement in the 4th Q - 2020/21): Demolition of 10 unsafe classrooms, 1 office and construction of 4 classrooms and Grade R Centre, Construction of Admin Block, Demolition of 12 toilets and construction of 20 enviroloo toilets, Provision of 1 x 5000 litres, tank stand and 4 drinking fountains, Kitchen, Library - Media Centre, 3 Sports field, car park, ramps and rails.	Zigode Primary School	Proper learning environment	Completion of school	1 320 528			DoE	DoE

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01	Education			<p>Phase 1: Renovation of 06 classrooms, laboratory and 22 toilets, demolition of 34 pit toilets, Provision of septic tank, 2 x 5000l water tank and stand.</p> <p>Phase 2: Demolition of dilapidated 18 classrooms, admin block, library, construction of 8 classrooms, Admin block, Library block-media centre, School Hall, ramps and rails, car parks and sports fields.</p>	Magwagwaza Secondary School	Proper learning environment	Completion of school	1 384 066			DoE	DoE
		BLME014										
01	Education			<p>Phase 1: Renovate 06 classrooms, 29 existing toilets, provision of 5 x 5 000 litres water tank and stand, Borehole upgrade, 4 x Drinking fountain, New French drain.</p> <p>Phase 2: Demolish 18 unsafe classrooms, construction of 24 classrooms, 2 X Grade R Centres, admin block, kitchen, library-media centre, ramps and rails, car parks, sports fields.</p>	Green Valley Lower & Higher Primary School	Proper learning environment	Completion of school	3 423 580			DoE	DoE
		BLME015										

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01	Educatio n			Phase 1: Renovations of 4 waterbone Grade-R toilets and 32 enviroloo toilets, demolition of 4 pit toilets and provision of 3 x tank stands. Phase 2: Demolition of 20 Classrooms, construction of 24 classrooms, 2 x Grade R Centre, kitchen, admin block, library-media centre, ramps and rails, car parks and sports fields, relocate 2 mobile classrooms.	Saselani Primary School	Proper learning environment	Completion of school	1 120 758			DoE	DoE
01	Educatio n	BLME016		Renovate 6 classrooms	Sedibeng Primary School	Proper learning environment	Completion of school	827 757			DoE	DoE
01	Educatio n	BLME017		Renovation of 4 special classrooms, 2 x workshops	Estralita Special School	Proper learning environment	Completion of school	5 317 863			DoE	DoE
01	Educatio n	BLME018		Replacement of damaged roof covering complete with timber trusses and ceiling, electrical wiring, lights fittings and Paintworks of 5 classroom block. Replacement of broken window glass panels of 8 classrooms.	Mzimba Secondary School	Proper learning environment	Completion of school	3 434 397			DoE	DoE
		BLME019										

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01	Education			<p>Phase 1: Renovate and refurbishment of 2 x5 classroom block, Demolish existing pit toilets and construction of 15 enviro-loo toilets 4 urinals, Provision of 1 x 5000 litres, tank stand and 4 drinking fountains,</p> <p>Phase 2 (Procurement in the 4th Q - 2020/21):Demolish the existing 5 classroom block and construction 5 classrooms, 2 x Construction of Grade R centre, kitchen, ramp and rails.</p>	Rhandzekile Primary School	Proper learning environment	Completion of school	2 872 363			DoE	DoE
01	Education	BLME020		Rehabilitation of storm damages and repair windows, doors and ceiling in 4 classrooms	Masilela Secondary School	Proper learning environment	Completion of school	1 459 190			DoE	DoE
01	Education	BLME021		Refurbishment of septic tank and demolition of existing 12 pit toilets.	Ximoyi Khosa Secondary School	Proper learning environment	Completion of school	2 369 753			DoE	DoE
01	Education	BLME022		Phase 1: Fix water supply from the municipal line and renovate 5 Waterborne toilets in the admin, and 24 for learners Phase 2: Renovation of16 class rooms ceiling, painting of classrooms and electrifying of other classrooms and replace chalk boards. Renovation of classroom's floors , broken windows and doors	James Khosa Secondary School	Proper learning environment	Completion of school	3 880 484			DoE	DoE
		BLME023										

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01	Education	BLME024		Demolishing of 4 Pit Toilets and renovate existing 24 waterborne toilets and Refurbishment of electricity in 16 classrooms.	Shobiyana Secondary School	Proper learning environment	Completion of school	1 840 653			DoE	DoE
01	Education	BLME025		Renovation of 20 waterborne Toilets seats	Maswameni Primary School	Proper learning environment	Completion of school	1 276 868			DoE	DoE
01	Education	BLME026		Renovation and refurbishment of 24 waterborne toilets, upgrading of septic tank.	Mathambo Primary School	Proper learning environment	Completion of school	1 658 800			DoE	DoE
01	Education	BLME027		Refurbishment of 20 waterborne toilets	Nwaritsana Secondary School	Proper learning environment	Completion of school	1 363 023			DoE	DoE
01	Education	BLME028		Upgrading of electricity for Eight (8) classrooms	Maphutadits haba Secondary School	Proper learning environment	Completion of school	95 823			DoE	DoE
01	Education	BLME029		Phase 1: Refurbishment of borehole and supply 2 tanks and Fence, and Planning & design for 3 classes. Phase 2: Demolish 4 inappropriate classes and Construction of 3 Classrooms and 2 Grade R centres. Future Phases: Admin block, kitchen, Media centre, computer centre, 3 Sports field, Assembly area, paving and Car park.	Nembe Mhlaba Primary School	Proper learning environment	Completion of school	229 534			DoE	DoE
01	Education	BLME030		Refurbishment of existing borehole, upgrading of water and electricity reticulation, 2 x drinking fountains	Majembeni Primary School	Proper learning environment	Completion of school	208 647			DoE	DoE

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01	Educatio n	BLME03 1		Renovation of offices, replace ceilings and repair plaster & paint upgrading of electricity..	Cottondale Circuit	Proper learning environme nt	Completion of school	734 163			DoE	DoE
01	Educatio n	BLME03 2		Replacement of damaged ceilings	Thulamahas he Circuit	Proper learning environme nt	Completion of school	55 000			DoE	DoE
01	Educatio n	BLME03 3		Refurbishment and upgrading of plumbing and drainage system.	Dwarsloop Circuit	Proper learning environme nt	Completion of school	49 635			DoE	DoE
01	Educatio n	BLME03 4		Fixing ceiling in Computer centre, Renovation of the Main Hall including toilets and Registrar.	Mapulaneng Teacher Developmen t Centre	Proper learning environme nt	Completion of school	919 232			DoE	DoE
01	Educatio n	BLME03 5		Provision of pest control for termites infestation in four (4) Classrooms and the school yard.	Powerline Primary School	Proper learning environme nt	Completion of school	1 111 353			DoE	DoE
01	Educatio n	BLME03 6		Phase 1: Provision of pest control in Nine (9) classrooms, Replacement of roof structure, installations of ceilings, upgrading of electricity and paintwork to (six) 6 classrooms. Phase 2: Demolishing of 7 unsafe and Construction of Seven (7) classroom and 1 x Grade R centre. Future phase: Construction of Admin Block, Kitchen, Computer centre, Media centre, Library, Sportsground, Assembly area, Paving and Car park	Qcetswayo Primary School	Proper learning environme nt	Completion of school	100 000			DoE	DoE

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01	Educatio n	BLME03 7		Radiation of bats and provision of pest control for termite infestation in the 13 classrooms.	Gavazana Primary School	Proper learning environment	Completion of school	97 659			DoE	DoE
01	Educatio n	BLME03 8		Provision of pest control bats infestation in 6 classrooms	Mandondo Secondary School	Proper learning environment	Completion of school	20 000			DoE	DoE
01	Educatio n	BLME03 9		Renovation and refurbishment of leaking roof and treat bats in the admin block	J.J. Matsane Primary School	Proper learning environment	Completion of school	1 320 000			DoE	DoE
01	Educatio n	BLME04 0		Provision of pest control for termites in four (4) classrooms.	Lethipele Secondary School	Proper learning environment	Completion of school	30 000			DoE	DoE
01	Educatio n	BLME04 1		Replacement of doors in nine (9) classrooms	Sediba sa Thuto Primary School	Proper learning environment	Completion of school	50 000			DoE	DoE
01	Educatio n	BLME04 2		Renovation and refurbishment of roof timber structure, ceiling and paintwork on 2 classrooms and Provision of pest control in all building structures affected by termites.	Plaatjie Primary School	Proper learning environment	Completion of school	321 153			DoE	DoE
01	Educatio n	BLME04 3		Phase 1: Connect 6 mobile toilets to the sewer and Planning and design for 19 classrooms. Phase 2: Demolishing of 10 old classrooms and 2 asbestos & construction of 19 Classrooms and 3 grade R centres. Future phase: library, laboratory, kitchen, media centre, 3 Sport Grounds and Car Park.	Lesodi Primary School	Proper learning environment	Completion of school	15 121			DoE	DoE

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01	Education			<p>Phase 1: Demolish 12 unsafe classrooms, construction of 9 classrooms and 1x grade R centres.</p> <p>Future phase: Administration block, laboratory, library, computer centre, School Hall,, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.</p>	Sibambayana Primary School	Proper learning environment	Completion of school	-			DoE	DoE
01	Education			<p>Phase1: Planning & design for 12 classrooms, 2 Grade R Centre</p> <p>Phase2: Demolishing of 16 unsafe classes and construction of 12 classrooms.</p> <p>Future phase: Administration block, Media centre, library, computer centre, School Hall, Kitchen, ramps + rails, 3Sports Grounds and Car Park.</p>	Manyakatan Primary School	Proper learning environment	Completion of school	-			DoE	DoE
01	Education			<p>Phase1: Demolishing of 12 pit toilets and Construction of 25 toilets, planning & design for 3 classrooms.</p> <p>Phase 2: Demolishing of 8 classrooms & Construction of 3 classrooms, 2 grade R centres</p> <p>Future phase: Admin Block, Kitchen, media centre, computer centre, 3 sport ground, car park.</p>	Matsavana Primary School	Proper learning environment	Completion of school	-			DoE	DoE

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01	Educatio n			<p>Phase 1: Demolish of 21 pits toilets and construct 30 toilets, Provision of water, planning & design for 13 classrooms. Phase 2: Demolish 10 unsafe classrooms and 4 asbestos classrooms, construction of 13 classrooms and 3 grade R centres.</p> <p>Future phase: Administration block, laboratory, library, computer centre, School Hall,, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.</p>	Mhlahle Primary School	Proper learning environment	Completion of school	-				DoE	DoE
		BLME04 7											
01	Educatio n			<p>Phase 1: Demolish 15 unsafe classrooms and 4 asbestos classrooms, construction of 13 classrooms and 3 grade R centres.</p> <p>Future phase: Administration block, laboratory, library, computer centre, School Hall,, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.</p>	Matlushe Primary School	Proper learning environment	Completion of school	-				DoE	DoE
		BLME04 8											

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01	Educatio n			Phase 1: Demolish 12 unsafe classrooms, construction of 9 classrooms and 1x grade R centres. Future phase: Administration block, laboratory, library, computer centre, School Hall,, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Sibambayan a Primary School	Proper learning environment	Completion of school	-			DoE	DoE
01	Educatio n			Phase 1: Planning and design for 6 classes Phase 2: Demolish 9 unsafe classes and construct 6 classrooms and 2 Grade R centres. Future phase: Administration block, library, computer centre, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Funjwa Primary School	Proper learning environment	Completion of school	-			DoE	DoE
01	Educatio n			Renovation and refurbishment of ten (10) classrooms and construction of grade R centre. Future phase: Admin block, media centre, computer centre, library, 3 sport ground, car park.	Mahubahuba Primary School	Proper learning environment	Completion of school	3 434 334			DoE	DoE
01	Educatio n			Renovation and refurbishment of ten (12) classrooms and construction of grade R centre. Future phase: Admin block, media centre, kitchen, computer centre, library, 3 sport ground, car park.	Lebadishang Primary School	Proper learning environment	Completion of school	3 763 236			DoE	DoE

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01	Education	BLME053		Phase 2: Construction of 12 classroom , fence, guard house, comp lab/media centre, laboratory, admin block and kitchen.	Kufakwezwe Secondary School	Proper learning environment	Completion of school	20 313 232			DoE	DoE
01	Education	BLME054		Construction of additional 5 classrooms.	Masana Secondary School	Proper learning environment	Completion of school	3 176 553			DoE	DoE
01	Education	BLME055		Phase1: Demolition of 07 Classrooms, Refurbishment and renovation of 07 and construction of 7 classrooms, demolition of 08 Toilets. Future Phases: Refurbishment and renovation of Grade R Centre and Kiosk/Storage . Demolition and construction of Kitchen, Guard house, Fence, Upgrading of water and Electricity, administration Block, and Car Parks.	Mbatini Lower Primary School	Proper learning environment	Completion of school	22 320 788			DoE	DoE
01	Education	BLME056		Phase 1 A: Upgrading and additions : Clear-Vu fence with Guardhouse. Construction of 29 Enviroloo toilets, equipping a borehole and demolish 12 existing pit toilets.	Mbongeni Primary School	Proper learning environment	Completion of school	7 289 254			DoE	DoE

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01	Educatio n	BLME05 7		Phase 1: Refurbishment and renovation 14 Classrooms. Construction of 10 classrooms, 02 Grade R Centre, 15 Toilets & Demolition of 08 Classrooms, and 6 pit toilets, Alteration and enlargement of Library. Provision of Guard House, Kitchen, Administration Block, Fence, Car Parks, Ramps and Rails and sports facilities..	Mapaleni Higher Primary School	Proper learning environment	Completion of school	16 232 396			DoE	DoE
01	Educatio n	BLME05 8		Demolishing of 16 pit toilets, 3 x shack classrooms and construction of 33 toilets and 2 x classrooms and 2 x Grade R classrooms.	Farel Primary School	Proper learning environment	Completion of school	4 685 524			DoE	DoE
01	Educatio n	BLME05 9		Construction of 02 Grade R Centre, Guard House, Fencing, Electrical Works, Water and Ramps & Rails.	Homuzeya Primary School	Proper learning environment	Completion of school	2 324 775			DoE	DoE
01	Educatio n	BLME06 0		Construction of 7 classrooms, library, laboratory and school hall,	Magigwana Secondary School	Proper learning environment	Completion of school	8 760 211			DoE	DoE

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01	Education			<p>Phase 1: Refurbishment and renovation of 16 classrooms, demolition of a block ablution next to classrooms (13 toilets), demolition of existing of 6 pit toilet and construction of 15 enviroloo toilets</p> <p>Phase 2: Construction of new Administration Block, Library, Computer Centre, Grade R Centre, Kitchen, fence, Guard House, Car Parks, Ramps and Rails and sports fields (in 2021/22)</p>	Bantomu Primary School	Proper learning environment	Completion of school	9 183 980			DoE	DoE
		BLME06 1										
01	Education			<p>Phase 1: Demolition of 01 Block of Classrooms consisting of 05 Classrooms, 03 Blocks of Pit Toilets, 02 Storerooms, Office and Timber Structure. Construction of 05 new Classrooms, 02 Grade R Centres, 15 Toilets, Guard House, Fence, Water and Upgrade Electrical Supply,</p> <p>Phase 2: Car Parks and Ramps and Rails. Refurbishment and renovation of 10 classrooms. Administration Block, Kitchen</p>	Matlalong Primary School	Proper learning environment	Completion of school	25 767 111			DoE	DoE
		BLME06 2										

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01	Education	BLME063		Phase 1: Provision of fence. Future Phases: Construction of Administration block, school hall, laboratory, library, computer centre, 3 Sports fields and Car park	Ditau Secondary School	Proper learning environment	Completion of school	9 291 572			DoE	DoE
01	Education	BLME064		Planning and design for all facilities and construction in phases: Phase 1: Demolishing of 10 asbestos and Construction of 6 Classrooms and Grade R centre,	Hlangelezwe Primary School	Proper learning environment	Completion of school	5 109 702			DoE	DoE
01	Education	BLME065		Planning and design for all phase and construction in phases Phase 1: Demolish 04 pit toilets and construction of 25 toilets. Phase 2: Construction of 06 additional classrooms and Grade R centre	Kennen Primary School	Proper learning environment	Completion of school	7 974 197			DoE	DoE
01	Education	BLME066		Renovate 28 water borne toilets, construction of 06 water borne toilets and demolition of unsafe classrooms, Relocation of 03 mobile classrooms and construction of 8 Classrooms and Admin Block.	Victory Park Primary School	Proper learning environment	Completion of school	8 791 892			DoE	DoE

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01	Educatio n			Provision of fence, demolition of 5 asbestos classrooms and construction of 1 classroom, Grade R centres, Admin block, library, computer centre, kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Lydenburg Primary School	Proper learning environment	Completion of school	8 534 107			DoE	DoE
		BLME067										
01	Educatio n			Provide fence and Demolishing of 4 asbestos classes, Construction of 1 Grade R Centre, Admin block, Computer centre, library, 3 Sports ground, Assembly area and a car park	Pilgrims Rest Primary School	Proper learning environment	Completion of school	8 032 640			DoE	DoE
		BLME068										
01	Educatio n			Provision of fence, refurbishment of 10 classroom & construction of 09 classrooms, 2 Grade R Centres, Admin block, library, computer centre, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Jan Rikhotso Primary School	Proper learning environment	Completion of school	14 273 280			DoE	DoE
		BLME069										
01	Educatio n			Construction of additional 13 toilets, demolish 5 asbestos and construction of 3 classrooms, 2 Grade R centres, Admin block, Computer centre, Car park and 3 Sport Grounds	Graskop Primary School	Proper learning environment	Completion of school	8 343 750			DoE	DoE
		BLME070										

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01	Education	BLME071		Removal of residue from 8 asbestos classrooms demolished by the community, construction of 12 classrooms and 3 Grade R centres, Admin block, Media centre, library, computer centre, Kitchen, ramps + rails, Sports Grounds and Car Park.	Nkwenkwezi Primary School	Proper learning environment	Completion of school	12 423 902			DoE	DoE
01	Education	BLME072		Phase 1: Upgrading of borehole, Future Phases: Provision of fence and Refurbishment of 6 classroom, Administration block, laboratory, library, computer centre, Electricity, Kitchen, ramps + rails, 3 Sports Grounds and 12 Car Park.	Maakere Secondary School	Proper learning environment	Completion of school	3 436 006			DoE	DoE
01	Education	BLME073		Renovation of 14 Seater Flush Toilets	Ntshuxeko Primary School	Proper learning environment	Completion of school	25 508 404			DoE	DoE
01	Education	BLME074		Renovation of 06 Classrooms and 02 Grade R facilities. Demolition of 06 unsafe Classrooms, Administration Block, 20 Toilets and Kitchen. Construction of 12 new Classrooms, Administration Block, Computer Centre, Library, Kitchen, Grade R Centre, 20 Toilets, Guard House, Fence, Electricity, Ramps and rails, 2 sports grounds and Car Park	Morage Primary School	Proper learning environment	Completion of school	11 033 000			DoE	DoE

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01	Educatio n			Renovation of the existing block of 04 Classrooms, Toilet Block and Guard house, Demolition of 09 unsafe Classrooms and Kitchen, Construction of 09 new Classrooms, Administration Block, Computer Centre, Library, Kitchen, Grade R Centre, 15 Toilets, Fence, Electricity, Water, Ramps and rails, 2 sports grounds and Car Park.	Sebosekgolo Sa Mapulane Primary School	Proper learning environment	Completion of school	13 625 752			DoE	DoE
		BLME075										
01	Educatio n			Phase 1: Provision of fence, refurbish 8 classrooms and construction of 2 classrooms and Grade R centre. Future Phases: Admin block, library, computer centre, media centre and Car park and 3 Sport Grounds.	Mavandla Primary School	Proper learning environment	Completion of school	5 269 901			DoE	DoE
		BLME076										
01	Educatio n			Provision of fence, Refurbishment of 14 classrooms, Construction of Admin block, library, computer centre, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Matlushe Primary School	Proper learning environment	Completion of school	10 368 960			DoE	DoE
		BLME077										

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01	Education	BLME078		Provision of fence, Refurbishment of 12 classrooms and construction of 2 grade R centres, Admin Block, library, computer centre, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Daniye Primary School	Proper learning environment	Completion of school	12 593 280			DoE	DoE
01	Education	BLME079		Demolition of 14 pit toilets and construction of 15 Enviroloo toilets ,6 Urinals, 10 basins and provision of water	Bunny Khosa High School	Proper learning environment	Completion of school	3 382 387			DoE	DoE
01	Education	BLME080		Construction of 15 Enviroloo toilets, 9 Wash hand basins, 5 Urinals, 1 x 5000L water tank with 4.5m elevated steel stand and steel palisade fence, Equipping of new borehole and pump, 2 x drinking fountains with 4 taps each, Construction of French drains and Demolition of 14 pit toilets.	J.J. Matsane Primary School	Proper learning environment	Completion of school	3 335 599			DoE	DoE
01	Education	BLME081		Construction of 16 Enviroloo toilets, Refurbishment of the existing borehole and installation of 2 x 5000L Jojo tanks with 2 x steel tank stands and palisade fence around, and Demolition of 4 existing pit toilets, Renovations of Existing 4 Enviroloo toilets	Khulong Primary School	Proper learning environment	Completion of school	3 235 888			DoE	DoE

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01	Educatio n	BLME08 2		Construction of 26 enviro- loo toilet seats 8 urinals, 18 wash hand basins. Demolition of 18 pit toilets. Equip a borehole and install water tanks, refurbish the existing borehole. Chlorination plant to be erected	Lambalati Secondary School	Proper learning environme nt	Completion of school	4 184 257			DoE	DoE
01	Educatio n	BLME08 3		Construction of 20 Enviroloo toilets, 14 Wash hand basins, 5 Urinals, 2 x 5000L water tank with elevated 4.5m steel stand, equipping a new borehole and pump, 2 x drinking fountains with 4 taps each, Construction of French drain and Demolition of 16 pit toilets.	Lebadishang P School	Proper learning environme nt	Completion of school	3 845 650			DoE	DoE
01	Educatio n	BLME08 4		Construction of 25 Enviroloo toilets, Refurbishment of the existing Borehole and installation of 3 x Jojo tanks with 3 x steel tank stands and palisade fence around the tank stands and borehole, and Demolition of 32 existing pit toilets	Ludlow Primary School	Proper learning environme nt	Completion of school	4 267 567			DoE	DoE
01	Educatio n	BLME08 5		Construction of 8 Enviroloo toilets, Refurbishment of the existing Borehole with 3 x steel tank stands with 3 x 5 000L Jojo tanks and palisade around stands, install palisade fence around the existing tank stands and Renovations of 8 existing Enviroloo toilets	Madiba High School	Proper learning environme nt	Completion of school	2 343 143			DoE	DoE

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01	Education	BLME086		Construction of 25 Enviroloo toilets, Refurbishment of the existing Borehole and installation of 3 x 5 000L Jojo tanks with 3 x steel tank stand and palisade around the stands, and Demolition of 32 existing pit toilets	Madile Primary School	Proper learning environment	Completion of school	4 250 386			DoE	DoE
01	Education	BLME087		Construction of 16 Enviroloo toilets, 9 Wash hand basins, 4 Urinals, 2 x 5000L water tank with 4.5m elevated steel stand and steel palisade fence, provision of new borehole and pump, Refurbishment of 4 x staff enviro-loo toilets converted to waterborne, 3 x drinking fountains with 4 taps each, Construction of septic tank and French drains and Demolition of 16 pit toilets.	Mokgawane Primary School	Proper learning environment	Completion of school	3 973 953			DoE	DoE
01	Education	BLME088		Demolition of 10 existing pit toilets and construction of 9 enviro-loo seats and 2 urinals, 1 x 5000 L water tanks with stands and drilling new Borehole.	Pugishe Primary School	Proper learning environment	Completion of school	1 922 939			DoE	DoE

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01	Education	BLME089		Construction of 21 Enviroloo toilets, 21 Wash hand basins, 8 Urinals, Renovation of 8 x Enviroloo toilets, 4 x 5000L water tank with elevated 4.5m steel stand and steel palisade fence, provision of new borehole and pump, 4 x drinking fountains with 4 taps each, Construction of French drains and Demolition of 16 pit toilets.	Songeni Primary School	Proper learning environment	Completion of school	4 376 075			DoE	DoE
01	Education	BLME090		Construction of 16 Enviro Loo toilets with new fully equipped Borehole and 2 x Steel Tanks, with 2x 5000l jojo Tank 8 wc girl, 4 wc boys, 4 urinals, 2 wc female staff, 1 wc male staff, 1 urinal and 1x wc disabled (WC= 16, Urinals = 4, Basins = 11) 2 fountains, demolition of 2 pit toilets for boys, 2 Pit toilets for girls, 2 Pit toilets for Male Educators & 2 Pit toilets for Female	Thwasani Primary School	Proper learning environment	Completion of school	3 235 400			DoE	DoE
01	Education	BLME091		Renovations of 24 waterborne toilets, Equipping a Borehole, 3 x 5000L water tank with elevated 4.5m steel stand and steel palisade fence, Construction of septic tank and French drains, 2 x drinking fountains with 4 taps each and Demolition of 12 pit toilets.	Xilongana Primary School	Proper learning environment	Completion of school	2 531 390			DoE	DoE

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01	Educatio n	BLME09 2		Demolishing of pit toilets and construction of 31 enviro-loo and 5 urinals.	Mathule Primary School	Proper learning environment	Completion of school	3 995 121			DoE	DoE
01	Educatio n	BLME09 3		Demolition of 16 pit toilets and construction of 15 enviro-loo toilets and refurbishment of 07 waterborne toilets	Orhovelani Secondary School	Proper learning environment	Completion of school	2 760 973			DoE	DoE
01	Educatio n	BLME09 4		Phase1(2019/20): Demolishing of 12 pit toilets and Construction of 33 toilets and provision of fence. And Planning & design for 2 classrooms. <i>Phase 2: Construction of 2 classrooms , 2 Grade R centres and renovate 8 classes and an admin block. Future Phases: Library, Media centre, sports field, Assembly area and a car park.</i>	Ndimande Primary School	Proper learning environment	Completion of school	3 981 909			DoE	DoE
01	Educatio n	BLME09 5		Construction of 17 toilets/ Renovation of 24 waterborne toilets	Mzangedwa Secondary School	Proper learning environment	Completion of school	2 755 704			DoE	DoE
01	Educatio n	BLME09 6		Demolition of pit toilets and construction of 21 toilets	Bhejani Primary School	Proper learning environment	Completion of school	2 533 942			DoE	DoE

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01	Education	BLME097		Construction of 12 Enviroloo Toilets, with 5 Urinals and 9 Wash hand basins. Equipping a borehole and Provision of 1 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Demolition of 12 Pit Toilets	ES Malele Secondary School	Proper learning environment	Completion of school	2 486 666			DoE	DoE
01	Education	BLME098		Construction of 21 Enviroloo Toilets, with 8 Urinals and 21 Wash hand basins. Equipping a borehole and Provision of 4 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Renovation to 8 enviroloo toilets. Demolition of 10 Pit Toilets.	Ezrom Primary School	Proper learning environment	Completion of school	4 001 427			DoE	DoE
01	Education	BLME099		Construction of enviroloo WC = 21, Urinals = 4, Basins = 16 with new fully equipped steel tank stands with 3 x 5000litre jojo tanks, 2 fountains. Demolition of 12 existing pit toilets.	Funjwa Primary School	Proper learning environment	Completion of school	3 499 253			DoE	DoE

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01	Educatio n	BLME10 0		Construction of enviroloo WC = 9, Basins = 7 with new fully equipped steel tank stands with 2 x 5000litre jojo tanks, 2 fountains. Renovation of existing 16 enviroloo toilets.	Humulani Primary School	Proper learning environment	Completion of school	1 992 550			DoE	DoE
01	Educatio n	BLME10 1		Construction of enviroloo WC = 20, Urinals = 4, Basins = 16 with new fully equipped steel tank stands with 3 x 5000litre jojo tanks. Demolition of existing 14 pit toilets.	Hokisa Primary School	Proper learning environment	Completion of school	2 533 942			DoE	DoE
01	Educatio n	BLME10 2		Construction of enviroloo WC = 13, Basins = 10 with new fully equipped steel tank stands with 2 x 5000litre jojo tank, 2 fountains. Demolition of 10 pit toilets.	Hloaia Primary School	Proper learning environment	Completion of school	3 981 909			DoE	DoE
01	Educatio n	BLME10 3		Construction of 18 Enviroloo Toilets, with 7 Urinals and 12 Wash hand basins. Equipping a borehole and Provision of 3 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Demolition of 12 Pit Toilets. AND Provision of Boundary fence (Class A fence (with Table 2 specifications from the SSIG)	Mahashe Secondary School	Proper learning environment	Completion of school	7 698 621			DoE	DoE

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01	Educatio n	BLME10 4		Construction of 23 Enviroloo Toilets, with 8 Urinals and 18 Wash hand basins. Equipping a borehole and Provision of 3 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Demolition of 20 Pit Toilets.	Mhlahle Primary School	Proper learning environment	Completion of school	3 779 761			DoE	DoE
01	Educatio n	BLME10 5		Demolishing of 12 pit toilets and Construction of 33 toilets, planning and design for 4 classrooms	Makwetse Primary School	Proper learning environment	Completion of school	3 981 909			DoE	DoE
01	Educatio n	BLME10 6		Construction of 20 Enviroloo Toilets, with 5 Urinals and 14 Wash hand basins. Equipping a borehole and Provision of 2 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Demolition of 20 Pit Toilets.	Matsavana Primary School	Proper learning environment	Completion of school	3 016 597			DoE	DoE

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01	Educatio n			Construction of 25 Enviroloo Toilets, with 8 Urinals and 18 Wash hand basins. Equipping a borehole and Provision of 3 x 5000L Jojo tanks connected to the water supply, placed on a steel stand with palisade fencing around. Construction of a Septic tank with French drain and Drinking fountains. Demolition of 12 Pit Toilets.	Mawuvana Primary School	Proper learning environment	Completion of school	4 471 333			DoE	DoE
01	Educatio n	BLME107		Upgrade water, demolish 8 pit toilets, renovate/construct 20 toilets	Xingala-Makamu Primary School	Proper learning environment	Completion of school	2 895 933			DoE	DoE
01	Educatio n	BLME108		Construction of additional 18 toilets inclusive of Grade R toilets and demolish 2 existing plain pit toilets	Mkhumbini Primary School	Proper learning environment	Completion of school	2 171 950			DoE	DoE
01	Educatio n	BLME109		<ul style="list-style-type: none"> • Demolition of 8 pit toilet • Fixing of 8 existing enviro-loos • 17 new enviro-loo toilets (2 toilets to existing toilet blocks) • 18 new basins (6 basins installed to existing bathroom) • 8 new Urinals • 2 Drinking fountains • Equipping of the new borehole, including 2no water storage tanks 	Nkothasi Primary School	Proper learning environment	Completion of school	3 531 035			DoE	DoE
		BLME110										

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01	Educatio n	BLME11 1		<ul style="list-style-type: none"> • Demolition of 16 pit toilet • Fixing of 4 existing enviro-loos • 25 new enviro-loo toilets • 21 new basins (2 basins installed to existing bathroom) • 8 new Urinals • 2 Drinking fountains • Equipping of the new borehole, including 3no water storage tanks 	Powerline Primary School	Proper learning environment	Completion of school	4 637 755			DoE	DoE
01	Educatio n	BLME11 2		<ul style="list-style-type: none"> • Demolition of 13 pit toilet • 15 new enviro-loo toilets • 11 new basins • 5 new Urinals • 2 New Drinking fountains • Equipping of the new borehole, including 1no x water storage tanks 	Qcetywayo Primary School	Proper learning environment	Completion of school	2 413 278			DoE	DoE
01	Educatio n	BLME11 3		Demolition of 8 pit toilets and construction of 20 toilets in line with the Norms and Standards	Shiviti Primary School	Proper learning environment	Completion of school	2 533 942			DoE	DoE
01	Educatio n	BLME11 4		Demolish 9 pit toilets and Construction of 25 toilets inclusive of Grade R toilets.	Ntsie Primary School	Proper learning environment	Completion of school	3 016 597			DoE	DoE
01	Educatio n	BLME11 5		Demolition of 12 pit toilets and construction of 25 toilets inclusive of 4 Grade R toilets	Plaatjie Lower And Higher Primary School	Proper learning environment	Completion of school	3 016 597			DoE	DoE
01	Educatio n	BLME11 6		Demolition of pit toilets and construction of 25 toilets inclusive of 4 Grade R toilets	Saile Lower/ Higher Primary School	Proper learning environment	Completion of school	3 016 597			DoE	DoE
01	Educatio n	BLME11 7		Construction of additional 19 toilets inclusive of 12 Grade r toilets	Senianya Primary School	Proper learning environment	Completion of school	1 447 967			DoE	DoE

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01	Educatio n	BLME11 8		Demolishing 6 pits and Construction of 17 additional toilets and a septic tank.	Phaphama Primary School	Proper learning environme nt	Completion of school	2 051 286			DoE	DoE
01	Educatio n	BLME11 9		Demolishing of 16 pit toilets and Construction 21 toilets.	Nyamazane Secondary School	Proper learning environme nt	Completion of school	2 533 942			DoE	DoE
01	Educatio n	BLME12 0		Demolishing of 8 pit toilets and Construction of 25 toilets, upgrading of borehole.	Hibemandla Primary School	Proper learning environme nt	Completion of school	3 016 597			DoE	DoE
01	Educatio n	BLME12 1		Demolition of 12 pit toilets. Construction of 25 Enviro loo WC, 8 urinals. Provision of 5000L water tank,	Barney Primary School	Proper learning environme nt	Completion of school	3 394 738			DoE	DoE
01	Educatio n	BLME12 2		Demolition of 12 pit toilets. Construction of 10 Enviro loo WC, 5 urinals. Provision of 5000L water tank, .	Ben W Mashego Secondary School	Proper learning environme nt	Completion of school	1 862 160			DoE	DoE
01	Educatio n	BLME12 3		Demolition of 12 pit toilets. Construction of 12 Enviro loo WC, 5 urinals. Provision of 5000L water tank,	Ditau Secondary School	Proper learning environme nt	Completion of school	2 116 692			DoE	DoE
01	Educatio n	BLME12 4		Demolition of 12 pit toilets. Construction of 15 Enviro loo WC,	Hlalakahle Primary School	Proper learning environme nt	Completion of school	2 473 628			DoE	DoE
01	Educatio n	BLME12 5		Demolish pit toilets and construction of 21 toilets	Madizi Secondary School	Proper learning environme nt	Completion of school	3 504 600			DoE	DoE

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01	Education	BLME126		Demolition of 17 pit toilets. Construction of 18 Enviro loo WC, 7 urinals. Refurbish existing borehole. Construction of a French drain. Add 4 Water drinking fountains.	Madlala High School	Proper learning environment	Completion of school	2 777 286			DoE	DoE
01	Education	BLME127		Demolition of 29 pit toilets. Construction of 8 Enviro loo WC, 6 urinals. Refurbish existing borehole and toilets.	Mahlale High School	Proper learning environment	Completion of school	1 749 589			DoE	DoE
01	Education	BLME128		Demolition of 16 pit toilets. Construction of 20 Enviro loo WC, 5 urinals. Provision of 1x 5000l water tank ..	Marongwane Primary School	Proper learning environment	Completion of school	2 876 316			DoE	DoE
01	Education	BLME129		Demolition of 14 pit toilets. Construction of 20 Enviro loo W, 5 urinals. Provision of 1x 10000l water tank	Masenyane Primary School	Proper learning environment	Completion of school	2 964 646			DoE	DoE
01	Education	BLME130		Construction 20 Enviro loo toilets, 5 urinals. Demolition of 16 toilets. Drinking fountain x 1. construction of French drain. 1 x Jojo tank. 1 x drinking fountains, Construction of v-drain	Moholoholo Secondary School	Proper learning environment	Completion of school	3 110 421			DoE	DoE
01	Education	BLME131		Demolition of 24 existing pit toilets and construction of 25 enviro-loo seats, 8 urinals and upgrading of existing Borehole	Motlamogale Lower And Higher Primary School	Proper learning environment	Completion of school	3 972 846			DoE	DoE
01	Education	BLME132		Construction 25 Enviro loo toilets, 8 urinals. Demolition of 13 toilets. Drinking fountain x 1. construction of French drain, Construction of v-drain	Sesete Primary School	Proper learning environment	Completion of school	4 090 055			DoE	DoE

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01	Educatio n	BLME13 3		Demolition of 30 existing pit toilets and construction of 25 enviro-loo seats and 8 urinals, 1 x 5000 L water tanks with stands and upgrading of existing Borehole.	Sethlare Higher Primary School	Proper learning environment	Completion of school	4 112 615			DoE	DoE
01	Educatio n	BLME13 4		Demolition of 8 existing pit toilets and construction of 12 enviro-loo seats and 4 urinals.	Pensele Primary School	Proper learning environment	Completion of school	2 505 578			DoE	DoE
01	Educatio n	BLME13 5		Provision of water and construction of 14 toilets	Puledi High School	Proper learning environment	Completion of school	1 719 460			DoE	DoE
01	Educatio n	BLME13 6		Demolition of existing Pit toilets and Construction of 9 Enviroloo toilet seats, 4 urinals, 1 x 5000L water storage tanks, 1 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Khokhovela Higher Primary School	Proper learning environment	Completion of school	3 486 218			DoE	DoE
01	Educatio n	BLME13 7		Demolition of 14 existing pit toilets and construction of 20 enviro-loo seats and 5 urinals, 2 x 5000 L water tanks with stands and upgrading of existing borehole.	Narische Primary School	Proper learning environment	Completion of school	3 621 472			DoE	DoE
01	Educatio n	BLME13 8		Construction of 12 toilets, 4 Urinals, 9 Basins with new fully equipped steel tank stand with 1x 5000l jojo tank, 2 fountains, demolition of 4 pit toilets for boys, 8 Pit toilets for girls, 2 Pit toilets for Male Educators & 2 Pit toilets for Female Educators	Ngungunyan e Primary School	Proper learning environment	Completion of school	2 452 775			DoE	DoE

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01	Education	BLME139		Construction of 1x wc disabled, 1x Basins, new fully equipped steel tank stand with 1x 5000l jojo tank, 2 fountains	Sehlakabje Secondary School	Proper learning environment	Completion of school	444 544			DoE	DoE
01	Education	BLME140		Phase 1: Demolish 10 pits and construct additional 13 proper toilets and construct proper fence, Phase 2: Demolish 14 unsafe classes & construct 2 grade R centres. Future Phase : Admin block, Kitchen, library, computer centre,3 Sports ground, car Park, Assembly area, Ramps & Rails	Alexandra Primary School	Proper learning environment	Completion of school	3 306 642			DoE	DoE
01	Education	BLME141		Demolition of 08 plain pit toilets and construction of 23 toilets	Alfred Matshine High School	Proper learning environment	Completion of school	2 824 828			DoE	DoE
01	Education	BLME142		Phase 1: Demolish 10 Pits and construction of 16 toilets, provision of fence, maintenance of borehole and refurbishment of 2 classrooms. phase 2: construction of grade R centre. future phases: Administration block, library, computer centre, Kitchen, ramps + rails,3 Sports Grounds and Car Park.	Diphaswa Primary School	Proper learning environment	Completion of school	3 675 098			DoE	DoE
01	Education	BLME143		Demolition of 04 plain pit toilets and construction of 13 toilets	Dyondzekani Primary School	Proper learning environment	Completion of school	1 596 642			DoE	DoE

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01	Educatio n	BLME14 4		Demolition of 2 plain pit toilets and construction of 13 toilets	Hlavathi Primary School	Proper learning environme nt	Completion of school	1 596 642			DoE	DoE
01	Educatio n	BLME14 5		Phase 1: Demolish 4 plain pit toilets and renovation of 29 existing toilets. Phase 2: Renovation 16 classrooms and veranda pillars in one block of 4 classrooms	Hobo Secondary School	Proper learning environme nt	Completion of school	1 358 880			DoE	DoE
01	Educatio n	BLME14 6		Demolition of 2 plain pit toilets and construction of 05 toilets	Ian Mackenzi High School	Proper learning environme nt	Completion of school	614 093			DoE	DoE
01	Educatio n	BLME14 7		Demolition of 08 plain pit toilets and refurbishment of existing waterborne project and provision of water.	James Khosa Senior Secondary School	Proper learning environme nt	Completion of school	614 093			DoE	DoE
01	Educatio n	BLME14 8		Demolishing of 8 pit toilets and construction of additional 5 toilets	Keledi Secondary School	Proper learning environme nt	Completion of school	614 093			DoE	DoE
01	Educatio n	BLME14 9		Phase 1: Complete unfinished palisade fencing project, demolition of 16 plain pit toilets and construction of additional 13 toilets. Phase 2: Demolition of 10 unsafe classes and construction of 2 grade R centres. Future phase: admin block, library, media centre, computer centre and ramps and rails, 3 Sport fields and a kitchen.	Kwetse Primary School	Proper learning environme nt	Completion of school	3 306 642			DoE	DoE

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01	Educatio n	BLME15 0		Demolishing of 8 pit toilets and construction of 17 toilets	Lehlasedi High School	Proper learning environme nt	Completion of school	2 087 916			DoE	DoE
01	Educatio n	BLME15 1		Demolishing of 8 pit toilets and construction of 19 toilets	Lekanang Primary School	Proper learning environme nt	Completion of school	2 333 554			DoE	DoE
01	Educatio n	BLME15 2		Demolishing of 24 pit toilets, construction of 09 toilets and refurbishment of 07 waterborne toilets	Lekedi Lh Primary School	Proper learning environme nt	Completion of school	1 105 367			DoE	DoE
01	Educatio n	BLME15 3		Demolishing of 16 pit toilets and construction of 24 toilets	Lekete High School	Proper learning environme nt	Completion of school	2 947 647			DoE	DoE
01	Educatio n	BLME15 4		Demolishing of 40 pit toilets and refurbishment of existing toilets	Mabarhule Secondary School	Proper learning environme nt	Completion of school	1 094 400			DoE	DoE
01	Educatio n	BLME15 5		Demolishing of 05 pit toilets and Construction 09 toilets	Mahlahluvan a Primary School	Proper learning environme nt	Completion of school	1 105 367			DoE	DoE
01	Educatio n	BLME15 6		Phase 1: Demolishing of 10 pit toilets and Construction 25 toilets	Mahlathi Primary School	Proper learning environme nt	Completion of school	3 070 465			DoE	DoE
01	Educatio n	BLME15 7		Demolishing of 04 pit toilets and Construction 17 toilets	Mahuvo Secondary School	Proper learning environme nt	Completion of school	2 087 916			DoE	DoE
01	Educatio n	BLME15 8		Demolishing of 10 pit toilets and Construction 12 toilets	Malamule High School	Proper learning environme nt	Completion of school	1 473 823			DoE	DoE

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01	Education	BLME159		<p>Phase 1: Demolishing of 4 pit toilets & maintain 8 enviroloo for learners and construction of additional 13 toilets</p> <p>Phase 2: Admin block, Laboratory computer centre, Kitchen, Sports ground, car Park, Assembly area, Ramps & Rails</p>	Manyangana Secondary School	Proper learning environment	Completion of school	1 596 642			DoE	DoE
01	Education	BLME160		Demolishing of 04 pit toilets and Construction 14 toilets	Masweng Primary School	Proper learning environment	Completion of school	1 719 460			DoE	DoE
01	Education	BLME161		Demolishing of 08 pit toilets and Construction 09 toilets	Matikwana Primary School	Proper learning environment	Completion of school	1 105 367			DoE	DoE
01	Education	BLME162		Demolishing of 04 pit toilets and Construction 05 toilets	Mkhukhumba High School	Proper learning environment	Completion of school	650 573			DoE	DoE
01	Education	BLME163		Demolishing of 04 pit toilets and Construction 20 toilets	Mokgomana Lower & Higher Primary School	Proper learning environment	Completion of school	2 456 372			DoE	DoE
01	Education	BLME164		Demolishing of 24 pit toilets and Construction 34 toilets	Mvuyazi Primary School	Proper learning environment	Completion of school	4 175 833			DoE	DoE
01	Education	BLME165		Demolishing of 14 pit toilets and Construction 20 toilets	Mzilikazi Primary School	Proper learning environment	Completion of school	2 456 372			DoE	DoE
01	Education	BLME166		Demolishing of 08 pit toilets and Construction 18 toilets	Phendulani Senior Secondary School	Proper learning environment	Completion of school	2 210 735			DoE	DoE

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01	Educatio n	BLME16 7		Demolishing of 06 pit toilets Construction of 17 toilets	Reti Primary School	Proper learning environme nt	Completion of school	2 087 916			DoE	DoE
01	Educatio n	BLME16 8		Demolishing of 33 pit toilets Construction of 31 toilets	SH Nyalungu Primary School	Proper learning environme nt	Completion of school	3 807 377			DoE	DoE
01	Educatio n	BLME16 9		Demolishing of 12 pit toilets Construction of 15 toilets	Sedibeng Primary School	Proper learning environme nt	Completion of school	1 842 279			DoE	DoE
01	Educatio n	BLME17 0		Phase 1: Demolition of 10 and construction of 14 toilets and 1 Grade R centre. Future phase: Construction of admin block, kitchen, 3 Sports field, Computer centre, Library, Assembly area, Paving and Car Park	Vandama Primary School	Proper learning environme nt	Completion of school	3 258 460			DoE	DoE
01	Educatio n	BLME17 1		Phase 1: Construct 10 additional toilets, Provision of proper fencing & Planning and design for 5 classrooms Phase 2: Demolish 5 unsafe classes and Construction 5 Classrooms and Grade centres. Future phase: Construction of Admin Block, library, media centre, School hall, computer centre,3 sports field car park.	Khayelihle Primary School	Proper learning environme nt	Completion of school	6 004 786			DoE	DoE

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01	Educatio n	BLME17 2		Phase 1: Construction of additional 10 toilets. Future Phases: Library, Media Centre, Kitchen, School Hall, 2 Sports ground Assembly area, Car Park.	Njanji Primary School	Proper learning environment	Completion of school	1 206 639			DoE	DoE
01	Educatio n	BLME17 3		Phase 1: Demolish 12 Pits and construction of 25 toilets, provision of fence. Future phases: Administration block, laboratory, library, computer centre, Kitchen, ramps and rails, sports field and Car park.	Masingitana High School	Proper learning environment	Completion of school	3 016 597			DoE	DoE
01	Educatio n	BLME17 4		Phase 1: Construction of 27 additional toilets. Phase 2: Construction of Grade R centre and Renovation of 18 classrooms, Admin block, kitchen. Media centre, computer centre, library, laboratory, ,ramps + rails, 3 sports ground, car park	Lumukisa combined School	Proper learning environment	Completion of school	3 257 925			DoE	DoE
01	Educatio n	BLME17 5		Phase 1: provision of fence	Sethlare Primary School	Proper learning environment	Completion of school	1 680 000			DoE	DoE
01	Educatio n	BLME17 6		Phase1: Demolishing of 8 pit toilets and Construction 25 toilets, Demolishing 3 unused, unsafe classrooms. Future phase: Administration block, library, computer centre, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Matikinya Primary School	Proper learning environment	Completion of school	3 016 597			DoE	DoE

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01	Education	BLME177		<p>Phase 1: Demolishing of 10 pit toilets and Construction 17 toilets & demolish 4 unsafe classes which are not needed.</p> <p>Future phase: Admin block, laboratory, library, kitchen, assembly area,3 Sport Grounds and car park</p>	Dlumana Secondary School	Proper learning environment	Completion of school	2 051 286			DoE	DoE
01	Education	BLME178		<p>Phase 1: Provision water, Demolishing of 4 pit toilets and construction of 11 toilets and provision of fence</p>	Mmasekobe Secondary School	Proper learning environment	Completion of school	1 327 303			DoE	DoE
01	Education	BLME179		<p>Demolish 12 pits and Construct 17 toilets,</p>	Kurhula Secondary School	Proper learning environment	Completion of school	2 051 286			DoE	DoE
01	Education	BLME180		<p>Phase1: Demolishing of 5 pit toilets renovation of 8 enviroloos and Construction 17 additional toilets, provision of fence & installation of electricity in 4 classes, and planning and design for 5 classes.</p> <p>Phase 2: Demolishing 5 & construction of 8 classrooms. Future Phases: Construction of Admin Block, kitchen, library, computer centre, media centre and 3 sports field</p>	Madiba Secondary School	Proper learning environment	Completion of school	2 051 286			DoE	DoE

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01	Educatio n			Phase 1: Demolishing of 6 pit toilets and Construction of 13 additional toilets and provision of fence, planning and design for 2 classes. Phase 2: Demolish 5 unsafe classes and construct 2 classrooms and 2 Grade R centres. Future Phases: Admin block, Media Centre, Library, Computer Centre, 3 Sports field, Assembly area, Paving and car park	Timbavati Primary School	Proper learning environment	Completion of school	1 568 631			DoE	DoE
01	Educatio n	BLME18 2		Demolishing of 8 pit toilets and Constructing of 10 toilets and provision of fence.	Beng ba Lona Primary School	Proper learning environment	Completion of school	1 206 639			DoE	DoE
01	Educatio n	BLME18 3		Phase 1: Construct additional 10 toilets and planning and design for 20 classrooms. Phase 2: Construction of 20 additional classrooms, and extension of an admin block	Mafemani Secondary School	Proper learning environment	Completion of school	2 413 278			DoE	DoE
01	Educatio n	BLME18 4		Phase 1: Demolishing of 16 pit toilet and Constructing of 13 toilets, planning and design of 13 classrooms. Phase 2: Construction of 13 additional classrooms. Future phase: laboratory, library school hall, computer centre, media centre, assembly area, 3 sportsground and car park	Dumisani Primary School	Proper learning environment	Completion of school	1 568 631			DoE	DoE

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01	Education	BLME185		Phase 1: Constructing 14 additional toilets and planning and design for 9 classrooms. Phase 2: Construction of 9 classes. Future Phases: Extension of Admin block, computer centre, Kitchen, School hall, Sports field and a Car Park	Makhosana Primary School	Proper learning environment	Completion of school	264 000			DoE	DoE
01	Education	BLME186		Phase 1: Connection of water to the toilet basins, Provision of proper fence. Fixing of electricity in the 4 mobile classrooms & planning & design for classes. Phase 2: Demolishing 8 community built & construction of 8 classrooms 1 Grade R centre. Future Phases: Administration block, , library, computer centre, Media centre, Kitchen, ramps + rails,3 Sports Grounds and 8 Car Park.	Motseleng Primary School	Proper learning environment	Completion of school	264 000			DoE	DoE
01	Education	BLME187		Demolition of 15 pit toilets to clear sites for environmental safety	Shatale Primary School	Proper learning environment	Completion of school	1 394 865			DoE	DoE
01	Education	BLME188		Demolishing of 12 pit toilets and construction of 33 toilets and 2 Grade R classrooms	Letsamaile Chiloane Primary School	Proper learning environment	Completion of school	1 580 847			DoE	DoE
01	Education	BLME189		Construction of additional of 4 Grade R toilets	Cunningmoo re Primary School	Proper learning environment	Completion of school	1 859 820			DoE	DoE

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01	Educatio n	BLME19 0		Construction of additional 17 toilets inclusive of 8 Grade R toilets	Kgwaditiba Primary School	Proper learning environme nt	Completion of school	1 580 847			DoE	DoE
01	Educatio n	BLME19 1		Construction of additional 26 toilets	Letshele Senior Secondary School	Proper learning environme nt	Completion of school	2 417 766			DoE	DoE
01	Educatio n	BLME19 2		Construction of additional 19 toilets inclusive of 12 Grade R toilets	Mahlamband lopfu Primary School	Proper learning environme nt	Completion of school	1 766 829			DoE	DoE
01	Educatio n	BLME19 3		Construction of additional 21 toilets inclusive of 8 Grade R toilets and demolish 8 existing plain pit latrines	Mamosodi Primary School	Proper learning environme nt	Completion of school	1 952 811			DoE	DoE
01	Educatio n	BLME19 4		Provision of Fencing	Bohlabela District & Early Childhood Developmen t Institute (Mapulaneng College)	Proper learning environme nt	Completion of school	220 000			DoE	DoE
01	Educatio n	BLME19 5		Construction of additional 17 toilets inclusive of 4 Grade R toilets	Nhlengelo Primary School	Proper learning environme nt	Completion of school	1 580 847			DoE	DoE

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HEALTH PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
2	Health	BLMH001	37	Mapulaneng Hospital: Fencing and Earthworks phase 1 & 2	Hospital View	Provision of hospital	100% completion of fencing and earthworks	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	6 775 000			DOH	DOH
2	Health	BLMH002	37	Mapulaneng Hospital: construction of hospital Phase 2	Hospital View	Provision of hospital	100% completion of earthworks	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	7 940 000			DOH	DOH
2	Health	BLMH003	37	Mapulaneng Hospital: construction of new hospital Phase 3	Hospital View	Provision of hospital	100% completion of Hospital	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	5 014 382 000			DOH	DOH

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HEALTH PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
2	Health	BLMH004	24	Construction of new clinic and accommodation units including associated external works	Oakley	Provision of clinic	100% completion of clinic	Enhance patient care & safety and improving medical care by constructing Modern clinics	21 347 000			DOH	DOH
2	Health	BLMH006	18	Repairs to doctors and nurses accommodation and underground infrastructure	Tintswalo Hospital	Provision of hospital	100% completion of Hospital	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	595 003 000	8 744 000		DOH	DOH
2	Health	BLMH007	01	General building maintenance	Hoxane	100% completion of Offices	Enhance patient care & safety and improving medical care by constructing Modern clinics	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	13 230 000			DOH	DOH

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HEALTH PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
2	Health	BLMH008	01	Repair of storm damages	Mkhuhlu	100% completion of repairs	Enhance patient care & safety and improving medical care by constructing Modern clinics	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	355 000			DOH	DOH

SPATIAL PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU003	19	Formalization/ Land tenure upgrading	Ka-Zitha	Improve security of tenure		Tenure security		500 000	1 000 000	EQ	BLM
8	Integrated Human Settlement	BLMLU005	15	Formalization/ Land tenure upgrading	Phelandaba	Improve security of tenure		Tenure security		200 000	500 000	EQ	BLM

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SPATIAL PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU038	18	Establishment of Township (state land release and Conveyancing)	Acornhoek CBD	Improve security of tenure	100% Completion of land Tenure project	Tenure security	1 000 000			EQ	BLM
8	Integrated Human Settlement	BLMLU006	28	Formalization/ Land tenure upgrading	Agincourt	Improve security of tenure		Tenure security		250 000	500 000	EQ	BLM
8	Integrated Human Settlement	BLMLU008	10	Formalization/ Land tenure upgrading	Arthurstone	Improve security of tenure		Tenure security		500 000	500 000	EQ	BLM
8	Integrated Human Settlement	BLMLU002	8	Formalization/ Land tenure upgrading	Dwarsloop	Improve security of tenure		Tenure security		500 000	1 000 000	EQ	EDM
8	Integrated Human Settlement	BLMLU011	33 & 30	Formalization/ Land tenure upgrading	Hluvukani Islington (CRDP)	Improve security of tenure		Tenure security		500 000	500 000	EQ	BLM
8	Integrated Human Settlement	BLMLU013	34	Formalization/ Land tenure upgrading	Welverdiend (CRDP)	Improve security of tenure		Tenure security		500 000	500 000	EQ	BLM

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Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU015	4	Shopping complex	Mariti	Improve security of tenure		Tenure security		20 000 000		Private sector	Private sector
8	Integrated Human Settlement	BLMLU016	4	Formalization/ Land tenure upgrading	Mariti	Improve security of tenure		Tenure security		500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU030	4	Servicing of sites	Marite RDP (300)	Improve security of tenure		Tenure security		2 000 000	1 000 000	EQ	BLM
8	Integrated Human Settlement	BLMLU018	9	Conveyancing of college view	College View	Improve security of tenure		Tenure security		1 060 000		EQ	BLM
8	Integrated Human Settlement	BLML044	9	Establishment of Township	Maviljan	Improve security of tenure		Tenure security		500 000	1 500 000	EQ	BLM
8	Integrated Human Settlement	BLMLU019	9	Formalization of CBD / Hospital view	Bushbuckridge	Improve security of tenure	100% formalization of land project	Tenure security	4 000 000	500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU020	37	URP: (Landscaping for tourism center)	Maviljan	Enhance the Neighbourhoods for socio-economic	100% Completion of Landscaping project	URP		1 000 000		EQ	BLM

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						development							
8	Integrated Human Settlement	BLMLU021	9	URP: (Housing)	Maviljan	Enhance the Neighborhoods for socio-economic development		URP		8 000 000	8 000 000	Private sector	Private sector
8	Integrated Human Settlement	BLMLU023	9	URP: (Water reticulation)	Bushbuckridge	Enhance the Neighborhoods for socio-economic development		URP		2 000 000	6 000 000	EQ	BLM
8	Integrated Human Settlement	BLMLU037	9	Market stalls for informal markets in BBR Town-URP	Bushbuckridge	Enhance the Neighborhoods for socio-economic development		URP		500 000	500 000	EQ	BLM

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Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU024	9	URP: streets and storm water drainage including R40 and R533 boulevard) phase 3	Bushbuckridge	Enhance the Neighborhoods for socio-economic development		URP		16 450 000		EQ	BLM
8	Integrated Human Settlement	BLMLU010	1, 7, 8, 31	Bulk sites demarcation of 5 new townships	Shatale Thulamasha Dwarsloop Mkhuhlu	Improve security of tenure		Tenure security		5 000 000	5 000 000	EQ	BLM
8	Integrated Human Settlement	BLMLU025	7	NDP: (Construction of Shatale sport precinct, Community hall and Library)	Shatale	Enhance the Neighborhood for socio-economic development		Neighborhoods development				NDPG	BLM
8	Integrated Human Settlement	BLMLU026	1	Formalization of Malubane	Malubane	Improve security of tenure	100% Completion of land Tenure project	Tenure security	1 000 000			EQ	BLM

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SPATIAL PROJECTS

Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU004	1	Formalization of Mkhuhlu A & Ext IA	Mkhuhlu A & Ext IA	Improve security of tenure	100% Completion of formalization project	Tenure security	1 000 000			EQ	BLM
8	Integrated Human Settlement	BLMLU029	9	Formalization of Mandela	Maviljan	Improve security of tenure		Tenure security		200 000	1 000 000	EQ	BLM
8	Integrated Human Settlement	BLMLU031	18	Formalization/ Land tenure upgrading	Matsikitsane/Sefoma	Improve security of tenure	100% Completion of land Tenure project	Tenure security	1 000 000			EQ	BLM
8	Integrated Human Settlement	BLMLU035	9 & 37	Formalization/ Land tenure upgrading	Matengten g/Health centre/Shangaan Hill	Improve security of tenure		Tenure security		500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU036	33	Establishment of Township	Hlulukani	Improve security of tenure		Tenure security		500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU040	18	Rezoning of greenvalley Ext 2	Greenvalley	Improve security of tenure	100% Completion of land Tenure project	Tenure security	1 000 000	3 000 000		EQ	BLM

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Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU041	1	Revitalization of Industrial park	Mkhuhlu	Improve security of tenure	100% Completion of project	Tenure security	1 500 000			EQ	BLM
8	Integrated Human Settlement	BLMLU042	31	Rezoning of sites for business and high density	Thulamasha C	Improve security of tenure	100% Completion of project	Tenure security		1000 000		EQ	BLM
8	Integrated Human Settlement	BLMLU044	8	Consolidation and Rezoning of residential sites	Dwarsloop	Improve security of tenure	100% Completion of project	Tenure security	1 000 000			EQ	BLM
8	Integrated Human Settlement	BLMLU045	37	Implementation of township	Hospital View	Improve security of tenure	100% Completion of project	Tenure security		5 000 000		EQ	BLM
8	Integrated Human Settlement	BLMLU046	20	Bulk sites demarcation	Kulani Kildare Dumphries	Improve security of tenure	100% Completion of project	Tenure security	2 000 000	2 000 000		EQ	BLM
8	Integrated Human Settlement	BLMLU050	07, 08 & 09	Precinct plans: Architectural designs	Shatale, Maviljan and Dwarsloop	Improve security of tenure	100% Completion of project	Tenure security		2 500 000		EQ	BLM

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Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
8	Integrated Human Settlement	BLMLU051	28 & 35	Precinct plans: Architectural designs	Agincourt Ximhungwe	Improve security of tenure	100% Completion of project	Tenure security		1 500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU052	26 & 33	Precinct plans: Architectural designs	Hluvukani Lillydale	Improve security of tenure	100% Completion of project	Tenure security		1 500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU053	6 & 24	Precinct plans: Architectural designs	Marite Oakley	Improve security of tenure	100% Completion of project	Tenure security		1 500 000		EQ	BLM
8	Integrated Human Settlement	BLMLU054	BBR	Feasibility study: upgrading of R536	Mkhuhlu to Kruger	Improve security of tenure	100% Completion of project	Tenure security		1 000 000		EQ	BLM

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML002	16	Resuscitation of Champagne citrus	Acornhoek	Job creation and poverty alleviation		Completion of project					DARDLEA	DARDLEA
4	Economic growth and job creation	BLML039	All wards	Agri hub: completion of fresh produce pack houses and red meat abattoir	All Regions	Job creation and poverty alleviation	100% Completion of project	Completion of Resuscitation of farm	20 000 000				DARDLEA	DARDLEA
4	Economic growth and job creation	BLML	38	Allandale citrus: Development of irrigation scheme and fencing (1000Ha)	Allandale	Job creation and poverty alleviation	100%Completion of project	Completion of Resuscitation of farm	3 000 000				DARDLEA	DARDLEA
4	Economic growth and job creation	BLML006	1	Mangwazi Nature reserve (fencing and construction of 10 chalets)	Mkhuhlu	Job creation and poverty alleviation	100%Completion of project	Completion of project	1 000 000				EQ	BLM
4	Economic growth and job creation	BLML010	15	Mariepskop and Salique infrastructure upgrade	Acornhoek	Job creation and poverty alleviation		Completion of project		20 000 000			NDT	NDT

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML011	15	Development of Mariepskop	Mariepskop	Job creation and poverty alleviation		Completion of project			10 000 000		Private	Private
4	Economic growth and job creation	BLML012	36	Athol Game Lodge (Limbalo Tourism Project)	Athol-Utah	Job creation and poverty alleviation		Completion of project					Private	Private
4	Economic growth and job creation	BLML015	34	Mnisi Resort	Welverdiend	Job creation and poverty alleviation	100%Completion of project	Completion of resort	1 000 000				EQ	BLM
4	Economic growth and job creation	BLML018	9	Implementation of Inyaka Dam Master plan (Establishment of picnic spots, ablution and braai facilities)	Maviljan	Job creation and poverty alleviation	100%Completion of project	Completion of project	50 000	5 000 000			EQ	BLM
4	Economic growth and job creation	BLML020	1	Resuscitation of Irrigation scheme (Pfukani-Hoxane)	Mkhuhlu	Job creation and poverty alleviation		Completion of project					DARDLEA	DARDLEA

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML024	1	Bohlabela Cultural Village	Mkhuhlu	Job creation and poverty alleviation		Completion of project					NDT	Habitat
4	Economic growth and job creation	BLML025		Bushbuckridge Steel manufacturing project	Bushbuckridge	All regions		Safety for tourism facilities		87 000 000			Private sector	Private sector
4	Economic growth and job creation	BLML027	31	Development of Shopping complex	Zola	Job creation and poverty alleviation		Completion of complex					Private Sector	Investec Revilian
4	Economic growth and job creation	BLML028	All wards	Kruger to Canyon biosphere	All regions	Job creation and poverty alleviation		Completion of project					DEA	MTPA
4	Economic growth and job creation	BLML029	All wards	Masibuyele emasimini	Bushbuckridge Farmers	Job creation and poverty alleviation		Completion of project					DARDLEA	DARDLEA
4	Economic growth and job creation	BLML043	25	Lisbon Estate CPP	Lisbon	Job Creation and poverty alleviation		Completion of project		1 000 000			DARDLEA	DARDLEA

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML044	33	Revitalization of Manyeleti Nature Reserve	Manyeleti	Job Creation and poverty alleviation		Completion of project		53 000 000			SANPA RKS/ MTPA	SANPARKS/ MTPA
4	Economic growth and job creation	BLML045	9	Revitalisation of Bushbuckridge Nature Reserve	Bushbuckridge	Job Creation and poverty alleviation		Completion of project		65 000 000			SANPA RKS/ MTPA	SANPARKS/ MTPA
4	Economic growth and job creation	BLML047	30	Tip Tap piggery	Hluvukani region	Job Creation and poverty alleviation	100% completion of piggery project	Completion of project	3 658 000				DARDL A	DARDL A
4	Economic growth and job creation	BLML048	16,33,23 & 30	Bull /Heifer, Poultry Production & Dairy	Rooiboklagte Seville, Ronaldsey, Utha & Clare A	Job Creation and poverty alleviation		Completion of project			2 000 000		DARDL A	DARDL A
4	Economic growth and job creation	BLML049	25	Construction of two ECDC Centers	Justicia Kildare B	Job Creation and poverty alleviation		Completion of Centers			1 000 000		DARDL EA	DARDL EA

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML055	21	Dry lands Fund Bushbuckridge Village partnership programme (Buffelshoek Trust)	Buffelshoek Trust	Job creation and poverty alleviation		Improved wildlife Economy in the identified villages			3 000 000		Sabie Sand Trust	Sabie Sand Trust
4	Economic growth and job creation	BLML066	25	Communal grazing camp bush encroachment at Mala- Mala (Nwandlamharhi)	Huttington, Justicia, & Lillydale	Job creation and support to small farmers.		Number of farmers having access to grazing camp			2 000 000		Dept of Rural Dev & Land reform	Dept of Rural Dev & Land reform
4	Economic growth and job creation	BLML067	1, 22 & 25	Ezemvelo Direct Farm Programme	Sabie River, Dingleydale, Newforest, Hoxane	Identify, develop and support small-holder farmers to supply Massmart with fresh produce		Number of farmers receiving a production loan from Massmart			6 000 000		Massmart	LIMA Rural Dev Foundation

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML068	25	Construction of Hydroponic system at Mala-Mala (Nwandlamharhi)	Huttington, Justicia, & Lillydale	Job creation and poverty alleviation		Completion of project			3 000 000		DARDL A	DARDLA
4	Economic growth and job creation	BLML072	1, 4, 28 & 37	Poultry integrated (BBR)	Mkhuhlu Marite Xanthia	Job creation and assist small-scale farmers with production inputs and technical farming advice		Number of new farmers registered and number of farm worker jobs created			3 000 000		DARDL A	DARDLA
4	Economic growth and job creation	BLML073	16	Renovation of poultry Abattoir at Champagne	Rooiboklagte	Job creation and poverty alleviation		Completion of project			5 000 000		DARDL A	DARDLA
4	Economic growth and job creation	BLML074	25	Establishment of arts and craft enterprise in Mala-Mala (Nwandlamharhi)	Huntington, Justicia, & Lillydale	Job creation and poverty alleviation		Completion of project			6 000 000		DARDL A	DARDLA

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LED PROJECTS														
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Source	Implementing Agent
4	Economic growth and job creation	BLML075	25	Bio-mite recycling sanitation at Mala-Mala	Huntington, Justicia, & Lillydale	Job creation and poverty alleviation		Completion of project		4 000 000			DARDLA	DARDLA
4	Economic growth and job creation	BLML076	BBR	Bushbuckridge Development Agency	BBR	Job creation and poverty alleviation	100% Completion of project	Completion of project		2 500 000			EQ	BLM
4	Economic growth and job creation	BLML077	25	Huntington Tsonga cultural village	Huntington	Job creation and poverty alleviation	100% Completion of project	Completion of project	1 000 000				EQ	BLM
4	Economic growth and job creation	BLML078	32	Resuscitation of Zoeknog project	Zoeknog	Job creation and poverty alleviation	100% Completion of project	Completion of project	1 500 000				EQ	BLM
4	Economic growth and job creation	BLML079	BBR	Growth and Development strategy	BLM	Job creation and poverty alleviation	Developed strategy	Completion of project		400 000			EQ	BLM
4	Economic growth and job creation	BLML080	31	Fencing for co-operatives (Hirhandza Nhluvuko, Xalamukani v	Thulamasha	Job creation and poverty alleviation	100% Completion of project	Completion of project		2 500 000			DRDLR	DRDLR

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LED PROJECTS														
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				aka hina, xipendapenda										
4	Economic growth and job creation	BLML081	25	Fencing of primary co-operatives	Huntington	Job creation and poverty alleviation	100%Completion of project	Completion of project		2 500 000			DRDLR	DRDLR
4	Economic growth and job creation	BLML082	22	Chochocho Arts & Craft	Dingleydale	Job creation and poverty alleviation	100%Completion of project	Completion of project		250 000			DRDLR	DRDLR
4	Economic growth and job creation	BLML083	BBR	Bushbuckridge tourism website	BLM	Job creation and poverty alleviation	Functional website	Completion of project	200 000	400 000			EQ	BLM
4	Economic growth and job creation	BLML084	BBR	Support for Marula route project (ablution facilities and dust bins)	BLM	Job creation and poverty alleviation	Functional website	Completion of project	500 000				EQ	BLM
4	Economic growth and job creation	BLML084	BBR	Bush mechanic and informal sector programme	BLM	Job creation and poverty alleviation	Functional website	Completion of project	300 000	1 040 000			EQ	BLM

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ENVIRONMENT & WASTE PROJECTS													
Outcome projects	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
4	Economic growth and job creation	BLML046	All wards	Ecosystem rehabilitation and fencing nature reserve	BLM community	Protected area management and Job creation		Proper park management		5 000 000		DEA	MTPA
4	Economic growth and job creation	BLML047	All wards	Environmental management framework	BLM community	Environmental systems support		GIS-based environmental management systems support tool			400 000	EQ	BLM
4	Economic growth and job creation	BLML048	All wards	Environmental Policy & Implementation Plan	BLM Community	Environmental Protection		Development of environmental policy and implementation plan		1 500 000		EQ	BLM
4	Economic growth and job creation	BLMEW001	All wards	Kruger to Canyon Biosphere	BLM Community	Biodiversity and ecosystem services		Biodiversity conservation of the biosphere		20 000 000		DEA	MTPA

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ENVIRONMENT & WASTE PROJECTS													
Outcome projects	Priority issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
4	Economic growth and job creation	BLMEW002	All wards	Wetland assessment and rehabilitation	BLM Community	Protection of sensitive environments		Identification of biodiversity-rich wetlands and their rehabilitation		1 500 000	2 000 000	EQ	BLM
4	Economic growth and job creation	BLMEW004	18	Buy back center	Acornhoek	Demarcation of waste facilities	100%Completion of project	Paving and guard houses constructed		1 000 000		EQ	BLM
4	Economic growth and job creation	BLMEW022	25	Working on land (Rehabilitation/ Restoration)	Lisbon Estate	Environmental protection		Completion of project		5 778 000			SANPARKS
4	Economic growth and job creation	BLMEW011	36	construction of regional waste disposal site	Eidinburg B	Clean and healthy environment	100% Completion of waste disposal sites	Fenced dump sites	20 000 000	22 000 000		MIG	BLM
4	Economic growth and job creation	BLMEW015	All wards	Purchasing of skip bins	All the regions	Waste management	50 skip bins purchased	Purchased skip bins	500 000			EQ	BLM

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ENVIRONMENT & WASTE PROJECTS													
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4	Economic growth and job creation	BLMEW017	7, 4, 14 & 28	Purchase of compactor trucks	Lillydale	Clean and healthy environment		Purchased compactor truck		1 500 000	1 000 000	EQ	BLM
4	Economic growth and job creation	BLMEW019	26	Refurbishment of Lillydale Park	Lillydale	Access to sport, culture and recreation		Completion of park		1 000 000		EQ	BLM
4	Economic growth and job creation	BLMEW022		Fencing of Hoxani transfer station	BLM	Clean and healthy environment	Fenced transfer station	Completion of transfer station	800 000			EQ	BLM

SPORTS PROJECTS													
Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
14	Sports and recreation	BLMSP002	16	Sport Facilities	Rooiboklaagte (Champagne)	Access to sport, culture and recreation		Completion of sport facility		8 000 000	5 000 000	National Treasury & MIG	DCSR & BLM

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SPORTS PROJECTS													
Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
14	Sports and recreation	BLMSP003	17	Sport Facilities	Acornhoek	Access to sport, culture and recreation	100% Completion of sport facility	Completion of sport facility	5 000 000			MIG	BLM
14	Sports and recreation	BLMSP004	26	Sport Facilities	Ximhungwe	Access to sport, culture and recreation		Completion of sport facility		10 000 000	5 000 000	EQ	BLM
14	Sports and recreation	BLMSP005	All wards	Identification of Heritage site	All villages	Access to sport, culture and recreation		Completion of project		10 000 000		National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP006	All wards	Development of Community parks.	Timbavati Casteel Newington MP Stream	Access to sport, culture and recreation		Completion of park		10 000 000	10 000 000	National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP007	All wards	Greening Bushbuckridge (in Schools, Libraries and Health facilities)	To be identified	Access to sport, culture and recreation		Completion of project		6 000 000		National Treasury	DCSR

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SPORTS PROJECTS													
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14	Sports and recreation	BLMSP008	14	Construction of Sport Fields	Casteel	Access to sport, culture and recreation		Completion of sport facility		10 000 000	5 000 000	EQ	BLM
14	Sports and recreation	BLMSP009	8	Construction of Sport Fields	Dwarsloop	Access to sport, culture and recreation		Completion of sport facility		5 000 000	5 000 000	EQ	BLM
14	Sports and recreation	BLMSP010	33	Construction of Sport Fields	Hlulukani	Access to sport, culture and recreation		Completion of sport facility		5 000 000		MIG	BLM
14	Sports and recreation	BLMSP011	5	Construction of Sport Fields phase 2	Mariti Mathibela	Access to sport, culture and recreation		Completion of sport facility		10 000 000		EQ	BLM
14	Sports and recreation	BLMSP012	1	Mkhuhlu stadium phase 2	Mkhuhlu	Access to sport, culture and recreation		Completion of stadium		10 000 000		EQ	BLM
14	Sports and recreation	BLMSP013	7	Sports facility	Shatale	Access to sport, culture and recreation		Completion of sport facility		3 000 000	21 000 000	National Treasury	NDPG

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SPORTS PROJECTS													
Outcome Number	Priority Issue	Project ID	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
14	Sports and recreation	BLMSP014	31	Construction of basketball, Boxing hall, Tennis court and swimming pool.	Thulamahashe	Access to sport, culture and recreation		Completion of sport facilities		10 000 000		National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP015	31	Refurbishment of new stadium	Thulamahashe	Access to sport, culture and recreation	100% completion of project	Completion of stadium	4 000 000	5 000 000	5 000 000	OWN REVENUE	BLM
14	Sports and recreation	BLMSP016	31	Fencing and electrification of old stadium	Thulamahashe	Access to sport, culture and recreation		Completion of stadium		10 000 000	1 000 000	EQ	BLM
14	Sports and recreation	BLMSP017		Construction of sport facility	BLM	Access to sport, culture and recreation		Completion of sport facilities		10 000 000		EQ	BLM
14	Sports and recreation	BLMSP018		Maintenance of stadium	BLM	Access to sport, culture and recreation		Completion of sport facilities		5 000 000		EQ	BLM

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COMMUNITY SERVICES													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2019/20	Budget 2020/21	Budget 2021/22	Source	Implementing Agent
13	Social Cohesion	BLMC001	19	Parks	Acornhoek	Provision of parks		Completion of recreational facilities		500 000	1 000 000	EQ	BLM
13	Social Cohesion	BLMC002	20	Parks	Cottondale	Provision of parks		Completion of recreational facilities		500 000		EQ	BLM
13	Social Cohesion	BLMC005	27	Parks	Newington A	Provision of parks		Completion of recreational facilities		500 000		EQ	BLM
13	Social Cohesion	BLMC007	28	Parks	Agincourt RDP	Provision of parks		Completion of recreational facilities		3 000 000		EQ	BLM
13	Social Cohesion	BLMC008	26	Libraries	Ximhungwe	Provision of Libraries		Completion of Library			3 000 000	EQ	BLM
13	Social Cohesion	BLMC009	26	Halls	Ximhungwe	Provision of Hall		Completion of Hall		500 000		EQ	BLM

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13	Social Cohesion	BLMC011	14	Parks	Casteel MPCC	Provision of parks		Completion of recreational facilities		500 000		EQ	BLM
13	Social Cohesion	BLMC012	8	Halls	Dwarsloop Township	Provision of parks		Completion of Hall		5 000 000	1 500 000	EQ	BLM
13	Social Cohesion	BLMC014	8	Park	Dwarsloop Township	Provision of parks		Completion of recreational facilities		500 000		EQ	BLM
13	Social Cohesion	BLMC015	8	Gymnasium	Dwarsloop Township	Provision of Gymnasium		Completion of Gymnasium			3 000 000	EQ	BLM
13	Social Cohesion	BLMC016	33	Halls	Hluvukani	Provision of Hall		Completion of Hall			2 000 000	EQ	BLM
13	Social Cohesion	BLMC017	33	Maintenance of library	Hluvukani	Provision of library	Functional library	Completion of recreational facilities	1 100 000		500 000	EQ	BLM
13	Social Cohesion	BLMC019	26	Parks	Lillydale A	Provision of parks		Completion of recreational facilities			1 000 000	EQ	BLM

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13	Social Cohesion	BLMC020	26	Libraries	Lillydale	Provision of Libraries		Completion of Hall			10 000 000	DCSR	DCSR
13	Social Cohesion	BLMC021	4	Parks	Waterval	Provision of parks		Completion of recreational facilities			1 000 000	EQ	BLM
13	Social Cohesion	BLMC022	4	Libraries	Marite	Provision of Libraries		Completion of library		1 500 000		EQ	BLM
13	Social Cohesion	BLMC024	9	Building of Library	Maviljan (Bushbuckridge)	Provision of Libraries	Completed library	Completion of library	19 500 000			DCSSR	DCSSR
13	Social Cohesion	BLMC026	9	Parks	Maviljan	Provision of parks		Completion of recreational facilities			500 000	EQ	BLM
13	Social Cohesion	BLMC027	1	Maintenance of library	Mkhuhlu Township	Provision of library	Functional library	Completion of recreational facilities	1 100 000		500 000	EQ	BLM
13	Social Cohesion	BLMC029	7	Parks	Shatale Township	Provision of parks		Completion of recreational facilities			500 000	EQ	BLM

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13	Social Cohesion	BLMC030	31	Construct ion of a Hall	Thulama hashe Township	Provision of Hall		Completion of Hall			750 000	EQ	BLM
13	Social Cohesion	BLMC032	31	Construct ion of Library	Thulama hashe Township	Provision of Library	100%Compl etion of recreational facilities	Completion of Library	9 500 000	16 500 000		DCSR	DCSR
13	Social Cohesion	BLMC033	31	Disabled centers	Thulama hashe Township	Provision of facilities		Completion of centre		3 000 000		EQ	BLM
13	Social Cohesion	BLMC034	7,8 & 31	Fencing of cemeteri es	All regions	Provision of facilities		Completion of project		500 000		MIG	BLM
13	Social Cohesion	BLMC035	30, 33, 34 & 37	Establish ment of Thusong center	Ward 30, 33, 34 & 37	Provision of facilities		Completion of Thusong center		5 000 000		Nationa l treasur y	COGTA
13	Social Cohesion	BLMC036	29	Construct ion of library	Thulama hashe	Provision of Library	100%Compl etion of recreational Library	Completion of Library	9 500 000			DCSR	DCSR

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TRANSPORT PROJECTS													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
11	Expand Infrastructure	BLMT001	7	Construction of Leaner's license class rooms	Shatale	To promote an effective and affordable transport system		Completion of classrooms		1 200 000	2, 500, 000	EQ	BLM
11	Expand Infrastructure	BLMT002	18	construction of Acornhoek offices and disaster center	Acornhoek	To promote an effective and affordable transport system	100% Completion of DLTC Station	Completion of fencing and building		10 000 000		OWN REVENUE	BLM
11	Expand Infrastructure	BLMT002	18	Construction of traffic offices	Acornhoek	To promote an effective and affordable transport system	100% Completion of Traffic Station	Completion of building		1 500 000	1 560 000	EQ	BLM
11	Expand Infrastructure	BLMT004	33	Completion of DLTC Hluvukani phase 2	Hluvukani	To promote an effective and affordable transport system	100% Completion of DLTC project	Completion of DLTC		2 000 000		EQ	BLM

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TRANSPORT PROJECTS													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
11	Expand Infrastructure	BLMT006	9	Construction of strong room and filing (VTS): Mapulaneng DLTC	Bushbuckridge	To promote an effective and affordable transport system	100% Completion of Traffic Station	Completion of DLTC		1 500 000	1 560 000	EQ	BLM
11	Expand Infrastructure	BLMT007	9	Construction of Multi-Nodal Taxi Facilities	Maviljan	To promote an effective taxi facility and affordable transport system		Completion of Taxi rank			20 000 000	DPWRT	DPWRT
11	Expand Infrastructure	BLMT008	31	Upgrade of VTS: Mhala DLTC phase 2	Mhala	To promote an effective and affordable transport system		Completion of DLTC		1 500 000	1 560 000	EQ	BLM
11	Expand Infrastructure	BLMT009	31	Extension of Mhala DLTC	Mhala	To promote an effective and affordable transport system		Completion of DLTC		1 000 000		EQ	BLM

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TRANSPORT PROJECTS													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
11	Expand Infrastructure	BLMT010	All Wards	Development of Integrated Transport Plan	BLM community	To promote an effective taxi facility and affordable transport system		Safe and reliable transport system		1 000 000		MSIG	EDM
11	Expand Infrastructure	BLMT011	1	Construction of DLTC	Mkhuhlu	To promote traffic system	100% completion of DLTC project	Completion of DLTC		1 500 000	1 560 000	EQ	BLM
11	Expand Infrastructure	BLMT012		Construction public transport offices	Mkhuhlu cattle pound	To promote transport system		Completion of transport project		1 200 000		EQ	BLM
11	Expand Infrastructure	BLMT013	31, 09 & 33	Construction of waiting room	Mhala Mapulaning Hluvukani	To promote traffic system	100% completion of DLTC project	Completion of DLTC		1 500 000	1 560 000	EQ	BLM
11	Infrastructure Development	BLMT013	9	Constriction of Taxi rank	Bushbuckridge CBD	To promote an effective taxi facility and affordable transport system	100% completion of Taxi rank	Completion of Taxi Rank	6 000 000			OWN REVENUE	BLM

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TRANSPORT PROJECTS													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
11	Expand Infrastructure	BLMT014	07	Construction of learners classroom	Shatale	To promote an effective and affordable transport system	100% Completion of classrooms	Completion of fencing and building		1 500 000	1 560 000	EQ	BLM

SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	PRIORITY ISSUES	PROJECT ID	WARD NUMBER	PROJECT NAME	PROJECT LOCATION (VILLAGE)	PROJECT OBJECTIVE	ANNUAL TARGET	PERFORMANCE INDICATOR (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	SOURCE	IMPLEMENTING AGENT
13	Social Cohesion	BLMSD001	20	Mobile offices	Acornhoek	Improve living standards for every member of the community	Mobile offices delivered	Completion of offices	6 000 000			DSD	DSD
13	Social Cohesion	BLMSD002	26	Mobile offices	Agincourt	Improve living standards for every member of the community	Mobile offices delivered	Completion of offices	6 000 000			DSD	DSD

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SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	PRIORITY ISSUES	PROJECT ID	WARD NUMBER	PROJECT NAME	PROJECT LOCATION (VILLAGE)	PROJECT OBJECTIVE	ANNUAL TARGET	PERFORMANCE INDICATOR (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	SOURCE	IMPLEMENTING AGENT
13	Social Cohesion	BLMSD003	26	Mobile offices	Belfast	Improve living standards for every member of the community	Mobile offices delivered	Completion of offices	6 000 000			DSD	DSD
13	Social Cohesion	BLMSD004	14	Construction of Pay point for grants	Casteel MPCC	Improve living standards for every member of the community		Completion of grant pay point area			7 000 000	DSD	DSD
13	Social Cohesion	BLMSD006	4	Construction of pay point for grants	Marite	Improve living standards for every member of the community		Completion of grant pay point area			3 000 000	DSD	DSD
13	Social Cohesion	BLMSD007	9	Construction of Pay point for grants	Bushbuckridge	Improve living standards for every member of the community		Completion of grant pay point area		1 000 000		DSD	DSD

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SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	PRIORITY ISSUES	PROJECT ID	WARD NUMBER	PROJECT NAME	PROJECT LOCATION (VILLAGE)	PROJECT OBJECTIVE	ANNUAL TARGET	PERFORMANCE INDICATOR (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	SOURCE	IMPLEMENTING AGENT
13	Social Cohesion	BLMSD008	1 & 3	Construction of Pay point for grants	Calcutta & Mkhuhlu	Improve living standards for every member of the community		Completion of grant pay point area		10 000 000		DSD	DSD
13	Social Cohesion	BLMSD009	31	Construction of children's homes phase 1 Phase 2	Thulamasha	Improve living standards for every member of the community	Children's homes completed	Completion of children's home	26 200 000 51 200 000	5 000 000		DSD	DSD
13	Social Cohesion	BLMSD010	14	Bushbuckridge Youth Centre	Casteel	Improve living standards for every member of the community		Access to facilities			6 000 000	DSD	DSD
13	Social Cohesion	BLMSD011	30	Ludlow Youth Development Centre	Ludlow	Improve living standards for every member of the community		Access to facilities		10 000 000		DSD	DSD

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MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
9	Local Government	BLMM002	All regions	Purchase of office furniture and equipments	All offices	Effective and efficient Administration	100% Purchase of Office equipments	Number of office equipment's purchased	1 000 000			EQ	BLM
9	Local Government	BLMM004	All regions	Construction of Municipal Offices (HQ)	BLM	Effective and efficient Administration	100% Completion of Municipal Building	Number of offices to be constructed		10 000 000		EQ	BLM
9	Local Government	BLMM008	All regions	Development of disaster management plan	All regions	Effective and efficient Administration		Completion of Disaster Management Centre		5 000 000		EQ	BLM
9	Local Government	BLMM011	All regions	Purchase of vehicles	Head office	Effective and efficient Administration	Purchased vehicles	Number vehicles to be purchased	3 000 000	10 000 000		EQ	BLM
9	Local Government	BLMM013	All regions	Purchase of tipper trucks	Head office	Effective and efficient Administration	purchase of 2 multipurpose truck	Number of trucks to be purchased		4 000 000		EQ	BLM
9	Local Government	BLMM014	All regions	Purchase of water tankers	Head office	Effective and efficient Administration	purchased water tankers	Number of water tankers purchased		2 000 000		EQ	BLM

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MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
9	Local Government	BLMM015	All regions	Filing system	Head office	Effective and efficient Administration	Filing system operational	Filing system installed	500 000			EQ	BLM
9	Local Government	BLMM016	All regions	Replacement of water meters	Head office	Effective and efficient Administration	Functional water meters	Number of meters replaced	5 000 000			EQ	BLM
9	Local Government	BLMM017	All regions	PMS auto-machine	Head office	Effective and efficient Administration	purchased PMS Auto machine	Number of Office equipment's to be purchased				EQ	BLM
9	Local Government	BLMM018	All regions	Purchase of heavy machine/yellow fleet (2 graders, 2 TLB)	Head office	Effective and efficient Administration	Purchased heavy Machines	Number of Office equipment's to be purchased	7 000 000	11 400 000		EQ	BLM
9	Local Government	BLMM020	All regions	Purchasing of fire and rescue-truck	Head office	Effective and efficient Administration	Purchased emergency trucks	Number of trucks to be purchased	2 000 000			EQ	BLM
9	Local Government	BLMMM027	All regions	Purchasing of traffic vehicles including a taxi with camera systems	BLM	Effective and efficient Administration	purchased vehicles	Number of vehicles completed	1 500 000			EQ	BLM

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MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	Priority Issue	Project Id	Ward Number	Project Name	Project Location (Village)	Project Objective	Annual Target	Performance Indicator (S)	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source	Implementing Agent
9	Local Government	BLMMM	All regions	Purchase of Traffic camera software	BLM	Effective and efficient Administration	Operational camera system	Number of vehicles completed	1 000 000			EQ	BLM
9	Local Government	BLMM028	All regions	Establishment of workshop	Dwarsloop	Effective and efficient Administration	Operational car workshop	Workshop established	1 500 000			EQ	BLM
9	Local Government	BLMM030	All regions	Executive Mayor's Wi-Fi roll out program	BLM	Effective and efficient Administration	Installed Wi-Fi	Internet accessibility within BLM community		3 000 000		EQ	BLM
9	Local Government	BLMM032	All regions	Data cleansing (billing of newly reticulated areas)	BLM	Improve revenue collection	Accurate billing services	Revenue collection		5 000 000		EQ	BLM
9	Local Government	BLMM033	All regions	ICT Infrastructure	BLM	Improve ICT infrastructure		Improved ICT system	5 000 000	5 000 000		EQ	BLM