

2010/11

**INTEGRATED
DEVELOPMENT PLAN**

FINAL



NKANGALA DISTRICT MUNICIPALITY

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FOREWORD BY THE EXECUTIVE MAYOR

Chapter 7 of the Constitution of the Republic of South Africa places local government at the centre of service delivery and deepening of democracy. Local government is a sphere of government closer to the people and therefore where developmental activities are happening or should happen. All municipalities are required by the Municipal Systems Act (Act 32 of 2000) to prepare integrated development plans (IDPs) and review them annually. The IDP is a single inclusive and strategic plan for the development of the municipality as a whole. The IDP processes provide for mechanisms for planning efforts of different spheres and sectors of government and other institutions to be coordinated at local government level.

Our IDP therefore links, integrates and co-ordinates plans and has taken into account proposals and inputs for the development of the municipality and will therefore form the policy framework and general basis on which our 2010/11 budget must be based.

It is indeed of paramount importance to focus on the involvement of the masses at a local governmental level. As it is now a developed culture of the District, communities and all other key stakeholders were consulted and engaged in a meaningful way with a view to empower, educate and develop these communities.

The annual District Community outreach Programme was held in all the six (6) local municipalities within the District during August-September 2009 and February 2010 as per our approved District Framework/Process Plan. The inputs and suggestions made by communities formed the basis for the review. Participation of organized formations and all stakeholders was facilitated through the established forums including IDP and LED working groups. Moreover an IDP INDABA was held on 18th - 19th March 2010. Sector Departments, our local municipalities, business, labour, social partners, communities, and civil society groupings formed part of the 2010 IDP INDABA. I must indeed extend my gratitude to all those who participated in our 2010 IDP Indaba who came in numbers to make this event a real success. Through these engagements, the developed clear objectives in terms of deepening local democracy and accountability, improving service delivery, addressing poverty, unemployment, underdeveloped and promotion of socio-economic development, growth and sustainable environmental development.

I must highlight some of our key anchor projects that, inter alia, send a strong message to the community of the country and the world that our District has a vibrant and confident view of its future and further provide a clear framework for the future socio-economic development of our region. These key projects include the Moloto Rail Corridor System, Kusile Project, Rust de Winter Project, the Delmas International Airport, Catalytic Convect, Truck port/Logistics Hub, Agro-processing and International Convention Centre.

The District has managed to galvanise the support and camaraderie between its six local municipalities, communities, Sector Departments and social partners within the District on the future development trajectory of the . I must further state it clearly that the NDM will continue to be exemplary in the execution of its functions.

I therefore have pleasure in presenting this IDP that commits the District to work closer with its communities and key stakeholders and partners to achieve and sustain improvements in the quality of life of our communities.

Sincerely

CLLR SK MASHILO
EXECUTIVE MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25 (1) each municipal 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 which, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality.

Section 34 of the Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand. This document is a 2010/11 IDP of the Nkangala District Municipality, which document represents the fourth review of the 2006/7 IDP as adopted at the beginning of the current term of council. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic, structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Nkangala District Municipal area of jurisdiction.

Local government, as a sphere of government has its mandate well delineated in terms of the key issues that the current councils must focus on. These are outlined as follows:

- Service Delivery
- Participatory democracy
- Transformation of apartheid landscape
- Effective management in municipalities
- Maximization of revenue base
- Capacity building of municipalities for effective service delivery
- Local economic development
- Fighting crime, corruption and abuse of women and children
- Job creation, development of small, medium and micro enterprises and skills provision

The Municipal Turn-around Strategy identified what is referred to as the 'Local Government Ten Point Plan'. This plan points to the following matters:

- Improve the quality and quantity of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management
- Enhance the municipal contribution to job creation and sustainable livelihoods through LED
- Ensure the development and adoption of reliable and credible IDPs
- Deepen democracy through a refined ward committee model
- Build and strengthen the administrative, institutional and financial capacities of municipalities
- Create a single window of coordination for support, monitoring and intervention in municipalities
- Uproot fraud, corruption, nepotism and all forms of mal-administration affecting local government
- Deepen a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipalities
- Restore the institutional integrity of municipalities

The District embarked on a process to formulate a Local Economic Development (LED) Strategy that will through implementation place the District on the envisaged higher economic development trajectory. Currently the NDM has identified nine anchor projects. The identified anchor projects are: Victor Khanye Cargo International Airport, Highlands Gate & Estate Development; Multi-purpose Community Centres; Catalytic Converter; Agro-Processing; Moloto Rail Development System; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor.

Communities in the NDM are fairly well supplied with basic services, which include water, sanitation electricity. The Nkangala District Municipality has high RDP water service levels, with 91.6% of the households receiving RDP water services. The statistics show that 95.3% of the households have access to sanitation. It is further indicated that 45.1% of the households in the District have access to acceptable refuse removal service levels. The municipal electricity consumption index, which shows the number of people that are living in houses with or without electricity, shows that about 85% of the people lived in houses that were electrified and 15% were not electrified (Stats SA 2006).

The annual Community outreach Programme was held in all the six (6) local municipalities within the District during August-September 2009 and February 2010 and the inputs and suggestions made by communities formed the basis for the reviewal of the 2009/10 IDP. Key issues that this IDP seeks to address, inter alia, include:

- Huge low income housing backlog and increasing demand and incomplete housing projects throughout the municipalities
- Shortage of portable water and sanitation in some areas as well as improving water resource management
- Poor conditions of roads with a particular emphasis on access roads and public transport routes and lack of stormwater in some areas
- High levels of poverty and unemployment in some areas
- Health risks and leaking of asbestos roofing which are predominant in Victor Khanye and Dr JS Moroka local municipalities
- Late registration of Identify Documents (IDs) and late registrations of birth and the fast-tracking of accessibility to IDs
- Insufficient capacity of the local health care facilities in terms of shortages of medicines and qualified staff
- Ineffectiveness and inefficiencies experienced by learners particularly in rural areas and farm areas
- Shortage of electricity, high mast lights and street lighting in some areas
- Dilapidating conditions of schools, shortages of facilities, overcrowding in some schools, etc
- Maintenance and upgrading of social amenities in all the local municipalities

To further strengthen the functionality of the District Disaster Management Centre, consulting engineers were appointed for the Planning, design and administering the installation of the Disaster Management Centre Communication Control System and already the preliminary designs and the detailed specifications report (clarification of the scope of work) have been completed. For the purpose of firefighting services, the following equipment was procured:

- Two Rough Terrain Vehicles for Steve Tshwete local municipalities
- A 10 000 L Water Tanker for Delmas local municipalities
- A Veld fire Skid Unit and two Jaws of Life for Emakhazeni
- A 10 000 L Fire Fighting Water Tanker for KwaMhlanga Fire Station

On the local economic development front, a Growth and Development Summit was held in May 2009, subsequent to which the Growth and Development Summit Agreement 2009 was signed by the District, local municipalities and the identified key social partners. The objective of the summit was to strengthen and allow our social partners an opportunity to work together for a sustained economic trajectory. The summit sought to achieve the following objectives and goals as contained in the LED strategy's nine (9) strategic areas of intervention:

- Create a shared understanding of the NDM's developmental trajectory between all key stakeholders.
- Set the path, pace and direction of socio-economic development within the District.
- Provide a platform for information dissemination/assimilation on the available economic development and investment opportunities within the District.
- Appraise progress achieved with regard to previous summit agreements.
- Provide a platform for discussing partnerships and networking

- Commit business (private sector) in providing funding for the prioritized projects in NDM.

Moreover, a Regional Industrial Roadmap which aims to provide a focused approach to economic development that elevates investment opportunities both in the District and local municipalities has been developed. The goals and objectives, *inter alia*, are as follows:

- Facilitate economic diversification beyond historical strengths
- Intensification of the Industrialization process
- Promotion of labour-absorbing industrialization
- Promotion of broader-based industrialization characterized by higher levels of participation of HDIs and marginalized regions.
- Identification of industrial strength and weaknesses as well as potential
- Identification of and addressing possible barriers to project implementation.

Expanded Public Works Programme (EPWP) implementation is one of the key strong points of the District. Total learnership commitments created to date are two hundred and ninety seven (297). This makes the highest number of learnership commitments by any municipality countrywide and the NDM pioneered in-house implementation without a tri-partite agreement With CETA and Department of Public Works. This programme must however be expended to the private sector and to other sectors of the economy.

The Nkangala District Municipality subjected itself to be rated by the FITCH International, FITCH, an international rating agency, which affirmed in January 2009 the Council's long-term rating at BBB+, the national long-term rating at AA – (zaf) (AA minus). The outlook for both these ratings is stable. In a nutshell, the NDM's ratings reflect its strong budgetary performance, the high financial support from the National government and its low and declining debt level.

In June 2009, a firm of experts was commissioned to compile a Risk Assessment for the District to, *inter alia*, deal with:

- Risk Management Policy which includes the Risk Management Strategy and Framework;
- Risk Management Implementation plan which will guide the municipality on the implementation of proper risk management;
- Internal Audit three year rolling Strategic plan and Operational audit plan.

Even though the District was not accorded a status of a FIFA base camp, it is surrounded by the four main host cities namely Johannesburg, Tshwane, Mbombela and Polokwane. Plans to harness all tourism benefits due to the existence of heritage site and excellent fishing, canoeing and skiing facilities including the Loskop Dam place have been developed and the District in an advantageous position to benefit its wider communities.

Lastly, the NDM has managed to galvanise the support and camaraderie between its six local municipalities, communities, civil society, Sector Departments and social partners within the on the future development trajectory of the District. The District will continue to be exemplary in the execution of its functions in a manner that strengthens and fast-tracks the implementation socio-economic transformation agenda in our communities and further deepen local democracy.

Thank you

Mr TC MAKOLA
MUNICIPAL MANAGER

ACRONYMS

ABET	Adult Based Education and Training	DLA	Department of Land Affairs
AIDS	Acquired Immune Deficiency Syndrome	DLG&H	Department of Local Government and Housing
ARDF	Agricultural Rural Development Funding	DORA	Division of Revenue Act
ASGISA	Accelerated and Shared Growth Initiative for SA	DoRT	Department of Roads and Transport
BBBEE	Broad Based Black Economic Empowerment	DPLG	Department of Provincial and Local Government
BCP	Business Continuity Plan	DTI	Department of Trade and Industry
BCP	Biodiversity Conversation Plan	DM	Municipality
BNG	Breaking New Ground	DMA	Management Area
BPO	Business Process Outsourcing	DMC	Disaster Management Centre
BRAIN	Business Referral and Information Network	DME	Department of Minerals and Energy
CASP	Comprehensive Agricultural Support Programme	DMP	Disaster Management Plan
CBIS	Contractor Based Individual Subsidy	DPW	Department of Public Works
CBOs	Community Based Organisations	DRP	Disaster Recovery Plan
CDSM	Chief Directorate for Surveys and Mapping	DWAF	Department of Water Affairs and Forestry
CDW	Community Development Worker	ECA	Environmental Conservation Act
CETA	Construction Education and Training Authority	EDMS	Electronic Document Management System
CHBC	Community Home Base Care	EIA	Environmental Impact Assessment
CHRD	Cultural Heritage Resource Database	EIP	Environmental Implementation Plan
CIF	Capital Investment Framework	EHS	Environmental Health Services
CLARA	Communal Land Rights Act	EMP	Environmental Management Plan
CMIP	Consolidated Municipal Infrastructure Programme	EMS	Environmental Management System
CPA	Community Property Association	EPWP	Expanded Public Works Programme
CPF	Community Policing Forum	FAR	Floor Area Rational
CPPP	Community Public Private Partnership Programme	FBS	Free Basic Services
CPTR	Current Public Transport Record	FBE	Free Basic Electricity
CSAR	Central South Africa Railway	FET	Further Education Training
CSIR	Council for Survey and Industrial Research	FPA	Fire Protection Association
DAC	AIDS Council	FUA	Functional Urban Area
DACE	Department of Agriculture, Conservation and Environment	GET	General Education and Training
DALA	Department of Agriculture and Land Administration	GDP	Gross Domestic Product
DBSA	Development Bank of South Africa	GDS	Growth and Development Summit
DEAT	Department of Environmental Affairs and Tourism	GGP	Gross Geographical Product
DEDP	Department of Economic Development and Planning	GIS	Geographic Information System
DFA	Development Facilitation Act	GVA	Gross Value Add
DHSS	Department of Health and Social Services	HDI	Human Development Index
		HET	Higher Education and Training
		HIV	Human Immunodeficiency Virus
		HRDP	Human Resource Development Plan
		HOD	Head of Department
		IBBD	Industrial and Big Business Development
		ICRMP	Integrated Cultural Resources Management Plan
		ICT	Information and Communication Technology
		IDP	Integrated Development Plan
		IEDP	Integrated Economic Development Plan
		IFSNP	Integrated Food Security Nutrition Programme
		IGR	Intergovernmental Relations
		IEM	Integrated Environmental Management
		IMEP	Integrated Municipal Environmental Programme

INEPBU	Integrated National Electrification Programme Business Planning Unit	MTSF NDPGF	Medium Term Strategic Framework Neighbourhood Development Partnership Grant Fund
INTAC	Integrated Nature-based Tourism and Conversation Management Project	NEDA NEDLAC	Nkangala Economic Development Agency National Economic Development & Labour Council
IPA	Irreplaceable Area	NEMA	National Environmental Management Act
IS	Information System	NEPAD	New Partnership for Africa's Development
ISF	Integrated Spatial Framework	NER	National Electricity Regulator
ISRDP	Integrated and Sustainable Rural Development	NDM NGO	Nkangala District Municipality Non Governmental Organization
IT	Information Technology	NHRA	National Heritage Resources Act
ITP	Integrated Transport Plan	NLP	National LandCare Programme
KPA	Key Performance Area	NSDP	National Spatial Development Perspective
KPI	Key Performance Indicator	NWMS	National Waste Management Strategy
LAR	Land Audit Report	OHSA	Occupational Health and Safety Act
LDO	Land Development Objective	OLS	Operating Licence Strategy
LDP	Land Development Principles	PA	Protected Area
LED	Local Economic Development	PGDS	Provincial Growth and Development Strategy
LM	Local Municipality		
LOA	Leave Of Absence	PHC	Primary Health Care
LRAD	Land Redistribution for Agricultural Development	PHP PLAS	Peoples Housing Programme/Process Proactive Land Acquisition Strategy
LUM	Land Use Management	PMS	Performance Management System
LUMB	Land Use Management Bill	PPP	Public Performance Areas
LUMS	Land Use Management System	PRUDS	Provincial Rural and Urban Development Strategy
MAM	Multi Agency Mechanism		
MDGs	Millennium Development Goals	PSC	Project Steering Committee
MDCSR	Mpumalanga Department of Culture, Sports and Recreation	RDP REDS	Reconstruction and Development Plan Regional Electricity Distribution System
MDHSS	Mpumalanga Department of Health and Social Services	REED	Regional Economic Enterprise Development
MDE	Mpumalanga Department of Education	RIDS RSA	Regional Industry Development Strategy Republic of South Africa
MEC	Member of Executive Committee	RSC	Regional Service Council
MFMA	Municipal Finance Management Act	SABS SACOB	South Africa Bureau of Standards South Africa Chamber of Business
MHS	Municipal Health Services	SACTRP	South Africa Council for Town and Regional Planners
MIG	Municipal Infrastructure Grant		
MLL	Minimum Living Level	SAHRA	South African Heritage Resources Agency
MPG	Mpumalanga Provincial Government	SALGA	South Africa Local Government and Administration
MPCC	Multi Purpose Community Centres	SAMAF	South African Micro Finance Apex Fund
MPRA	Municipal Poverty Rates Act	SANAC	South African National AIDS Council
MRDP	Mpumalanga Rural Development Programme	SANCO SAPS	South Africa National Civic Organization South African Police Service
MSA	Municipal Systems Act	SAR	South African Railways
MSIG	Municipal Systems Improvement Grant	SDA SDLC	Spatial Development Areas System Development Life Cycle
MSP	Master Systems Plan	SDF	Spatial Development Framework
MTEF	Medium Term Expenditure Framework	SEAM	Strategic Engagement and Agreement Matrix
MTGS	Mpumalanga Tourism Growth Strategy	SEDA SETA SEMP	Small Enterprise Development Agency Sector Education Training Authority Strategic Environmental Management Plan

SLA	Service Level Agreement	TOD	Transit Orientated Development
SMART	Specific - Measurable - Accurate - Realistic - Time-Based	TRC	Transitional Regional Council
SMME	Small Medium and Micro Enterprises	UN	United Nations
SoER	State of the Environment Report	URDP	Urban and Rural Development Programme
SUPA	Service Upgrading Priority Area	VIP	Ventilated Improved Pit Latrine
SWOT	Strength, Weaknesses. Opportunities and Threats Analysis	WMAs	Water Management Areas
TLC	Transitional Local Council	WMP	Waste Management Plan
		WSA	Water Services Authorities
		WSDP	Water Services Development Plan

CHAPTER ONE

1. INTRODUCTION

1.1 Background

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25 (1) each municipal 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 which, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. As far as the status of the IDP is concerned, Section 35 of the Act clearly states that an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails. Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.

Section 34 of the Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand. This document is a 2010/11 IDP of the Nkangala District Municipality, which document represents the fourth review of the 2006/7 IDP as adopted at the beginning of the current term of council. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Nkangala District Municipal area of jurisdiction.

The IDP is the key instrument to achieve developmental local governance for decentralised, strategic, participatory, implementation orientated, coordinated and integrated development. Preparing an IDP is not only a legal requirement in terms of the legislation but it is actually the instrument for realising municipalities' major developmental responsibilities to improve the quality of life of citizens. It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of the municipality's development trajectory to harness implementation efforts.

Integrated development planning also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Local development priorities, identified in the IDP process, constitute the backbone of the local governments' budgets, plans, strategies and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

In terms of Section 26 of the Systems Act, the core components of an IDP are:

- 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 aims and its internal transformation needs;
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements 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;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of the Performance Management System.

The Development Facilitation Act (DFA), Section 3 (c) outlines the general principles for land development, which policy, administrative practice and laws must seek to achieve. In terms of the DFA, policy, administrative practice and laws should promote efficient and integrated land development in that they:

- Promote the integration of the social, economic, institutional and physical aspects of land development;
- Promote integrated land development in rural and urban areas in support of each other;
- Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- Discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encourage environmentally sustainable land development practices and processes.

1.2 GUIDING PARAMETERS

1.2.1 The Medium-Term Strategic Framework

The Medium Term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new trajectory for the country's development. Among these are the key objectives for 2014 which include:

- Reduce poverty and unemployment by half
- Provide the skills required by the economy
- Ensure that all South Africans are able to fully to exercise their constitutional rights and enjoy the full dignity of freedom
- Compassionate government service to the people
- Achieve a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents
- Significantly reduce the number of serious and priority crimes and cases awaiting trial
- Position South Africa strategically as an effective force in global relations.

These strategic objectives are broken down into various thematic areas which include a growing economy; sustainable livelihoods; access to services; comprehensive social security; crime and corruption; constitutional rights and governance; and Africa and the world. In order to ensure capacity to meet these objectives, the following critical measures would in terms of the MTSF have to be adopted:

- Cooperation among economic partners;

- Stronger partnership across all sectors;
- Improving the system of monitoring and evaluation;
- Focusing on economic development in areas with economic potential; as well as
- Recruiting and skilling law-enforcement agencies.

Emanating from the above, the logic of the path of development can be summarised as follows:

- The central and main intervention required in the current period is to grow the economy
- The state has to intervene decisively to promote the involvement of the marginalised in economic activity, including sustainable livelihoods
- To the extent that able-bodied South Africans are reliant on welfare grants, these grants should be seen as a temporary intervention which should diminish in the same measure as the economic interventions succeed
- The performance of the state, the campaign against crime and international relations should improve in the main to promote economic growth and social inclusion.

The MTSF also highlights the significance of government action in promoting and facilitating the following matters:

Expanded Public Works Programme: The main objective is to launch and or expand labour-intensive projects which also provide opportunities for skills development for employment and self-employment through labour-intensive programmes, building capacity for the maintenance of infrastructure, provide community service as well as development of a programme for Early Childhood Development. The NDM is well ahead as per EPWP implementation. Beyond budgeting from its coffers the NDM council has resolved to continue the programme and expand it to other sectors of the economy.

Development of Small and Micro-Enterprises. This seeks to harness the entrepreneurial energy within poor communities and encourage self-employment through improving the regulatory environment, to provide micro-credit for productive purposes, address communication failures and to tighten the definition of small businesses and consider exemption from unnecessary regulations. This is one of the key areas of intervention for the NDM as articulated in the LED strategy of the District. This also came out clearly from the resolutions of the economic summits held recently the NDM, that is, Mining Summit, Growth and Development Summit, and so on.

Direct Facilitation of Job-creation, Skills Development and Work Experience by launching a massive campaign on learnerships, recapitalisation of FET institutions, working with the private sector to identify needs in the economy, identify specific labour-intensive sectors for targeted employment subsidy and rearrange the allocation of the students assistance scheme for tertiary education in such a way that it prioritises skills. The NDM's skills development summit clearly outlines key areas of intervention that the District must pursue. The Human Resource Development Strategy (HRDS) as adopted by Council in January 2008 contains a clear plan of action.

Land Reform and Agricultural Support Programmes by completing within the next three years the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, launch the Agricultural Credit Scheme. The Comprehensive Agricultural Support Programme (CASP) should be expanded to improve the effectiveness of the land restitution and reform programmes, finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition, skills development. It is hoped that this is a matter that the Department of Land Affairs (DLA) will seek to address within its initiative of Area Based Plan (ABP).

Addressing the Needs and Changing the Balances in Welfare Support in order to reduce dependence on social grants and expanding access to economic opportunities, to expand the employment of Community Development Workers, 200 MPCCs should have been established in localities, Resolving the issue of safe and

efficient transport, Minimization of illicit trade and drug-dealing as well as the International relations for growth and development. The issue of establishing MPCCs has since 2003 been elevated by the council to the status of anchor projects. As such, the council resolved to have at least two (2) MPCCs in each local municipality within the current term of council.

In identifying and implementing all programmes and projects, the question of partnerships that can be forged with various sectors of society should be a critical indicator. Success in this regard will not only result in the improvement of citizens' material conditions; but it will also be critical in improving social cohesion. As it can be seen in the Local Economic Development Strategy (LED) of the NDM these are some matters that need decisive action from the three spheres of government and all key social partners.

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to plot the path, pace and direction for the country's socio-economic development agenda, the section below focuses on Vision 2014; Medium Term Strategic Framework (MTSF); Accelerated and Shared Growth Initiative for South Africa (ASGISA); the National Spatial Development Perspective (NSDP) as well as the Provincial Growth and Development Strategy.

1.2.2 The National Spatial Development Perspective

The National Spatial Development Perspective (NSDP) serves as a spatial planning framework for meeting government's objectives of economic growth, employment creation, sustainable service delivery (with a particular focus on access to basic services), poverty alleviation and reduction of inequalities, as well as spatial integration. The Presidency has made it clear that the NSDP principles should play an important role in the respective development plans of Local and Provincial Government; namely IDPs and PGDS respectively. The NSDP is premised on five principles which seek to ensure that investment in infrastructure and development programmes support government's growth and development objectives. It provides concrete mechanisms that seek to guide spatial planning between the three spheres of government to ensure synchronisation in prioritisation.

The NSDP confronts the question of where government should invest and focus its programmes in order to achieve sustainable development and economic growth and maximum impact on employment creation and poverty reduction. The logic underpinning the NSDP is that by applying a set of common principles to spatial planning the three spheres of government will align their spatial planning, which, in turn, will lead to consistent development outcomes. Hence, the NSDP is not a plan, blueprint or prescription but a way of thinking about spatial planning.

In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

Principle 1: Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3: Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy. Important dynamics, such as future development zones, land use patterns, population patterns and the effects of natural market forces on municipalities will influence the extent to which municipalities can align with the NSDP principles.

The application of the NSDP principles within the NDM finds clear expression in the Spatial Development Framework (SDF) as reviewed in 2007 and adopted by March 2008. This IDP is a tool that will ensure progressive alignment, integration and coordination of all the programmes and actions of government. Key to fast-tracking service delivery, economic growth, poverty alleviation and job creation is the alignment of the efforts actions and programmes of the three spheres of government.

Applying these principles requires the NDM, within the prevailing context within the local municipalities to identify:

- Areas of need
- Areas of potential development
- Areas of economic growth
- Areas of economic potential
- Mechanisms for effective dialogue with stakeholders

In a nutshell, the NSDP proposes a set of actions that should inform the decision making processes of the various spheres of government are identified, including, (1) a set of generic actions such as more robust economic analysis, 'proper' spatial development planning and improved monitoring and review; (2) actions aimed at diversifying, strengthening and sustaining the economy and improving the integration between spaces of need and economic activity in the areas of significant economic activity, high concentrations of people and high levels of poverty; (3) focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and (4) supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

1.2.3 Accelerated and shared growth initiative for South Africa

The Initiative's ultimate objective is to facilitate the process of halving unemployment and poverty by 2014. It responds to a range of constraints that include skills shortage and the challenges faced by small- medium- and micro sized enterprises and emphasises partnerships with business, labour as well as civil society. Selected interventions would address challenges related to infrastructure, sector strategies, education and skills, the second economy, public administration as well as macro economic issues. All the interventions identified by ASGISA are aligned with the MTSF. Briefly, areas of focus are classified in terms of the following:

- Infrastructure programmes
- Sector investment (or industrial) strategies
- Skills and education initiatives
- Second Economy interventions
- Macro-economic issues
- Efficient public administration and leadership skills

With regard to women, the focus will be on expanding and accelerating access to economic opportunities including skills development and finance.

In respect of municipalities, the ASGISA process has also mandated the DPLG, in consultation with the DTI, to improve the capacity of local government to support local economic development. Some of the key focus areas include:

- Effective implementation of the Financial Services Charter commitment on housing finance
- More rapid movement towards the formalisation of land tenure.
- Improvements in planning and zoning capacities
- Support for the development of co-operatives

One of the key areas identified include a need for institutional reform is the framework for the planning and management of land use. Many investment projects are unnecessarily held up by the weakness of local or provincial planning and zoning systems, or the cumbersome Environmental Impact Assessment (EIA) system. The EIA system is being reformed so that it will reduce unnecessary delays, without sacrificing environmental standards.

1.2.4 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS) is a strategic and integrated provincial development strategy, providing direction and scope for Province-wide developmental trajectory. The PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities, and enabling intergovernmental alignment. It guides the activities of all agencies and role-players by linking to and deepening the application of the NSDP and the MTSF in areas of shared impact.

The PGDS sets the tone and pace for growth and development in the Province and provides a collaborative framework to drive implementation within the Province. It is not a provincial government plan, but a development framework for the Province as a whole. The cornerstone of the PGDS is a deep and thorough understanding of provincial endowments and assets, social need and economic potential (as defined in the NSDP) and constraints, along with the forces shaping these and how they are changing over time, as defined in the Mpumalanga's revised Draft PGDS for 2004 -2014. The aim of the PGDS is to articulate quantified targets for provincial growth and development. The PGDS should be seen as serving as a guide, supporting sector departments, municipalities and other social partners to prioritise and align their sectoral strategies, plans and programmes in line with the priorities of the PGDS. It will further ensure alignment of plans between and within the different spheres of Government. As a product of joint deliberations by all social partners, it constitutes a consensus position on our growth and development in the Province with an overarching objective of fast-tracking the progressive realization of 'a better life for all'.

Inherent within the PGDS are the six priority areas of intervention are identified as:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development)
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform)
- **Human Resource Development** (i.e. adequate education opportunities for all)
- **Social Infrastructure** (i.e. access to full social infrastructure)
- **Environmental Development** (i.e. protection of the environment and sustainable development)
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

All actions and initiatives that the NDM council has resolved to focus on are in line with the Provincial Priority Areas for Intervention as highlighted below in order to ensure proper alignment between National, Provincial and local programmes.

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and "Programmes of Action" are applicable to the Province in general:

- Upgrading of the Further Education and Training colleges;

- Improving the availability and reliability of infrastructure services such as provincial and local roads, bulk water infrastructure and water supply networks, energy distribution, housing, schools and clinics, business centres, and sports and recreation facilities;
- The development and multi-purpose government service centres, including police stations, courts and correctional facilities;
- Maximum exploitation of agricultural potential and opportunities;
- Promotion of the arts and culture industry;
- Tourism growth promotion and the preservation and development of heritage sites;
- Export promotion;
- SMME development;
- Extended Public Works Programme (EPWP);
- Local Economic Development (LED);
- Urban and Rural Development Programme; and
- Environmental management.

There is greater alignment between and within municipalities in the District (see table 1) and across the National and Provincial government's programmes. Further mechanisms and systems to enhance intergovernmental alignment and coordination are being implemented by the emanating from the outcomes of the 's participation in the pilot initiative of strengthening the IDP development processes by contextualizing and applying the National Spatial Development Perspective (NSDP) principles in s and Metropolitan Municipalities.

One of the key mechanisms for ensuring the alignment between the IDP and the NSDP is the SDF. The first step in promoting alignment is to ensure that the SDF is aligned to the NSDP and takes into account the NSDP principles. This has been achieved in the case of the NDM SDF. The second step in ensuring alignment is then to ensure that SDF informs the IDP and that the spatial strategies formulated in the SDF are evident in the IDP. This means that the analysis, objectives, strategies, and projects contained within the IDP have an explicit spatial dimension to them. Through this two-step process, it is possible to ensure alignment between the NSDP and IDP. The NDM spatial planning imperatives can be strengthened in respect to an explicit spatial dimension to the objectives and strategies contained in each of the priority issues.

The usage of priority intervention areas is useful to guide IDP capital investment programmes and economic interventions, as outlined in the SDF. However, a dynamic and systematic system that will facilitate mutual alignment between all spheres of government is one of the areas of improvement in order to ensure that alignment does not take place in one direction. The PGDS should not only reflect the action plan of the provincial sector departments but entail a shared, action plan for all stakeholders in its area of jurisdiction. The same holds for the NDM IDP.

1.2.5 Millennium Development Goals: VISION 2014

The United Nations Millennium Declaration committed global heads of states to making the right to development a reality for everyone and to freeing the entire human race from want. The Millennium Declaration, signed by world's leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the Millennium Development Goals. The majority of MDG targets have a baseline of 1990, and are set to monitor achievements over the period 1990-2015. The objective of the Declaration is to promote "a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front." The Declaration calls for halving by the year 2015, the number of people who live on less than one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Direct support from the richer countries, in the form of aid, trade, debt relief and investment is to be provided to help the developing countries.

South Africa is also guided by the International Community Targets, and thus it adopted Vision 2014 which is derived from the 'United Nations' Millennium Development Goals. Vision 2014 is South Africa's direct response to contribute and address the development challenges as set-out in the Millennium Development Declaration. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society
- Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

Vision 2014 provides a series of socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- All households (including villages) should have access to clean potable **water by 2008;**
- There must be decent **sanitation for all by 2010**
- There must be **electricity** in all households by **2012**
- **Poverty, unemployment and skills shortages** should be **reduced by 50%** respectively **by 2014** and
- Services should be improved to achieve a **better National Health Profile** and a **reduction of preventable causes of death** including violent **crimes and road accidents, by 2014**

In respect of these targets, the Council of the NDM has resolved to adopt the Mpumalanga Province's water and sanitation targets which are as follows:

- All households have access to basic **water supply by 2008**
- There must be decent **sanitation** facilities **by 2010**
- All **schools and clinics** have adequate and safe **water supply and sanitation** services **by 2007**
- **Free basic water and sanitation policy** implemented and implementation monitored **by June 2007**
- All **bucket toilets** are **eradicated by 2006**

In terms of the eradication of bucket system, the Premier of the Province announced in the 2006/07 financial year that the Province had successfully eradicated the bucket system throughout the Province and has provided households with free basic sanitation. This achievement is in terms of the proclaimed settlements and may exclude certain newly formed and unrecognized informal settlements. The District in partnership with the Provincial Government has indeed made significant strides in ensuring that the challenges experienced with the replacement sanitation system are addressed. The Province is now determined to focus on meeting the portable water targets, particularly on public facilities such as clinics and schools. The target for access to free portable

water to all households in the Province was 2008.

Generally, the United Nations (UN) has observed that in order to meet the MDGs at a global scale there must be a paradigm shift, recognising the following issues which, inter alia, include:

- With the 2015 target date fast approaching, it is more important than ever to understand where the goals are on track, and where additional efforts and support are needed, both globally and at the country level.
- In order to achieve the MDGs, countries will need to mobilize additional resources and target public investments that benefit the poor.
- In general, strategies should adopt a wide-ranging approach that seeks to achieve pro-poor economic growth, including through the creation of a large number of additional opportunities for decent work.
- This, in turn, will require comprehensive programmes for human development, particularly in education and health, as well as building productive capacity and improved physical infrastructure.
- In each case, an effort should be made to quantify the resources required to implement these programmes.
- The results achieved in the more successful cases demonstrate that success is possible in most countries, but that the MDGs will be attained only if concerted additional action is taken immediately and sustained until 2015.
- With half the developing world without basic sanitation, meeting the MDG target will require extraordinary efforts.
- In order to meet these goals a paradigm shift from the **(TINA) THERE IS NO ALTERNATIVE** to a necessary **(THEMBA) THERE MUST BE AN ALTERNATIVE** approach is paramount. The basis for an alternative must be the principle of **'Business Unusual'**.

As informed by the national programme of action, vision 2014 is functionally part of the PGDS and has been taken into account in the planning processes of the NDM.

1.2.6 The popular mandate for National and Provincial Government

Guided by the Reconstruction and Development Programme (RDP), the vision for government as a whole is to build a society that is truly united, non-racial, non-sexist and democratic. Central to this is a single and integrated economy that benefits all. Within the context of achieving objectives of growing the economy, tackling poverty and unemployment as well as social-inclusion, the popular mandate for Local Government and the mandate for National and Provincial government is determined as depicted in figure 1. These are the key matters that government planning and budgeting processes must focus on.

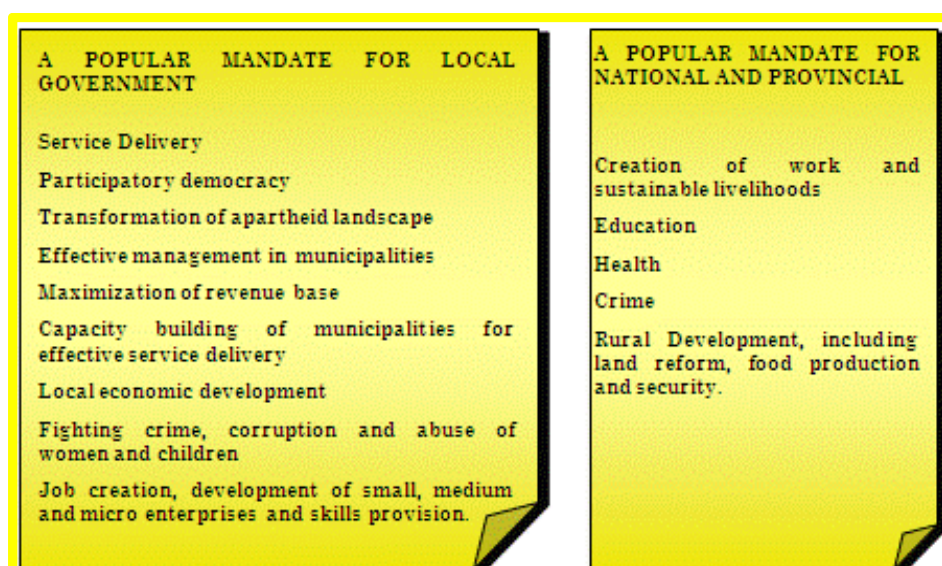


Figure 1: Popular mandate for government

1.2.7 The Local Government Turn-Around Strategy

During the second half of 2009 Provincial assessments of every municipality were conducted which culminated into the compilation of the National Overview report: State of Local Government Report. Following finalisation of this report, the Department of Local Government Turn Around Strategy (LGTAS) was approved by the Cabinet towards the end of 2009. The LGTAS recommended that each municipality must develop its own municipal turn around strategy (MTAS). The development of implementation guidelines for the MTAS outlining specific phases with Provincial monitoring and reporting as follows:

- Phase1: Introduction: Final Reports due on TAS municipalities
- Phase 2: Roll-out to March/April 2010 by Provincial Task Team Command centre to coordinate Ministerial, MEC and HOD/DG active interaction with TAS processes in municipalities
 - Key areas: Interrogate IDP/MTAS for feasibility; check budget alignment; follow up on intergovernmental agreements with sectors and agencies and supervise sector participation
 - Interrogate composition of Provincial teams, quality of leadership and representation from key Departments, assess quality and accuracy of reports
- Phase 3: April – June 2010: Provincially coordinated IDPs/TAS/SDBIP analysis; adoption by councils, assessment, reporting
- Phase 4: July 2010 – March 2011: MEC commentary; management of hands on support, financial and budgetary supervision and stakeholder management; assessment reporting

The MTAS identified what is referred to as the 'Local Government Ten Point Plan'. This plan points to the following matters:

- Improve the quality and quantity of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management
- Enhance the municipal contribution to job creation and sustainable livelihoods through LED
- Ensure the development and adoption of reliable and credible IDPs
- Deepen democracy through a refined ward committee model
- Build and strengthen the administrative, institutional and financial capacities of municipalities
- Create a single window of coordination for support, monitoring and intervention in municipalities
- Uproot fraud, corruption, nepotism and all forms of mal-administration affecting local government
- Deepen a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipalities
- Restore the institutional integrity of municipalities

Emanating from this exercise key issues relevant to the NDM that were identified are:

- Basic Service Delivery
- Public participation
- Political management and oversight
- Administration
- Labour relations
- Financial Management
- Local Economic Development

Accordingly, the NDM has committed itself to addressing the identified MTAS through a concerted focus on the matters identified below:

- Acceleration of Service delivery
- Deal with blockages
- Deepen participatory democracy
- Develop spatial information leading to the total transformation of Local Government
- Ensure municipalities are managed efficiently
- Maximise the revenue base of municipalities
- Build capacity through effective training of councillors and officials as well attraction of skills
- Create decent work and sustainable livelihoods through LED initiatives
- Fight crime, corruption, and abuse of women and children

The NDM's MTAS implementation plan with clearly outlined MTAS priority issues, targets, timeframes and key necessary unblocking measures provided as an annexure A of this document.

1.2.8 NDM Anchor Projects and Provincial Flagship Projects

The District embarked on a process to formulate a Local Economic Development (LED) Strategy that will through implementation place the District on the envisaged higher economic development trajectory. Currently the NDM has identified nine anchor projects. The identified anchor projects are: Victor Khanye Cargo International Airport, Highlands Gate & Estate Development; Multi-purpose Community Centres; Catalytic Converter; Agro-Processing; Moloto Rail Development System; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor. These projects are discussed in detail under IDP Priority Issue 20.

The Mpumalanga Province launched five flagship programmes in February 2007. The aim is to further stimulate economic growth and socio-economic development in the Province. The need to adopt a 'business unusual' approach to realise tangible outcomes by 2009 is emphasised. The section below briefly outlines the Provincial Flagship programmes.

Heritage, Greening Mpumalanga and Tourism – Key components of this Flagship include promotion and preservation of heritage resources, tourism and greening. It is a programme that integrates the elements of defining and recording Mpumalanga's heritage, enhancing biodiversity conservation, sustainable development and effective environmental management practices to create a 'green' Province'. The focus on biodiversity conservation and sustainable use will enable the Province to conserve sensitive ecosystems, including sites of heritage significance. It starts with simple things, combating wrong attitudes, poor but clean environs, promoting the right community and public manners.

However, the challenge of creating a "Green Province" will need to enhance capacity in communities and municipalities to design and implement environmental management programmes.

Water for all – This flagship project focuses on providing water infrastructure and services to ensure all the people of the Province have access to clean water by 2010. Lack of access to basic services such as water affects women, especially in rural areas where people do not have access to clean running water. The burden of walking long distances to fetch water from remote areas is on women.

Accelerated Management Capacity Building – the objective of the Province here is to ensure a continued drive to provide the necessary support on capacity building. Part of the targeted support to senior managers is the implementation of this flagship project as part of the Provincial 'Big Five' flagships project. This project is aimed at enhancing key competencies and skills for senior managers to perform at the required level, particularly women. Senior female managers are participating in the Executive Development Programme (EDP) to sharpen their leadership and management skills.

Another challenge that must be addressed is the positioning the school curriculum offering and programmes to progressively provide a sustainable pool of skills and competencies to support the implementation of Big Five developmental flagship projects. FET institutions also need to be positioned in such a manner that they play a central role in addressing the skills needs of the Province. The underlying principle is that skills development intended to create delivery and implementation capacities remains a critical success factor.

Maputo Development corridor – the Province is indeed cognisant of the fact that to address poverty and unemployment it is critical to stimulate the economy so that it creates jobs and income opportunities. The development corridors will unlock economic development opportunities that will benefit the people of the Province. Besides the rehabilitation of the primary infrastructure, the project seeks to stimulate the social and economic development within the broad corridor along the N4.

The Maputo Development Corridor has a potential to further advance economic cooperation and partnerships between Mozambique and South Africa, particular Mpumalanga. It is essential that private and public sector partnerships be mobilized to leverage business development and investment opportunities along the Maputo corridor in order to benefit the people of Mpumalanga and Mozambique.

Moloto Development Corridor – key within this development corridor is the Moloto Rail System Development, which is also anchor project of the NDM. The system will link the with Gauteng through the Dr JS Moroka and Thembisile local municipalities. This has a potential to invigorate economic activities within the two municipalities alleviating poverty within the communities and creating employment opportunities.

1.2.9 Key Sector Plans

Beyond the core components of an IDP, as legislated by the Systems Act, the NDM recognised the need to develop further strategies, policies and plans which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the . Close examination of all these strategies and plans will show a greater degree of alignment all the guidelines and development directives outlined in the government policy frameworks above. Sustainable development is one of the issues that have received consideration. This is viewed as critical as sustainable development seeks to balance social, economic and ecological requirements in a long-term perspective.

During the past few years Nkangala District Municipality developed a number of sectoral strategic and operational plans together with policies as joint ventures with all local municipalities within the , which are outlined below under the strategic themes linked to the NDM KFAs:

Local Economic Development, Job Creation and Poverty Alleviation

- Local Economic Development Strategy
- Marketing Strategy
- Industrial Development Strategy
- Tourism Development & Branding Strategy
- Formalisation of Cultural & Historical Heritage Sites
- Human Resource Development Strategy
- Moloto Rail Corridor Initiative – Detailed Feasibility Report
- “Tshwe-leni Corridor” (Steve Tshwete-Emalahleni) Development Framework
- Land Audit Report

Environmental Management and Sustainable Development

- State of the Environment Report
- Environmental Strategy
- Environmental Management Policy
- Disaster Management Framework
- Spatial Development Framework

Infrastructure Provision and Service Delivery

- Water Blue Print
- Infrastructure Maintenance Plan
- Regional Water Master Plan
- Integrated Waste Management Plan
- Integrated Transport Plan
- Determination of Multi Purpose Service Delivery Centres
- Regional Sport & Recreation Master Plan
- Physical Planning Strategy

Community Participation and IGR

- Community Participation Policy
- NDM Communication Strategy

CHAPTER TWO

2. THE REVIEW PROCESS

2.1 Review activities

The review process has considered the assessment of the 's performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2009/10 IDP. Figure 2 depicts a schematic representation of the review process followed.

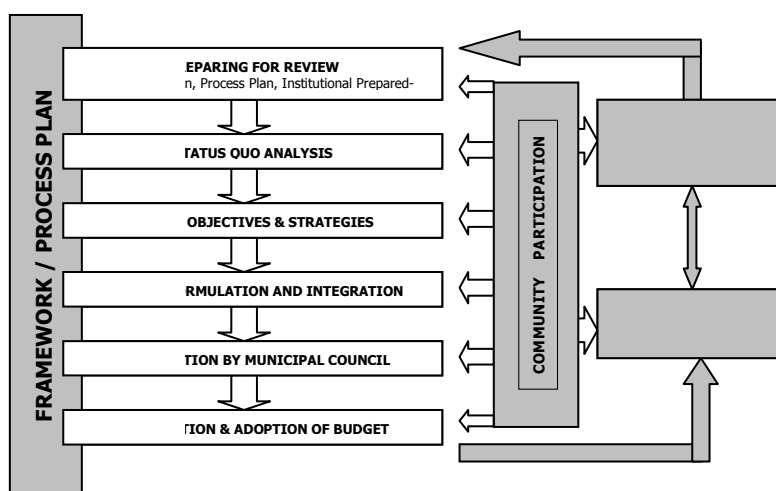
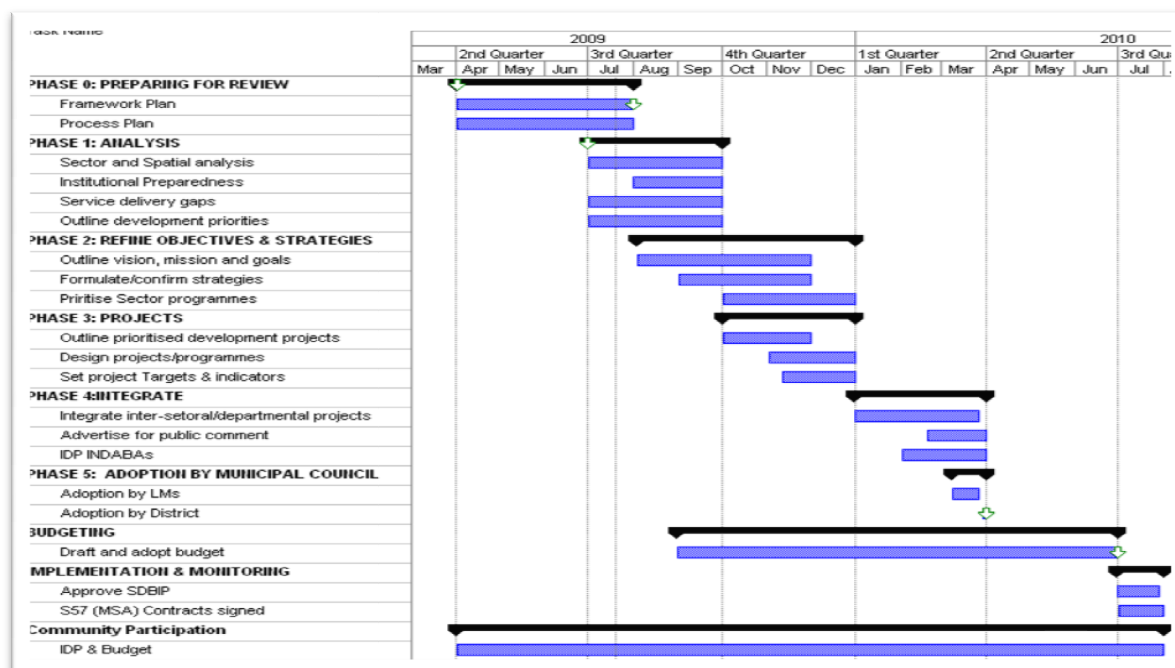


Figure 2: IDP review process

The manner in which the review is undertaken is outlined in the municipal Process Plans, which were prepared and adopted by municipalities in August 2009 subsequent to adoption of the District Framework Plan in July 2009. Figure 3 below presents a summary of the activities and corresponding timeframes followed during the review process.



2.2 Mechanisms and Procedures for Public Participation

2.2.1 Ward committees and CDWs

One of the main features about the integrated development planning process undertaken by the Nkangala District Municipality is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of a municipality. To further strengthen community engagement the District has established 131 Ward Committees of which 120 were functional by March 2010 and established 126 Community Development Workers in the .

Through the engagements with the ward councillors, ward committee members and CDWs, the following issues were identified as having a potential for negatively affecting their working relationship:

- Lack of understanding and clarity on the roles and responsibilities
- The different literacy levels and the general understanding of Local Government between ward committees, CDWs and ward councillors
- Poor coordination of ward committee and community meetings
- Lack of commitment on some of the ward committee members and support staff
- Incredible reports and/or attendance registers
- The fact that CDWs operate in local municipalities albeit report at the Provincial level

The District observed tensions between CDWs and Ward committees, Ward Councillors and local municipalities. The primary causal factor is the fact that CDWs are not accountable to local municipalities. Thus to alleviate the situation CDWs must be accountable to local municipalities and or reporting lines between the CDWs and local structures/leadership must be clarified.

The District has established a Speakers Forum, which meets quarterly. This forum is constituted by the Speaker of the District and all the Speakers of the local Municipalities within the District as well as public participation/liasion practitioners (officials) from all municipalities within the District. The primary purpose of this forum is to facilitate public participation within the through providing a platform for discussion and resolution of challenges confronting local municipal community participation mechanism and structures such as ward councillors, ward committees and Community Development Workers (CDWs). The also utilises this forum as a consultation mechanism with the local municipalities on all issues relating to public participation such as planning for the Community Outreach meetings, ward committees and CDW conference, ward committee and CDWs training, etc. This forum also acts as a feedback mechanism to the Provincial Public Participation Forum.

Ward committees are key in this process as espoused both in the legislation. Ward committees represent the development aspirations and needs of the wards they represent and form an information assimilation/dissemination mechanism between a municipal council and the community. The ward committees are key in the development, implementation, monitoring and evaluation of municipal performance on service delivery as espoused in the municipal IDPs.

2.2.2 Community Outreach meetings

In the spirit of cooperative governance, the NDM has institutionalised a Community Feedback Programme that aims at improving communication and interaction between the District, the local municipalities and the community at large on issues of service delivery and development. Thus in terms of the recommendation of the District Strategic Lekgotla held in July 2009, the District continued to visit each municipality twice in a financial year. In the same breath, each municipality must conduct six (6) community Outreach meetings in a financial year. All wards at local municipalities must also have six (6) meetings in a financial year. The schedule of the community meetings undertaken by the District in the 2009/10 financial year are depicted in table 1.

Table 1: Community Outreach meetings

DATE	LOCAL MUNICIPALITY	TIME	VENUES
23 Aug 2009 06 Feb 2010	Emalahleni local municipality	10:00	<ul style="list-style-type: none"> • Lynnville Hall • Thubelihle Community Hall
29 Aug 2009 13 Feb 2010	Dr J S Moroka local municipality	10:00	<ul style="list-style-type: none"> • Mmaduma • Makopanong School - Siyabuswa
19 Sept 2009 07 Feb 2010	Victor Khanye local municipality	10:00	<ul style="list-style-type: none"> • Del Park Open Grounds • Abor
05 Sept 2009 14 Feb 2010	Thembisile local municipality	10:00	<ul style="list-style-type: none"> • Bly'n bietjie School (Verena) • Tweefontein B
06 Sept 2009 20 Feb 2010	Emakhazeni local municipality	10:00	<ul style="list-style-type: none"> • Siyathuthuka Stadium • Poolze School - Stoffberg
13 Sept 2009 31 Jan 2010	Steve Tshwete local municipality	14:00	<ul style="list-style-type: none"> • Kwazamokuhle community hall • MPCC Mhluzi3636

2.2.3 Summary of issues raised by the communities

Issues highlighted in this section are grouped in terms of sectors and not necessarily in terms of functions of specific Departments or institutions. These are issues raised during the August/September 2009 and February 2010 Community Outreach meetings.

At a glance, the slow pace of finalisation of the municipal waiting lists, low quality of RDP houses and incomplete projects, huge housing backlog, inaccessibility of health care facilities, poor conditions of roads, need for agricultural assistance and need for serviced stands constitute generic challenges experienced throughout the . Other key issues specific to local municipalities are detailed below.

2.2.3.1 Victor Khanye local municipality

- Health risks and leaking of asbestos roofing, cracking houses due to activities of the adjacent mines and unauthorised occupation of RDP houses
- Late registration of ID and birth certificates, slow pace of registration of orphans and access to grants, disabled people without Identity Documents, need for support targeted to child headed households and the dysfunctional local Home Affairs branch
- Shortage of medicine in hospitals and local clinics, increasing demand for health care services, poor state of the local hospital, poor treatment of patients by emergency health care workers and the frequent incidences of diarrhoea
- Drugs and substance abuse, high crime rate and lack of visible policing in farm areas
- In terms of agriculture lack of cattle kraals and inaccessibility of Masibuyel' emasimini tractors
- High level of unemployment, non-prioritisation of local people when employment opportunities arise, ensuring control of the Kusile Project by the local community, and the shorter working hours of the local Department of labour
- Inefficient and ineffective scholar transport particularly in farm areas, need for more schools and overcrowding in some cases, existence of a school without water, construction of a bridge to local school and inaccessibility of tertiary institutions
- Existence of areas without access to clean water, water supply interruptions and lack of appropriate sanitation facilities
- Areas without electricity and street lights
- Bad conditions of local roads and a lack of stormwater in some areas
- Inaccessibility of training opportunities for youth and lack of representation of youth in ward committees
- A need for sports facilities
- Lack of basic service provision in farm areas and the slow process of transferring land to communities

2.2.3.2 Dr JS Moroka Local Municipality

- Lack of stormwater in some areas, bad conditions of roads especially public transport routes, poor condition of access roads and lack of traffic calming measures in the main streets
- Dysfunction high mast lights, lack of street lights and a wide ranging need for electricity almost throughout the wards
- Lack of community halls and maintenance of existing ones was highlighted as one of the challenges
- Existence of areas without access to clean water and frequent interruptions to water supply in most wards, widespread water leakages, poor quality of VIP toilets and incomplete projects
- A wide ranging lack of access to electricity in most wards, dysfunctional high mast lights and need for additional Highmast lights and street lights
- Inadequate access to health care facilities, shorter operating times of existing clinics
- Existence of asbestos roofing, settlements situated on wetlands, need to prioritise elderly people and the fact that tents that were provided as a disaster relief are now worn-out
- Inaccessibility of pension pay-points and other social support services
- A need for youth centre with fully equipped facilities, training programmes, maintenance of sports facilities
- Lack of a 24 hour police station, poor service at a local police station and a need for satellite police stations
- Shortage of teachers, lack of post-matric training colleges, shortage of classrooms in certain schools and introduction and roll-out of ABET
- Lack of support targeting local businesses, lack of industrial areas, lack of skills development programmes, inadequate support to local tourism, high levels of unemployment construction of market stalls and renovations of the existing ones and lack of a local information centre
- Maintenance of the local stadiums and a general needs for construction of new sports facilities
- Shortage of ploughing equipment, lack of agricultural assistance aimed at subsistence farmers and monitoring of the ineffectiveness of the tractors provided

2.2.3.3 Emalahleni Local Municipality

- Water shortages and interruptions, sanitation, housing and spiralling informal settlements
- Provision of RDP housing targeting informal settlement dwellers, serviced sites and occupation of RDP housing not by their rightful owners
- Scholar transport functionality and efficiency particularly in rural areas
- Lack of access to electricity and dilapidating electricity infrastructure
- Bad conditions of roads coupled with inadequate and or bad condition of access roads in informal settlements

2.2.3.4 Emakhazeni Local Municipality

- Slow progress on finalisation of land claims and rife farm evictions
- Greater need for RDP housing, serviced sites and incomplete RDP houses
- A greater need for support aimed at home-based care givers and a possible increase in stipends
- Local roads are in bad condition and some roads are incomplete
- There is relatively high unemployment despite having mines in the area
- Lack of access to electricity and inadequate high mast lights

- Maintenance of sport facilities and a general need for sports facilities
- Shortage of healthcare facilities
- Inadequate school facilities and challenges in terms of scholar transport
- Shortages and or lack of access to clean water and sanitation facilities

2.2.3.5 Steve Tshwete Local Municipality

- High demand for RDP housing and incomplete RDP houses
- Shortage of employment opportunities, market stalls, inadequate retail shops
- Grading of roads in informal settlements and lack of stormwater in some areas
- Waste management is a challenge in some informal settlements
- Shortage of medicines in local clinics, treatment of patients by health care workers and slow response time of emergency services
- Shortage of post-matric training colleges, particularly in the Hendrina area and shortage of libraries
- Incomplete sanitation projects and lack of water in farm areas
- Finalisation of township establishment in Dooronkop

2.2.3.6 Thembisile Hani Local Municipality

- Bad conditions of roads, access routes, public transport routes, incomplete roads and lack of stormwater in many areas
- Putco uses old buses to transport people
- Incomplete sanitation projects and poor workmanship, lack of toilets, lack of and or shortage of clean water
- Families in dire need for RDP houses, incomplete RDP houses and asbestos roofing
- Renovation of schools, completion of outstanding schools, additional classrooms and administration blocks
- Lack of access to electricity, street lighting and electrification of schools
- Insufficient health care facilities, inconsistent visits by the mobile clinics, and shortage of doctors and nurses in health care facilities
- High crime rates in some areas
- Refuse removal service is a key challenge for some areas
- Allocation of sites by some traditional leaders on land without services

2.2.4 Communications through Print and Electronic Media

Print media, NDM's newsletter and electronic media are used to inform the community of the processes and progress of the IDP review. Dates of the meeting schedules of the IDP Working Groups, IDP Joint Forum, IDP Management Committee, the IDP Technical Committee, and all other IDP related structures, including the Community Outreach Meetings, are contained in the District IDP Framework Plan, which is obtainable from the District on request.

As far as communication through radio is concerned, the is continuing to work with national radio station, IKwekwezi FM, Thobela and Ligwalagwala which broadcasts in the three dominant languages spoken within the region. The radio stations are used for current affairs news, talk shows and news interviews. In addition to other mechanisms such as loud-hailing, the NDM also uses radio stations for advertising meetings, workshops,

conferences, summits and other functions that the holds. Community radio stations such as Nkangala Community Radio Station (KCRS), Greater Middelburg FM and Moutse are also utilised in advertising.

A strong working relationship has also been established with print media that exists in the Nkangala DM. Communication through the print media is done through local, regional and national newspapers, websites, magazines and newsletters.

A -wide newsletter has been initiated. All six local municipalities within Nkangala contribute to the success of the newsletter. The newsletter is produced and distributed quarterly. Copies of the District newsletter can also be found at the library.

In order to reinforce the flow and the dissemination of information and community participation, promotional materials are also developed, availed and widely distributed from time to time. These range from brochures, t-shirts, caps, pens, posters, backdrops, banners, etc.

2.2.5 Participation by Traditional Authorities

The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) S81 states that traditional authorities may participate in council matters through their leaders and those traditional leaders must be allowed to attend and participate in any meeting of the council". The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question directly affects the area of a traditional authority. It is therefore of vital importance that they continue to contribute in enhancing community participation in council matters and in government at large.

The institutionalization of the house of Traditional leadership is a process that is at its teething stage, given the divergent views that still exist on the roles to be played by traditional leaders. Legislation has been promulgated to introduce the institution into Local Governance.

It is therefore the duty of both the National and Provincial Government to support and fund training programmes for Traditional leaders on the operations of Local Government and the phasing in of the Institution as a player in the Municipal Councils.

The is in the process of finalising the process of integrating traditional authorities into the council, pending the finalisation of the incidental issues by the Honourable MEC responsible for Local Government in the Province. It can be noted that the participation by traditional authorities from Thembisile Hani local municipality has been finalised.

2.2.6 2010 IDP INDABA

Prior to the adoption of the final 2010/11 IDP an IDP INDABA was convened on the 18th – 19th March 2010 to further solicit additional input and submissions from various stakeholders subsequent to the 21-day advertisement period as per legislation as well as to confirm programmes and projects and commitments by various stakeholders. The convening of the IDP INDABA followed an extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Nkangala District Municipal area of jurisdiction. Various interest groups and all other key stakeholders were invited to make representation, contributions and comments before the adoption of the final IDP. The primary purpose of the IDP INDABA was to:

- Create a shared understanding of the developmental challenges and achievements realized by the through information sharing;
- Create a platform for dialogue where all stakeholders would discuss and agree on the development trajectory of the ;
- Ensure that all key sectoral issues are well reflected in the reviewed IDP; and
- Ensure that all projects and programmes of all key stakeholders are well captured within the reviewed IDP

For detailed analysis of the pertinent issues, six (6) commissions were formed which dealt with specific IDP priority issues. Key contributions submitted by the commissions include:

SMME Development and support

- Lack of Support to emerging businesses in the textile industry
- Lack of -wide business linkage centre between big business and SMMEs
- Government/private sector procurement process should prioritise local SMMEs
- Access to funding is still a challenge for emerging businesses
- Lack of targeted support aimed at cooperatives

Tourism development

- Tourism facility and product audit should be conducted
- Promotion of tourism, arts and craft industry
- Upgrading of tourism routes should be prioritised
- Use Zithabiseni tourism belt for development in Dr. JS Moroka and Thembisile Hani rural municipality
- Revitalization of nature reserves in the (Loskop – Zithabiseni Tourism belt)
- Upgrade and develop cultural and historical sites
- The should enhance coordination of tourism activities in the (tourism agency)
- Link the blue IQ and Zithabiseni tourism belt and introduce practical and implementable projects

Agricultural development

- Facilitate linkages between emerging farmers with markets
- Agricultural Development Programmes are not well coordinated
- Lack of training of farmers
- Maximum exploitation of agricultural potential opportunities in the North-Western region
- Resuscitate goat farming project
- Develop local farming cooperatives and provide support such as seeds, training marketing, etc
- Different water source for rural farming like boreholes should be provided
- Mentoring of rural communities by established agriculture practitioners aimed at land reform beneficiaries
- Revitalisation of the KwaMhlanga Abattoir

Safety and Security

- Close proximity of taverns/liquor outlets to schools, churches and graveyards
- Frequent incidences of stock-theft around Thembisile Hani and Dr JS Moroka local Municipalities
- SAPS response to community calls is poor and availability of resources such as vehicles was raised as a challenge
- Some areas lack police visibility and shortage of police stations in other areas
- Community Policing Forums and Street Committees should be strengthened

Big Business and industrial development

- Encourage iron and steel beneficiation incubators

- Attract local and foreign direct investment into the region
- Improve cooperation and participation by private sector to wide initiatives (CSI)
- Fast-track implementation of Anchor projects and Kusile Project in particular
- Lack of support by industry and suppliers to EPWP Learner Contractors
- Access to land for business development not well coordinated
- Lack of investment in infrastructure in rural areas (Shopping complex, Skills, Marketing stalls)
- Encourage the development of (Mid-Wit) corridor

Accessibility of skills development programmes

- Establishment of learnerships & financial support for scarce skills development
- Influence education curriculum in primary, secondary, tertiary training institutions to match economic demands

Participation of traditional authorities in council matters

- Nkangala District Municipality approaches the MEC for COGTA to identify Traditional Leaders in the whole of jurisdiction of the to participate in the respect local municipalities and in the Nkangala District Municipality council in terms of Section 81 of the Municipal Structures, 117 of 1998
- The IGR arrangements be reinforced and where challenges are still being experienced such issues be referred to the Premier's Office

Powers and functions

- An Audit of powers and Functions be undertaken urgently by the MEC between the District and local municipalities, and effect necessary adjustments in terms of Section 85 of the Municipal Structures Act
- The MEC to make a submission to the Minister to propose amendment of legislation to give powers to Municipalities to intervene in local municipalities to intervene in local municipalities with their jurisdiction in the event of poor performance by respective municipality/ municipalities

Financial Viability

- Three issues were identified as of fundamental importance, namely, the clean audit reports/campaigns, revenue enhancements, and review of financial management policies
- The Nkangala District Municipality was requested to ensure that all municipalities with challenges as per the 2008/9 audit reports are assisted to comply with legislation, especially the requirements of the Generally Recognised Accounting Practice (GRAP) – GRAP 17 which deals with the treatment of movable assets in the Annual Financial Statements (AFS)

Good Governance and Communication

- The Nkangala District Municipality, with its family of municipalities must establish a complaints management system that would be monitored properly in terms of complaints, public suggestions, whistle – blowing issues received and acted upon by the respective municipalities
- Ward Communities functionality must be enhanced
- Anti-corruption and fraud management systems must be enhanced (eg Toll free number to report on matters of fraud)
- The CDWs must first report issues identified in the municipalities' wards to the respective municipal councils before escalating them to the Provincial Government
- Councillors in a similar way as members of Provincial Parliaments (MPLs) and members of Parliament (MPs) must do their constituency work.

- Monitoring and evaluation model from the Office of the Presidency be also cascaded to local government
- Nkangala District Municipality Management to ensure that the website is populated and updated regularly
- A thorough audit of the functionality of ward committees be undertaken urgently
- Performance and development system for Councillors must be enforced
- Audit committee reporting must be strengthened in terms of legislation
- Assistance should be provided to local municipalities in the development of their websites

Welfare, Women and Youth Development

- Develop women development strategy
- Skills development & support for youth, women and the disabled
- The increasing phenomenon of child trafficking, child labour, child abuse and inadequate enforcement of legislation in dealing with these issues
- Municipalities should consider establishing of forums dealing with disabilities, youth, the elderly, women, children and other vulnerable groups

Sports, Arts and Culture

- The content as reflected in the IDP under issue was confirmed
- Lack of budgeting for heritage programmes by municipality was noted as a challenge
- Lack of support and budgeting by Local Government for community sports
- Municipalities should support development of public viewing areas and other 2010 Soccer World Cup related activities

Environmental Management

- The Department of Mineral Resources to ensure that appropriate measures in terms of land rehabilitation and underground water pollution are in place prior to granting of licenses to mining companies
- Increase capacity for environment and waste management in the municipalities
- Enforce implementation of waste management plans in municipalities
- Encourage recycling with specific emphasis on ensuring direct access to the recycling market (remove the middle man in order to maximize the profits for waste collectors)

Spatial Planning

- Moloto Rail Development Project should be used as the economic development and spatial integration catalyst
- Integration of urban and rural areas between the local municipalities
- Upgrading of informal settlement
- Mechanism to fast track tenure upgrading process and township establishment must be developed
- Improve social and economic infrastructure in rural areas
- Use local rural facilities for government programmes and activities
- Government should have a 20 year plan to change the material condition of rural settlement and communities
- Develop youth farms and provide support of extension officers
- Clarify land ownership in rural villages

- Building consciousness in public services to lead rural development
- Agri-village development.
- Accreditation of identified municipalities as housing authorities
- Fast track housing development and municipalities should identify land for housing and provide basic infrastructure services

Transportation

- Improve public transport governance and coordination through Transport Safety forums, etc
- Development of public transport management policies and by-laws
- National Treasury should release funding for Moloto Rail Corridor Development Project
- Development of Integrated Transport Rapid Network
- Development of Road Safety Strategy
- Unreliable Public transport
- Lack of sufficient public transport infrastructure
- The Building of Weighbridges on Moloto road (R573) and on R25 road between Bronkhorstspuit and Grobblersdal and also in the Steelport road via Emakhazeni local municipality to Matsoba
- Development of Inter-modal Facility in Emalahleni and Steve Tshwete local municipalities
- Development Truck Stop between Emalahleni and Emakhazeni LM to optimise the Maputo Corridor Economic opportunities
- Transport Corridor Development ((TSHWELENI) and development of transport framework for Emalahleni and Steve Tshwete Corridor

Water and Sanitation

- Single management entity should be appointed to manage the provision of bulk water supply to the Western Highveld region
- Electronic monitoring of flows in reservoirs and pipes to improve water demand and conservation should be implemented
- Conduct a business plan and a feasibility study for the establishment of a wide water testing laboratory
- Water Services Authorities must establish a regulatory body to monitor water quality
- Council to prioritize and implement water and sanitation projects in accordance with the WSDPs
- Operation and maintenance plans of water and sanitation infrastructure should be developed and communicated to communities
- Municipalities should prioritise project implementation in line with the WSDPs and WMP of the
- Monitoring of the implementation of water services development plan
- WSDP must be reviewed annually
- Implement community awareness programmes
- Upgrade telemetry system
- Implement cost recovery projects

Health

- Improve the image of nursing profession
- Undertake campaigns on the implementation of the Batho Pele Principle with the nurses and in turn educate the community to treat nurses with more respect
- Encourage adopt a ward in hospitals/clinics by private sector especially in rural areas

- AIDS council should be in place with a programme developed
- Work against the stigma of HIV/AIDS
- Maintenance & Upgrading of health facilities (through DOH projects)
- Reduce the impact of HIV/AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support.
- Clinics and hospitals should have treatment readily available for the community
- Encourage volunteers on the dot (direct observed treatment) programme
- Health campaigns must be conducted

Education

- Campaigns to mobilise learners to improve enrolment in maths and science subjects
- Increased number of schools specializing in Maths and Science
- Winter/summer classes to be implemented
- The DoE is currently devolving the school nutrition and scholar transport to SGBs
- A review of the quintal schools should be undertaken
- Teachers and learners must be at school on time learning and should lock the gates during learning hours
- Convert and operationalise the Marapyane training facilities to a health training institution
- Improved matric results in critical subjects
- Secure environment for learning
- Learner/ teacher ratio improve to guard against overcrowding in township classrooms
- Utilise school sports as part of developing professional sport people

Disaster Management

- Proactively and effectively prevent, mitigate and respond to disasters
- Ensure a fully functional Disaster Management Centre at the level and a fully functional Disaster Management advisory forum
- Ensure that proper risk assessments and risk profiles of the is developed
- Ensure that the Disaster Management plan is developed
- Community awareness campaigns must be conducted in all the local municipalities jointly with other stakeholders
- All local municipalities must have disaster management plans in place by January 2011

Fire and Rescue Services

- A complete fire station by December 2010
- Lack of proper response equipments including vehicles must be addressed
- Shortage of fire and rescue vehicles must be addressed

Roads and Stormwater

- Key access roads in Thembisile Hani local municipality must be properly maintained in accordance with a road maintenance and implementation programme
- Appointment of a service provider for maintenance of roads in Thembisile Hani local municipality
- Development of a road maintenance and implementation programme

- Speed humps to be implemented in townships
- Signage to be implemented in the townships
- Proper stormwater system installation during construction of routes must be also installed
- underground stormwater drainage system strategy must be developed
- In terms of road maintenance in rural and urban areas there must be laying of paving bricks in out internal roads

2.2.7 Section 79 Committees

In addition to these participation and consultation processes and mechanisms, the council resolved to establish eight (8) Section 79 Committees congruent with the five (5) Key Performance Areas of local government as follows: Infrastructure Development and Service Delivery Committee; Transport, Roads and Public Safety Committee; Finance; Administration and Human Resources Committee; Local Economic Development Committee; Social, Youth and Women Development Committee; and the Geographical Names Committee. These committees are chair by the respective full-time councillors and are constituted by the Councillors and senior officials of the District.

2.2.8 IDP Institutional Arrangements

The IDP preparation process involved an intensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. The following IDP and LED consultative structures were utilised:

- Mayors' Forum and Municipal Managers' Forum
- IDP Forum and LED Forum
- IDP Technical Committee
- IDP and LED Working Groups
- Other specialised forums

With a view of improving the functionality of these structures, including the IDP Forum, LED Forum, IDP Technical Committee, LED Working Groups and IDP Working Groups, the has been continuously appraising their functionality and effectiveness. Such challenges include unsatisfactory attendance of the IDP Technical and IDP Joint Forum meetings by some of the members, lack of consistency in attendance, attendance of the meetings by junior personnel who are not able and or not empowered to take decisions, etc. The attendance of the fora by Heads of Departments from Provincial Sector Departments, Executive Mayors of the Municipalities, Municipal Managers and senior managers will not only strengthen co-operative governance for improved service delivery, but will also facilitate a system of improving the responsiveness of government as a whole to service delivery challenges and socio-economic development aspirations of the communities.

The institutional outlook comprises the IDP Joint Forum, IDP Technical Committee and the seven IDP Working Groups (WGs) (see figure 3). The WGs are Infrastructure and Service delivery; Local Economic Development; Financial Viability; Performance Management Systems; Community Participation and IGR; IDP and PGDS; and IDP Monitoring and Implementation.

Accordingly, it is on this basis that the Lekgotla of the District that was held in July 2009 resolved as that a concept document on the reviewal of the LED and IDP structures, which will form basis for the consultations and discussions, be developed. This resolution of the Lekgotla was further confirmed by the Council in terms of Resolution DM91/07/09 (2/2/1(778). A concept document that was developed and adopted by Council in November 2009 recommended as follows:

- Merging the LED Forum into the IDP Forum into one IDP/LED Forum. This should lead to enhanced alignment between IDP and LED matters and the numbers of meetings will be reduced.

- Retaining the IDP Technical Committee.
- Reconfiguration of the IDP and LED Working Groups in the following format:
 - Establishment of “Public Participation, Good Governance, Skills and Institutional Development Working Group” dealing with IDP Priority Issues 1, 2, 3, 4 and 7.
 - Establishment of “Rural Development, Job Creation, and Economic Development Working Group” to deal with IDP Priority issues 16 and 20. This Committee could have two (2) subcommittees as follows:
 - Land Reform, Food Security and Tourism Development Working Committee; and
 - Business Development and Economic Empowerment
 - Establishment of “Spatial Planning and Development Working Group” dealing with IDP Issues 5, 16 and 17.
 - Establishment of “Infrastructure and Service Delivery Working Group” dealing with IDP Priority Issues 11, 12, 13, 14 and 15
 - Establishment of “Health and Social Development Working Group” dealing with IDP Priority Issues 6, 8, 9, 10, 18 & 19.
- The number of working group meetings is reduced from six (6) to four (4) in a financial year.
- The number of IDP/LED Forum meetings be maintained at four (4) in a financial year.
- The membership of the IDP forum and LED forum be merged and updated to constitute membership of the reviewed IDP/LED Forum.
- The IDP and LED Management Committees are retained albeit their membership be reviewed and or updated.

The new IDP organizational arrangement as approved by Council in terms of the above review is depicted in figure 4 below

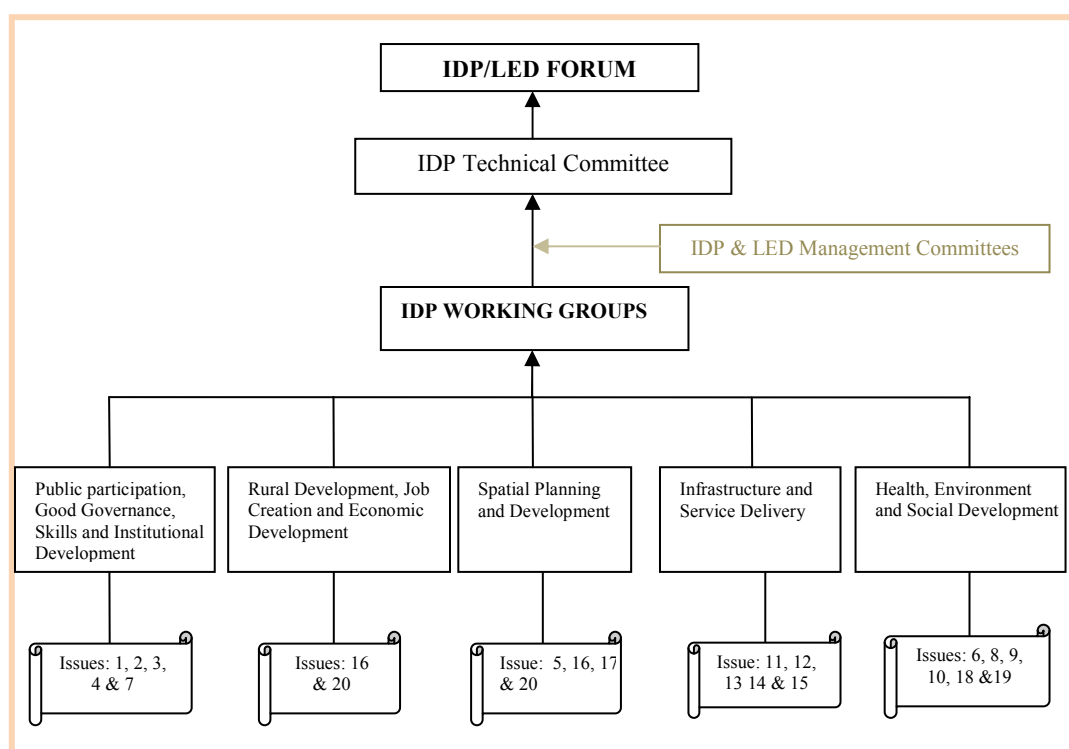


Figure 4: The integrated development planning organisational structure

The workflow is structured in a bottom-up fashion in which issues emanating from the WGs find their way to the IDP Technical Committee, IDP Management and the IDP Joint Forum. This facilitates the process of bottom-up people-centred development planning and to ensure that local municipalities within the District influence the planning process and prioritization.

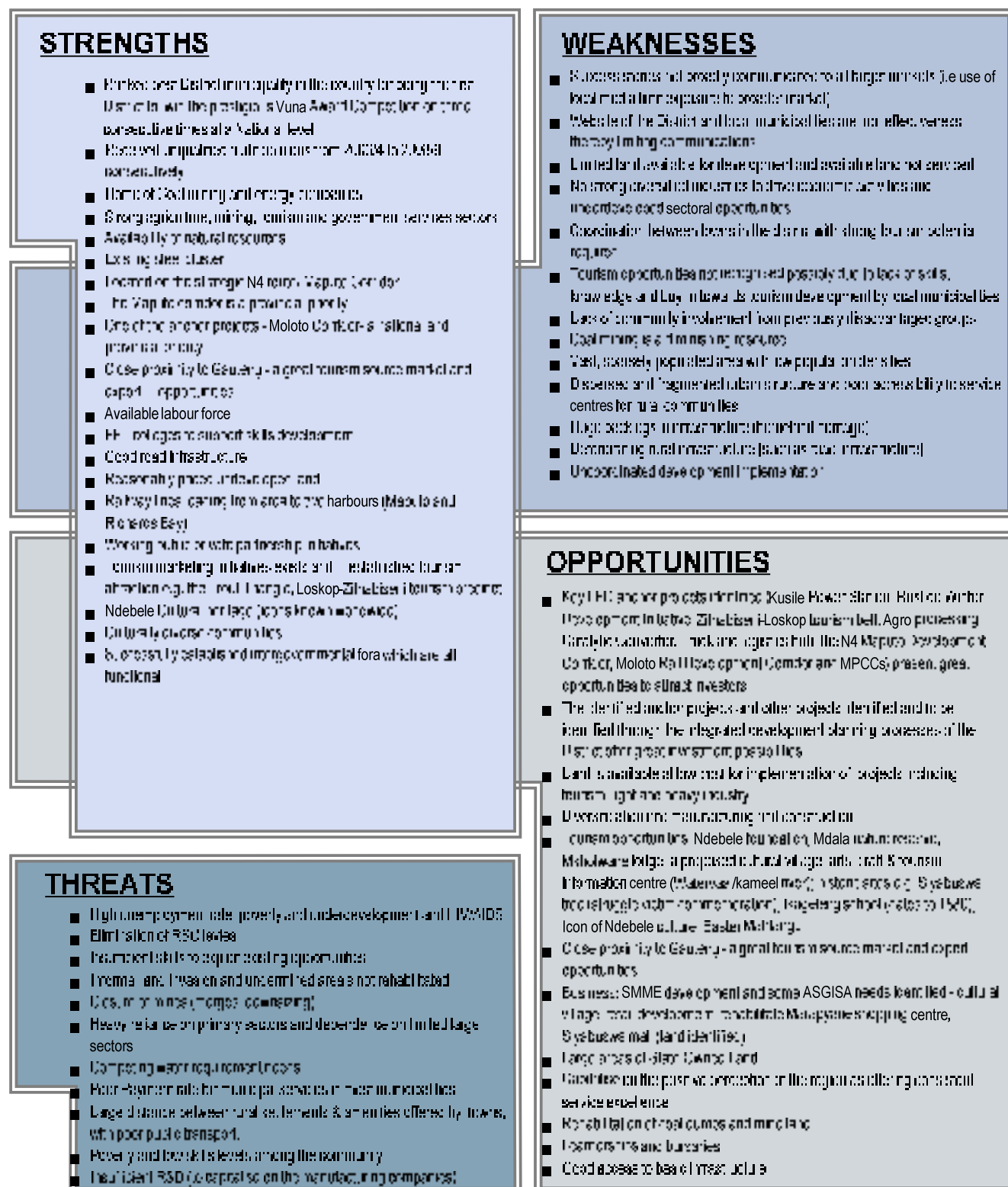
To improve attendance and the impact of all these IDP structures the District has seen a need to alter its engagement methods with the key stakeholders. Issue specific engagements have been proposed as a solution. Once again, optimal participation of the Sector Departments will not only strengthen co-operative governance for improved service delivery, but will also assist in synergizing the available resources and effort from all the spheres of government.

The composition and terms of reference for these structures is briefly outlined in table 2 below. The terms of reference outlined below may only be used as guidelines and the scope may vary depending on the municipal circumstances.

Table 2: composition and proposed terms of reference for IDP structures

Structure	Description	Composition	Terms of reference
IDP / LED Forum	This is a political structure which institutionalises and guarantees representative participation in the IDP Processes	<p>Chaired by the Executive Mayor.</p> <p>Comprises of:</p> <ul style="list-style-type: none"> Executive Mayor and Executive Mayors of the six local municipalities (level) Members of the NDM Mayoral Committee Representatives of all political parties within Council Municipal Manager (including Municipal Managers of local municipalities at level) Senior municipal officials, Sector Departmental HODs and Directors Traditional leadership Councillors and Ward Committee Chairpersons Business and Labour Parastatals Civil society, from all municipalities and other delegated government officials. 	<ul style="list-style-type: none"> Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government Represent constituency interest in the IDP process Participate in the process of setting and monitoring "key performance indicators" Promote coordination and alignment of activities vertically and horizontally Information assimilation/dissemination forum
IDP Technical Committee	This is a technical committee involving the municipalities and sector departments	<p>Chaired by the Municipal Manager</p> <p>Comprises of:</p> <ul style="list-style-type: none"> Chairperson(s) of IDP Steering Technical Committee Chairpersons of IDP Working Groups Sector Department HODs Municipal Managers Municipal HODs IDP Managers/coordinators Sector Department Planners Office of the Premier 	<ul style="list-style-type: none"> Serves as the communication mechanism between the NDM and local Municipalities and between the sector departments and municipalities To ensure the validity and technical correctness of the information presented To coordinate and align matters of mutual concern between the Sector Departments, Municipality and the six Local Municipalities To serve as the mechanism through which consultation and coordination with provincial departments and other external parties e.g. parastatals will take place To facilitate the integration of the policies, objectives, strategies and projects Discussions/commenting on inputs from consultants or other specialists Comment on technical aspects of sector plans Information assimilation and dissemination on regional development planning issues
IDP and LED Working Committees	These are working committees to be established in terms of the municipal Key Focus Areas to harness the strategic implementation-oriented nature of the IDP.	<p>Chaired by the relevant Manager from the Department responsible for the Key Focus area under consideration</p> <p>Comprises of:</p> <ul style="list-style-type: none"> Municipal Officials Sector Departments Business Labour Civil Society Interest groups 	<ul style="list-style-type: none"> Provision of terms of reference for the various planning activities Facilitate discussions and resolution of issues pertinent to specific municipal Key Focus Areas and objectives Consider and make content recommendations items submitted Facilitate discussion of pertinent issues affecting government and stakeholders Makes methodology and content recommendations on the municipal planning processes Commissioning of research studies where applicable <ul style="list-style-type: none"> Consideration and commenting on inputs from sub-committees, study teams and consultants; and Consideration and commenting Inputs from Provincial sector departments and support providers Processes, summaries and document outputs

The synopsis of the key internal and external environment concerns confronting the and its local municipalities indicating the strengths, weaknesses, opportunities and threats was conducted based on the researched sectoral development plans of the (see figure 5).



2.4 NDM ORGANISATIONAL OUTLOOK

Overall, the NDM has five (5) line function departments: viz; the Office of the Municipal Manager, Technical Services, Social Services, Corporate Services and Finance. The Information Technology (IT) Unit, Local Economic Development, Development and Planning Unit (DPU), Internal Audit Unit, Project Management Unit and Public Liaison are Units that are located within the Office of the Municipal Manager and directly accountable to the Chief Accounting Officer. The top-level organogram of the District is as depicted in figure 6.

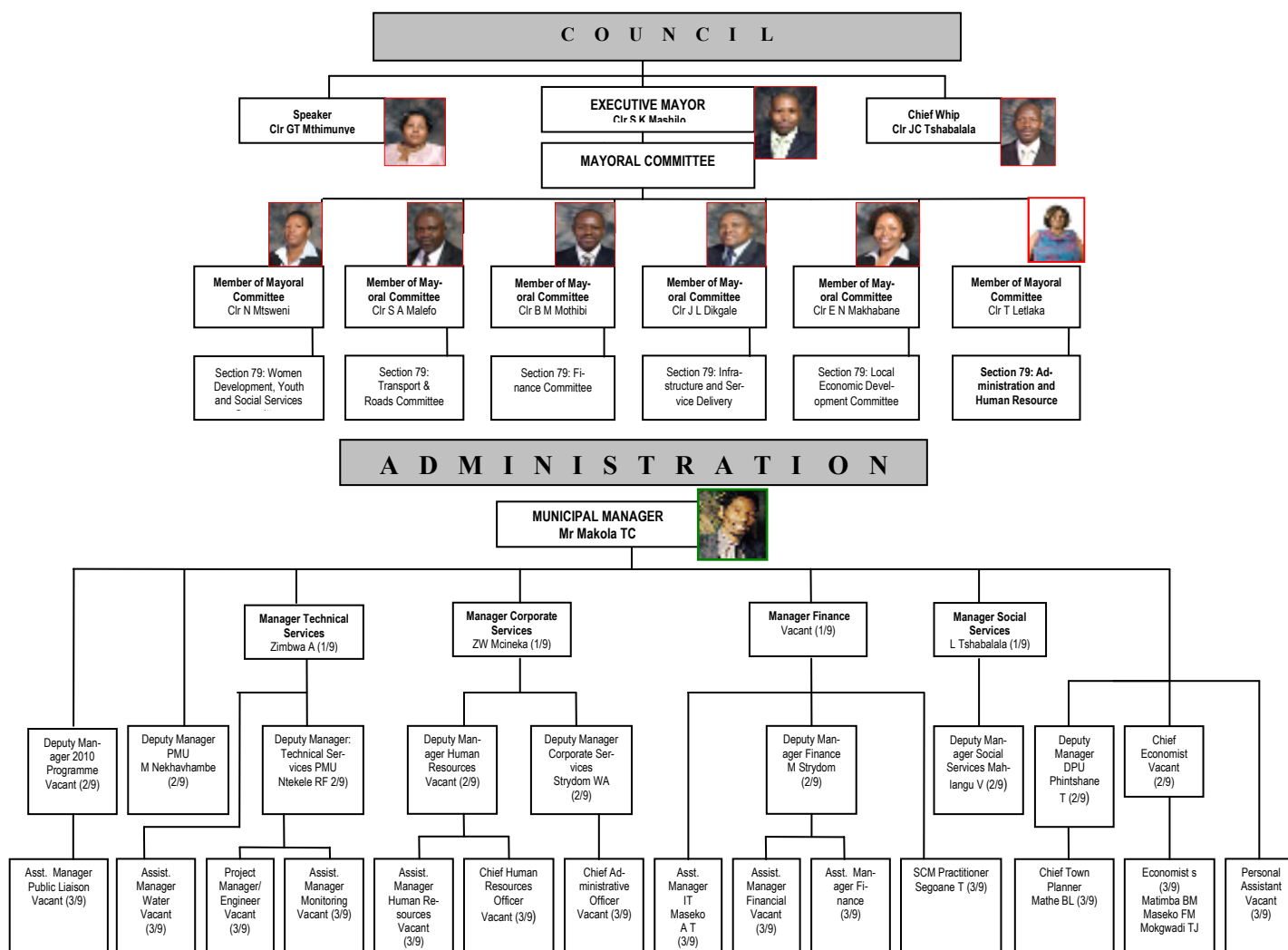


Figure 6: Organogram of the Nkangala District Municipality

CHAPTER THREE

3. COUNCILS VISION, MISSION AND KEY FOCUS AREAS

3.1 Vision and Mission

The Vision:

"Improved quality of life through balanced, sustainable development and service excellence."

The Mission:

"The NDM is committed to the improvement of the physical, socio-economic and institutional environment in order to address poverty and promote development"

3.2 Principles and Values of Council

- To be responsive to the needs of citizens and partner-local municipalities.
- To be transparent, accountable and participative in our dealings with each other and our partners.
- To cultivate a work ethic focused on performance, achievement and results.
- To promote and pursue key national, Provincial and local development goals.
- To ensure a representative organisation.
- To be democratic in the pursuance of our objectives.
- To show mutual respect, trust and ensure high levels of co-operation and discipline in our dealing with one another.

3.3 Key Focus Areas of the Council

In order to focus on a developmental trajectory that will ensure progressive realization of the vision of the council as stated above, the council has resolved to focus on seven (7) Key Focus Areas (KFA), as follows:

- Infrastructure Development and Service Delivery
- Local Economic Development
- Integrated Development Planning and Provincial Growth and Development Strategy
- Financial Viability
- Performance Management System
- Community Participation and Intergovernmental Relations
- IDP Implementation and Monitoring

3.3.1 Infrastructure Development and Service Delivery

This KFA of the Council is targeted at meeting the priority needs of communities, address poverty and promote infrastructure development and maintenance is key in this regard through:

- Developing infrastructure to enable and ensure service provision that meets the priority of communities
- Promoting Integrated Development Planning and the proper coordination and alignment of infrastructure development initiatives in the through sector planning
- Encourage and supporting the effective performance and functioning of local municipalities in ensuring access to basic services within the District.
- Enhancing economic growth and development within the through infrastructure project implementation

3.3.2 Local Economic Development

The focus on this strategic pillar is the need to enhance economic development, job creation and poverty alleviation through:

- Formulation of -wide Local Economic Development strategies thereby creating a conducive environment for promotion and attraction of investment projects and economic growth
- Planning and co-ordinating government socio-economic development strategies and initiatives spear-headed by the our social partners within the framework of the IDP
- Diversification of the economy by promoting agriculture, tourism and SMME development
- Establishing LED programme structures which include the District and local municipalities so as to co-ordinate and co-operate of policies, structures and LED initiatives.
- To collect and disseminate economic information as to assist local municipalities with LED interventions.

3.3.3 Integrated Development Planning and Provincial Growth and Development Strategy

Even though a municipality has the right to govern on its own initiative the local government affairs of its community, the Constitution requires that this right be subject to national and provincial legislation. Section 25 (1) (e) of the Municipal Systems Acts clearly states that an IDP adopted by a Municipal Council must be compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation. The synergy, alignment and coordination between the development plans of the three spheres of government (i.e. IDP, PGDS and NSDP) take precedence in order to achieve proper coordination and alignment of development initiatives within the region

Implementation monitoring of all IDP project is pivotal. Impact monitoring and evaluation of all projects inclusive of projects implemented by Sector Departments, the NDM, local municipalities within the NDM, and key social partners on an ongoing basis. Shared understanding of key priority issues of the communities and the broader strategic developmental trajectory will lead to better coordination, alignment of programmes and improved impact on the ground.

3.3.4 Financial Viability

Financial viability and sound financial management are key to ensuring continuous ability of the institution to meet its mandate through:

- Improved financial management and unqualified municipal audit reports.
- Ensuring fair and just allocation and distribution of resources within the District.

- Building financially viable municipalities and uphold and maintain sound financial management principles.
- Upholding the principles of Batho Pele.
- Rendering efficient and effective support services in a transparent and accountable manner.
- Ensuring effective and efficient income and expenditure management.
- Contributing towards the maintenance of a high credit rating

3.3.5 Performance Management System

The effective and efficient functioning of municipalities through strengthened performance management systems that encourage and support municipalities in delivering on their mandate. Associated with this is a focus on organisational design and capacity building to enable municipalities to respond to challenges they are faced with. In this manner corporate governance, transparency and accountability will be improved.

3.3.6 Community participation and Intergovernmental Relations

The gist of this strategic pillar is to help bridge the gap between the three spheres of government, the District municipality and the six local municipalities and the community at large. It further seeks to stress the importance of communicating Council matters with beneficiaries and other stakeholders through:

- Promoting the positive image and brand of Nkangala District Municipality.
- Widely communicating the values, successes and objectives of the District.
- Improving relations between the three spheres of government, and its local municipalities and the community at large.
- Improving public participation, accountability and transparency

3.3.7 IDP Implementation and Monitoring

Monitored IDP implementation is the key to the realisation of government socio-economic development agenda. Accordingly, within the context of the interdependence and inter-relatedness between the three spheres of government impact monitoring and evaluation of all projects implemented by national and provincial sector departments, the NDM, local municipalities within the NDM, and key social partners must be strengthened. Thus, a shared understanding of key priority issues of the communities and the broader strategic developmental trajectory will lead to better coordination, alignment of programmes and improved impact on the ground.

CHAPTER FOUR

4. BRIEF SOCIO-ECONOMIC OVERVIEW

4.1 Geography

The Nkangala District Municipality (DC31) is one of the three (3) District municipalities in Mpumalanga Province. The headquarters of Nkangala District Municipality are in Middelburg (Steve Tshwete Local Municipality). The District is composed of six (6) local municipalities: namely; Victor Khanye Local Municipality (MP 311), Emalahleni Local Municipality (MP 312) Steve Tshwete Local Municipality (MP 313), Emakhazeni Local Municipality (MP 314), Thembisile Hani Local Municipality (MP 315) and Dr J S Moroka Local Municipality (MP 316) (see figure 7). The area of the District covers a total area of approximately 16,892 square kilometres.

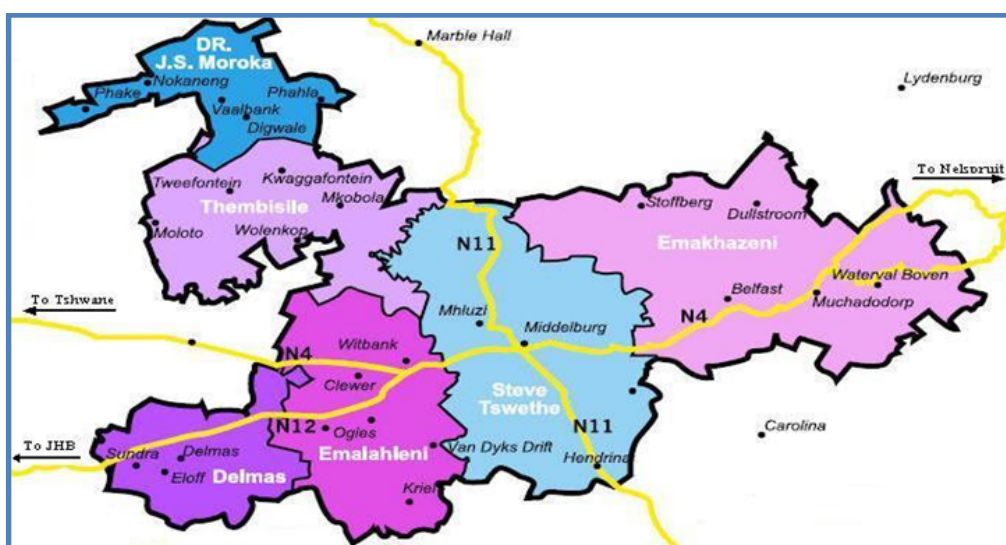


Figure 7: Geography of the

In preparation for the 2011 Local Government elections, the Municipal Demarcation Board has proposed various changes as far as the number of wards within the District are concerned (see table 3).

Table 3: Wards within the

Municipality	2006 ward	2011 Proposed wards	Change
Victor Khanye	08	09	+01
Dr JS Moroka	30	31	+01
Emalahleni	32	34	+02
Emakhazeni	07	08	+01
Steve Tshwete	24	29	+05
Thembisile Hani	30	32	+02
NDM	131	143	+12

4.2 Brief overview of local municipalities

4.2.1 Emalahleni local municipality

Emalahleni local municipality is situated on the Highveld of Mpumalanga. The geographical area of the municipality is approximately 2,677 square kilometres. The municipality consists of a number of towns, including Balmoral, Clewer, Coalville, Hlalanikahle, Kendal, Kriel, Kwaguqa, Lynnville, Matla, Minnaar, New Largo, Ogies, Paxton, Phola, Rietspruit, Thubelihe, Van Dyks Drif, Wilge, and Witbank. Witbank is one of the major urban

concentrations in the Nkangala District Municipality and within Mpumalanga as a whole. Emalahleni is located close to Gauteng, adjacent to the N4 and N12 National Roads, which serve as an important transport link. The Local Municipality is predominantly an industrial zone, originally known for coal mining.

The vision of the Emalahleni local municipality is “striving together to be an excellent centre for service delivery”. The municipal head quarters are located in Emalahleni which is home to a number of large industrial concerns such as Highveld Steel; and mining companies such as Anglo Coal, Extrata, BHP Billiton/Ingwe as well as energy generating organisations. Important sectors in this area are manufacturing, trade, transport, finance and community services. Witbank is one of the major urban concentrations within Mpumalanga.

4.2.2 Steve Tshwete local municipality

Steve Tshwete local municipality is situated at the centre of Nkangala District Municipality. It covers a geographical area of approximately 3,976 square kilometres. The towns and settlements within Steve Tshwete include Middelburg, Mhluzi, Hendrina, Kwazamokuhle, Rietkuil, Pullenshope, Komati, Presidentsrus, Naledi, Lesedi, Kranspoort, Blinkpan, Koornfontein, Kwa-Makalane and Doornkop. The Municipality is well located in terms of the Maputo Development Corridor, the Middelburg / Steelpoort mining resource link, as well as the Middelburg/ Bethal/ Ermelo/ Richards Bay Corridor.

The vision of Steve Tshwete local municipality is “to be the best community drive Local Municipality in the world in the provision of sustainable services and development programmes”. The municipality prides itself of the visionary leadership of its Council, the competence of its management team and Council’s good relations with the Nkangala District Municipality. On many occasions, the municipality and the citizen it serves have been cited as a sterling example for other municipalities in South Africa to emulate. It has a remarkable track record of success which include its rating as a high capacity municipality, second best municipality in the 2007 National Vuna Awards in respect of local municipalities, winner of project Consolidate Award on two occasions, SALGA excellence Municipal Awards, ZK Mathews Award, favourable credit rating of A1 – short term and A – long term and various cleanest town awards.

The municipality is located in the Middelburg town and is strategically placed in the economic heartland of Mpumalanga. The municipality is home to a number of large industries such as Columbus Steel (therefore the strap line “the home of stainless steel”), Eskom (power generation), the Nkangala District Municipality’s headquarters and various government departments. The area is sustained by Eskom power stations, local mines, Columbus Steel, strong agricultural areas, a thriving commercial community and tourist attractions.

4.2.3 Victor Khanye local municipality

The Victor Khanye local municipality is situated on the western Highveld of Mpumalanga Province, covering a geographic area of approximately 1,567 square kilometres. The prominent towns and settlements in the Municipality include Abor, Argent, Delmas and Lionelton. The municipality is strategically located close to the metropolitan areas of Gauteng and Tshwane, and borders the metropolitan area of Ekurhuleni in the west.

The vision of the Victor Khanye local municipality is “a cohesive, caring and prosperous community, within which a decent life is attainable within the parameters of sustainable development”. The head quarters of the municipality are in Delmas (a French word meaning small farm). Victor Khanye is currently characterized by an increase in the number of mining and related activities in the Leandra area. In addition to mining (concentrating on coal and silica), other important sectors in this area are agriculture (a major provider of food and energy source – maize and coal mining); finance and manufacturing (capitalizing on proximity to Gauteng). The area is strategically located close to the metropolitan areas of Gauteng, Tshwane and Ekurhuleni. Delmas also has good infrastructure.

4.2.4 Emakhazeni local municipality

The Emakhazeni local municipality area stretches from Middelburg in the west to Ngodwana in the east. It covers an area of approximately 4,735 square kilometres. The following towns and settlements are located in the Municipality Airlie, Belfast, Dalmanutha, Dullstroom, Kwaggaskop, Laersdrif, Machadodorp, Nederhorst, Stoffberg, Waterval Boven and Wonderfontein.

The vision of the Emakhazeni local municipality is "A secure environment with sustainable development to promote service excellence, unity and community participation resulting in a caring society". The municipality is situated in the eastern parts of the Nkangala District with its head quarters in Belfast. Towns in the Emakhazeni Local Municipality are primarily associated with agriculture, tourism and forestry activities. Dullstroom provides some avenues for tourism and is in essence a service centre for the surrounding agricultural communities.

4.2.5 Dr JS Moroka local municipality

Dr J.S. Moroka local municipality is located in the northwestern corner of Mpumalanga. The geographical area of the municipality is approximately 1,416 square kilometres. Towns and settlements within the municipal boundaries include: Bamokgoko, Dikgwale, Ga-Maria, Kwa-Phake, Lefiso, Maboko, Mapoch, Masobe, Matshiding, Moteti, Phake, Siyabuswa, and Vaalbank. The municipality forms part of a larger economic sub-region of Tshwane and Johannesburg.

The vision of the municipality is "an effective, efficient public, institution delivering quality, sustainable services to better, the lives of people". The municipal head quarters are located in Siyabuswa. The area is characterised by the existence of a variety of urban, peri-urban and agricultural settlements (Cattle, maize and vegetables are the main agricultural produce). There is a yearly show called Business Development and Cultural Show which needs focused marketing. Tourism attractions include Ndzundza Mabhoko Royal Kraal, Mkhombo Dam (popular with fishermen), Mdala Nature Reserve, Khethiwe Park in Siyabuswa, Kwa-Nostokana Arts and Craft Centre, and Sazama Craft Centre. The arts and culture stalls are flagship projects to be exposed to the broader market. Icons such as Ester Mahlangu "NoStokana" have entrenched the Ndebele culture.

4.2.6 Thembisile Hani Local Municipality

Thembisile Hani local municipality is located in the western region of the Nkangala District Municipality, and covers a geographical area of approximately 2,384 square kilometres. Towns and settlements within the municipal boundaries include: Boekenhouthoek, Bundu, Ekangala, Ekandustria, Enkeldoornoog, Goedered, KwaMhlanga, Kwaggafontein, Moloto Phola Park, Seringkop, Sybrandskraal, Tweefontein, Vlakfontein, Verena, and Witnek. Most of the urban, peri-urban and agricultural settlements are situated along the R573 Provincial road also known as the Moloto Road. The road serves as a major communication and transportation route for the municipality, linking it with Marble Hall and Grobblersdal to the east and Gauteng to the south- west. Many future residential and economic developments in the region are planned along the Moloto Corridor route.

The vision of the municipality is "to better the lives of our people through equitable, sustainable service delivery and economic development". The municipality is situated in the western part of the Nkangala District, is located in the area of Siyabuswa. The area is characterized by large rural component, high unemployment, area is isolated and has very narrow economic base. The Moloto road which links this area with the northern parts of Gauteng provides the dominant movement in the area. The area previously received incentives which contributed towards unsustainable development. Important sectors are agriculture, trade, transport, finance and community service. The tourism potential in Thembisile is underutilised. Tourist attractions include:

- The Ngodwana Ndebele Village, which consists of a reconstruction of Ndebele dwellings, an exhibition of arts and crafts, demonstrations of beadwork, weaving, situated along the KwaMhlanga-Ekangala road.
- Loopspruit- the most easterly wine estate in South Africa, which is open for daily cellar tours and wine tasting.

4.3 Demographics

The total population of the NDM was 1 226 500 in 2007 (Stats SA 2007), constituting approximately 34% of Mpumalanga's population. The population growth rate increased by about 2% between the period 2001 and 2007. As depicted in table 4, the District's population makes up 33.6% of Mpumalanga Province's population. Nkangala District Municipality's share of the Mpumalanga population increased from 30.3 percent in 2001 to 33.7 % in 2007. The black population formed the bulk of the District's population with 90.9 percent, followed by the White population with 7.8 %. The majority of the population in the District is situated in Emalahleni local municipality (MP312), which accounts for 35.4% of the population of the District and 11.9% of the provincial population. Emakhazeni local municipality has the smallest population percentage in the District, with only 2.6% of the District's population and 0.9% of the provincial population living there. .

Table 4: NDM population and households

Municipality	Population	Population as % of	Population as % of Province	No. of Households	Households % of
Nkangala District Municipality	1226500	100	33.6	305567	100
Victor Khanye Local Municipality	50455	4.1	1.3	15129	4.9
Emalahleni Local Municipality	435217	35.4	11.9	105592	34.5
Steve Tshwete Local Municipality	182503	14.8	5	50449	16.5
Emakhazeni Local Municipality	32840	2.6	0.9	12127	3.9
Thembisile Local Municipality	278517	22.7	7.6	65394	21.4
Dr. JS Moroka Local Municipality	246969	20.1	6.7	56875	18.6

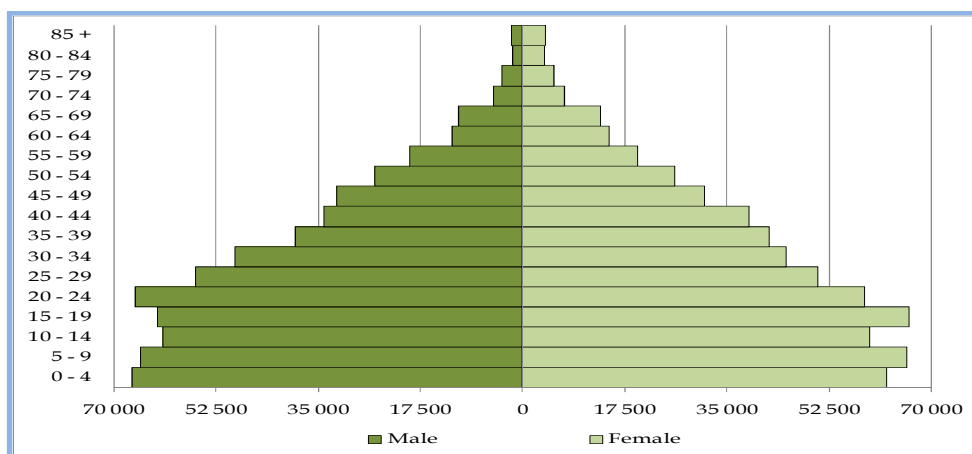
The significant increase of the population of Emalahleni may be due, *inter alia*, to the fact that the share of the economy of Emalahleni local municipality in the context of the District grew from to about 45% in 2004 to 57% in 2007. As a result, the Emalahleni local Municipality has the highest backlog in terms of water and sanitation. Informal settlements are also on the increase due to the existing housing backlog in the District.

The population and percentage change in population is reflected in table 5. According to the Community Survey of 2007, Emalahleni local municipality had the highest population growth of 36.4% between 2001 and 2007. The population in Emakhazeni local municipality was reduced by 11.4% in the same period.

Table 5: population changes between 2001 census and 2007 Community Survey

Municipality	Total Population 2001	Total Population CS 2007	Pop Change 2001 - 2007	% Growth -2001 -2007
Nkangala District Municipality	1020325	1226500	206175	16.8
Victor Khanye Local Municipality	56205	50455	-5750	-11.4
Emalahleni Local Municipality	276411	435217	158806	36.4
Steve Tshwete Local Municipality	142770	182503	39733	21.7
Emakhazeni Local Municipality	43004	32640	-10164	-31
Thembisile Local Municipality	258624	278517	19893	7.1
Dr. JS Moroka Local Municipality	243311	246969	3658	1.4

From the population cohort diagram, figure 8 below, it is evident that the youth constitutes the largest share of the population. In 2007, 60.4 percent of NDM's population was under the age of 30 years, 25.4 percent between 30 and 49 years and 14.2 percent, 50 years and older. The age cohort of 5-9 years represents the most populous cohort in the pyramid.



Source: Statistics South Africa - Community Survey, 2007

Figure 8: Nkangala population composition by age group and gender, 2007

4.4 HIV/AIDS Prevalence

The HIV prevalence ratio for Nkangala in all age groups was 11.3 percent in 2008, compared with the provincial figure of 11.0 percent (see table 6). It is evident from Table 3 that the HIV prevalence ratio is decreasing. In 2008, Emalahleni had the highest prevalence ratio (12.2 percent), followed by Steve Tshwete with 11.9 percent.

Table 6: HIV prevalence for Mpumalanga, Nkangala and local municipalities, 1996-2008

Region	1996	2001	2008
Mpumalanga	5.9%	12.4%	11.0%
Nkangala	6.0%	12.7%	11.3%
Dr JS Moroka	5.9%	11.7%	9.8%
Thembisile	6.1%	12.6%	11.1%
Emakhazeni	6.1%	12.7%	11.2%
Victor Khanye	6.1%	12.9%	11.4%
Steve Tshwete	5.6%	12.9%	11.9%
Emalahleni	6.3%	13.6%	12.2%

Source: Global Insight – ReX, 2009

The HIV estimates for Nkangala, as with the Province, reflect a declining trend. According to Global Insight, HIV estimates for Nkangala peaked in 2004 at 141 160 and has since come down to 126 723. In contrast, and understandably so, AIDS estimates continued to rise to the latest 2008 figure of 11 136. However, it is noteworthy that the AIDS estimates growth rate, which was as high as 55.9 percent in 1997, has dropped off to only 0.4 percent in 2008. Based on this, it can be assumed that the AIDS estimated number is close to its peak and may start to decline in the near future, similar to the HIV growth rate (-3.1 percent).

4.5 Urbanisation

Nkangala s Municipality's urbanisation rate has increased from 44.1 percent in 1996 to 53.2 percent in 2008. The trend that is portrayed in Figure 5 is similar to the provincial figure that increased from 35.4 percent in 1996 to 38.0 percent in 2008. Emalahleni exhibited the highest urbanisation rate among the six local municipalities with a rate of 86.2 percent, followed by Steve Tshwete with a figure of 72.1 percent. The lowest urbanisation rate in 2008 was recorded in Dr JS Moroka at 15.5 percent.

4.6 Unemployment

According to Statistics South Africa, the unemployment rate for Mpumalanga at the end of the second quarter of 2009 was 26.5 percent. This was 2.2 percent higher (worse) than the unemployment rate of 24.7 percent registered for the first quarter of 2009. The Quarterly Labour Force Survey conducted by Statistics South Africa is not disaggregated to level but, in the light of the global and national recession, it can be accepted that the same negative trend manifested in the and local municipalities.

It is evident from Figure 9 that the number of unemployed people in the District have steadily declined since 2005, to the current level of around 108 000. The unemployment rate has steadily decreased since 2005 to 25.1 percent in 2008; however, as explained above, the negative effect of the current economic downturn is not presented here due to a lack of disaggregated data. At the end of 2008, the unemployment rate of the District was higher than the provincial rate of 21.8 percent.

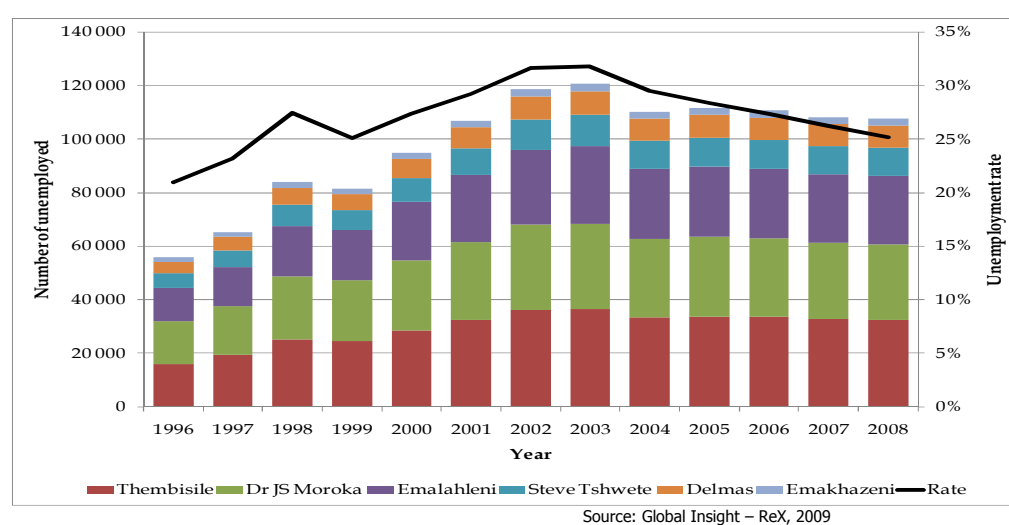


Figure 9: Unemployment in Nkangala, 1996 -2008

In 2008, Thembisile and Dr JS Moroka had the highest number of unemployed people in the District with 32 500 and 28 100, respectively. Emakhazeni and Victor Khanye Local Municipalities, with respective unemployment numbers of 2 600 and 8 200, contributed the least to the District's unemployment number in 2008.

The formal sector (non-agricultural) in the NDM was responsible for 65.9 percent of total employment in the District, the informal sector (non-agricultural) 20.7 percent, agriculture 5.6 percent and private households 7.8 percent. The Province as a whole registered a smaller share by the formal sector (55. 5 percent) and subsequently greater shares by the three other sectors.

In 2008, the formal (non-agricultural) sector dominated employment in all of the six local municipalities as presented in Table 7. The informal sector was the second largest employer, except for Victor Khanye Local Municipality, where the agriculture sector was second to the formal sector.

Table 7: Employment by sector in Nkangala and local municipalities, 2008

Sector	NDM	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka
Agriculture	5.6%	18.8%	2.5%	6.1%	11.3%	3.3%	5.2%
Mining	15.7%	10.2%	16.7%	19.1%	21.10%	1.8%	0.1%
Manufacturing	13.9%	7.9%	16.2%	14.3%	10.4%	10.4%	3.9%
Electricity	2.9%	0.7%	4.1%	2.8%	0.5%	1.0%	1.1%
Construction	6.7%	6.5%	6.8%	6.5%	5.7%	8.0%	5.8%
Trade	21.3%	20.7%	22.4%	20.1%	21.11%	21.8%	13.6%
Transport	4.3%	5.6%	4.6%	3.2%	6.1%	3.7%	3.1%
Finance	6.0%	4.9%	6.7%	6.5%	3.3%	4.4%	4.7%
Community services	15.8%	12.6%	13.1%	13.6%	11.5%	39.2%	52.9%
Private households	7.8%	12.3%	6.9%	7.9%	9.0%	6.4%	9.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

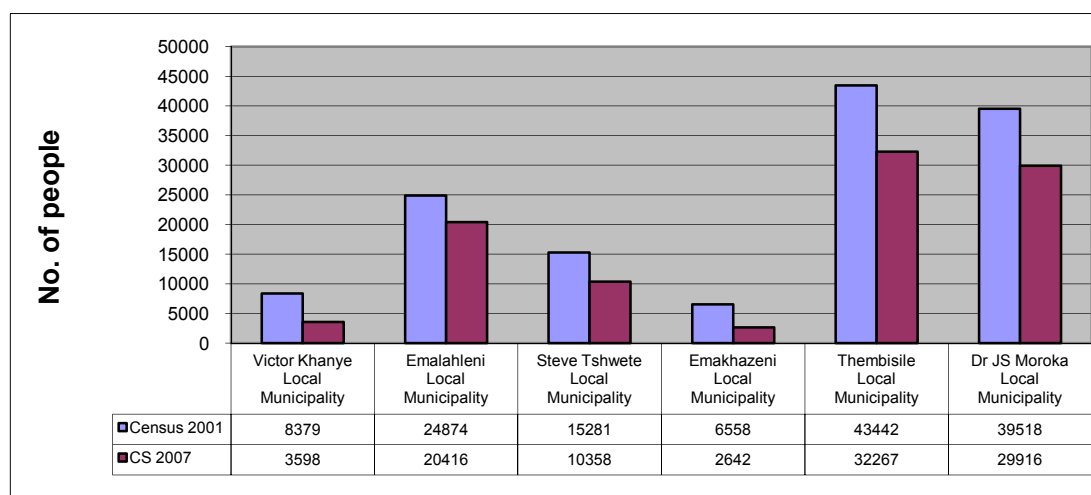
Source: Global Insight – ReX, 2009

In 2008, the wholesale and retail trade sector was the biggest employer in Nkangala with a share of 21.3 percent. Community services (15.8 percent) and mining (15.7 percent) contributed significantly to employment. The trade sector was also the leading sector employment provision in all but one of the local municipalities, Dr JS Moroka where community services (52.9 percent) was the leading sector. The smallest provider as well as in four of the six local municipalities, was electricity.

Emalahleni dominated Nkangala's employment numbers with a 47.4 percent share of the total employment. Steve Tshwete was the second largest provider with 27.7 percent, while Dr JS Moroka (1.8 percent) contributed the least to employment figures. Except for the agriculture sector, Emalahleni was the leading contributor to the employment figures of each of Nkangala's sectors. Incidentally, Victor Khanye Local Municipality was the leading employer of the agriculture sector.

4.7 Education

As depicted in figure 10, the level of education in Nkangala (and in Mpumalanga) is very low: 25% of the adult population in Nkangala and 28% in Mpumalanga reported that they received no formal schooling compared to only 8% in Gauteng.

**Figure 10: No. of people aged 20 yrs and above with no schooling (Local municipalities)**

As far as attendance at an educational institution (age 5-24 years) is concerned 26% of all school going age children and young adults do not attend any form of educational institution. A relatively low percentage of people (1, 9%) attend tertiary educational institutions compared to six, 6% in Gauteng.

Based on information from Global Insight regarding the highest level of education, 13.1 percent of the people 15 years and older, have not received any schooling, 33.3 percent have an education level of grade 0-9, 23.5 percent grade 10-11 and 22.5 percent only a matric qualification. Only 6.7 percent of the people in Nkangala have a post matric qualification. The following positive trends in NDM's education profile can be highlighted:

- The percentage of the population with no schooling decreased moderately from 20.1 percent in 2001 to 13.1 percent in 2008.
- The percentage of the population that completed secondary education (matric) increased from 18.3 percent in 2001 to 22.5 percent in 2008.
- The percentage of people with a post matric qualification increased slightly from 5.5 percent to 6.7 percent in 2008.

It is noticeable that Thembisile Hani (18.1 percent) had the highest percentage of people without any schooling and Emalahleni the lowest (8.0 percent). Emalahleni also had the highest percentage of residents that completed their secondary schooling (26.4 percent), followed by Steve Tshwete with 26.2 percent. Steve Tshwete had the highest percentage of residents that obtained a tertiary qualification (8.7 percent), whereas only 3.8 percent in Thembisile completed a post-matric qualification.

The NDM's functional literacy rate (age 20+ and completed grade 7 and higher) increased from 61.7 percent in 1996 to 72.8 percent in 2008 (Figure 10). Despite the fact that this rate was higher than the Province (66.6 percent), NDM's literacy rate improved slower than that of the Province since 1996. Victor Khanye Local Municipality's functional literacy in 2008 was the lowest (61.4 percent) and it increased the slowest from 1996 than any of the other municipalities. Emalahleni (83.7 percent) and Steve Tshwete (79.4 percent) registered higher rates than the District and the Province.

From the above research information, it is clear that a concerted effort between the NDM and the Provincial Department of Education must be waged to upgrade not only literacy problem, but to ensure that the percentage of our community with post-matric education is increased progressively. This may necessitate that the Department does not depend on the satellite university campuses within the Province, but for the Provincial Government to contemplate building a fully-fledged University institution.

4.8 Spatial distribution of population

There are noticeable variations in the distribution of population within the NDM as shown in figure 11. The District is also characterised by geographical disparities and dispersed settlement pattern as illustrated above. The largest concentrations of people are found at Emalahleni, Thembisile Hani and Dr JS Moroka local municipalities. This presents challenges for service delivery as the population is dispersed raising the costs of delivery and infrastructure provision.

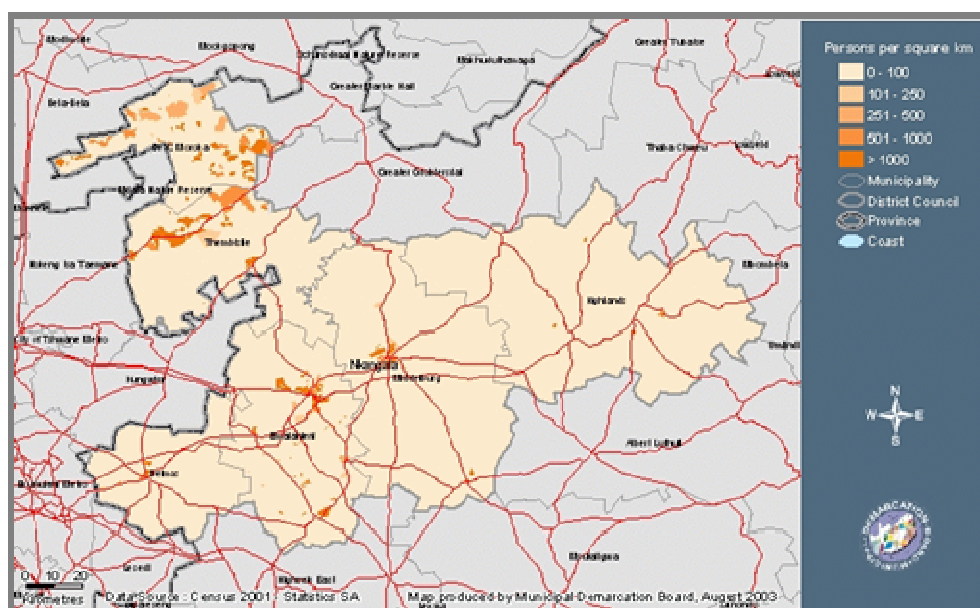


Figure 11: Spatial concentrations of population within the NDM

The population profile of the Nkangala District Municipality revealed that the majority of people living in the area are extremely poor and do not have access to mainstream economic activities. The spatial distribution of people reflects that there are three distinguishable groups of people affected by poverty, namely:

- The main poverty concentration exists in the Dr. JS Moroka and Thembisile Municipalities. The City of Tshwane is the main employment centre for communities residing in this area, reducing their reliance on the Nkangala District, but necessitating daily commuting via public transport.
- The second poverty concentration is found in communities residing in informal settlements on the periphery of towns (e.g. west of Emalahleni and Middelburg, north of Victor Khanye Local Municipality). High population densities, poor access to basic infrastructure and community facilities, absence of local economies are the main characteristics.
- The third category of poor people resides in the rural areas, particularly in the former black townships of small villages and on farms. The lack of land ownership, danger of evictions and unfair labour practices, long travel distances to the major centres and generally poor public transport are the main challenges.

Due to the predominantly rural area with scattered settlements, the District has a dispersed spatial structure. Population densities vary from very high (urban areas) to very low (small settlements and the rural areas). Most people are located in settlements in adjacent to urban towns and there is a high level of need (housing, sanitation) but there is also high degree of need in the more rural areas where the population is less. Backlogs are the highest in the areas of sanitation, followed by electricity and then water. Electricity backlogs are most severe in rural areas and amongst households on farms, which is ironical when considering the leading role that the District plays in the generation of electricity.

This structure makes the provision of infrastructure and community facilities costly and problematic. The threshold levels for the provision of community services are low in rural areas, due to vast distances and low population densities. The vast distances make use of public transport to access community facilities necessary, while the rural nature of the area also makes the viable provision of public transport problematic. The dispersed spatial structure with low population concentrations in the Nkangala District is very costly and problematic for the following reasons:

- Community services and facilities have to be duplicated at a great cost;
- The threshold levels for viable provision of community services are low;
- Engineering services are expensive to provide; and
- Communities have to make use of public transport to move between areas.

4.9 Spatial distribution of economic activity areas and poverty pockets

The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile local municipalities, is shown in figure 12 below. These municipalities however recorded the highest numbers of population.

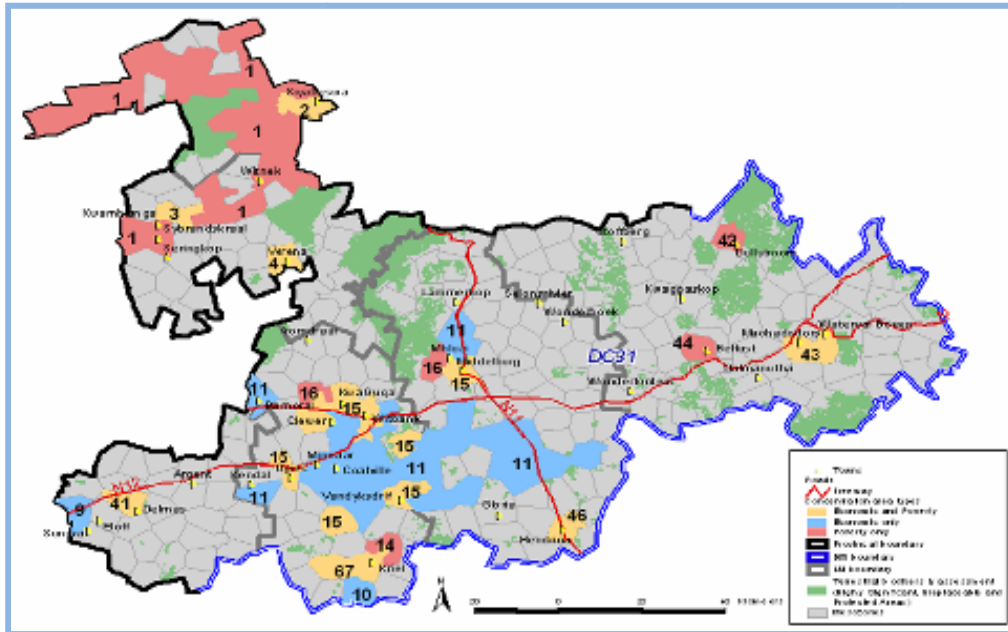


Figure 12: Activity concentration types

At a provincial scale, as depicted in figures 12 (above) and 13 (below) the Emalahleni, Middelburg area of the NDM is home to major economic activity concentrations. However, the main concentrations of economic activity around Emalahleni and Middelburg are starting to encroach on environmentally highly significant areas and important and necessary areas.

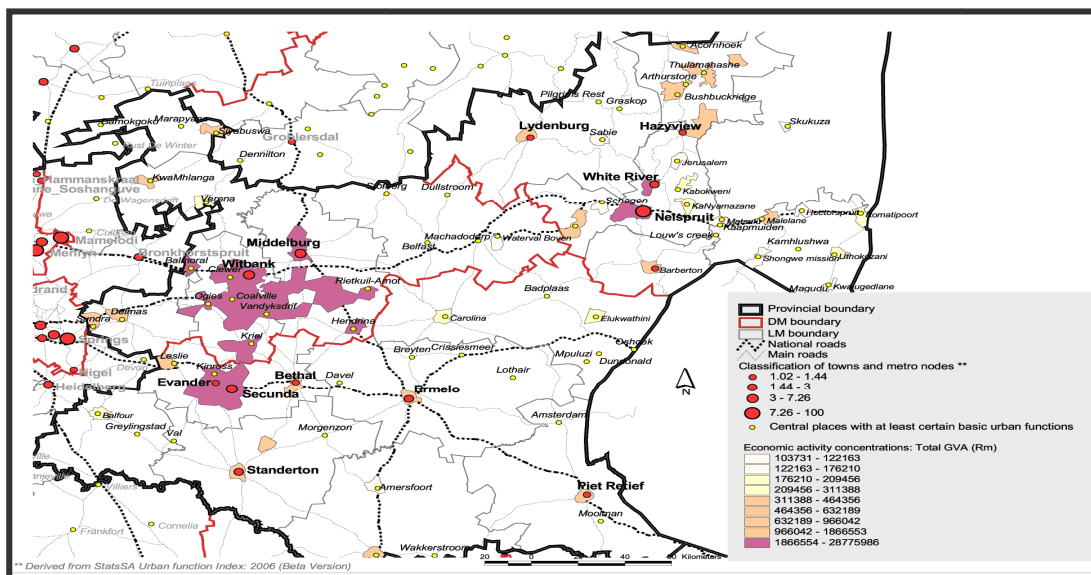


Figure 13: Significant economic activity: Total GVA

The southwestern regions of the District are referred to as the Energy Mecca of South Africa, due to the large deposits of coal reserves and associated power stations, particularly the Emalahleni and Steve Tshwete areas. The regeneration of some of the mothballed power stations pose opportunities for the mining and energy

sectors, as well as the regeneration of some of the smaller towns in the , such as Delmas, Hendrina and Arnot. Greater portions of the District, particularly the Dr JS Moroka – Thembisile Hani municipal areas, are characterised by subsistence agriculture.

4.10 Income per capita

Nkangala's annual per capita personal income in nominal terms (current prices) showed noticeable improvement from R9 613 (R801 per month) in 1996 to R28 927 (R2 411 per month) in 2008. This figure, that refers to the total income generated in the region divided by the number of residents, was higher than the provincial figure of R23 886 (R1 990 per month). Table 8 shows that the average person in Steve Tshwete, Emalahleni and Emakhazeni earned more than the average person in the . Thembisile recorded the lowest annual per capita personal income of R13 971 (R1 164 per month) in 2008.

Table 8: Annual per capita personal income (current prices) in Nkangala and local municipalities, 1996-2008

Municipality	1996	2001	2008
Nkangala	R9 613	R15 121	R28 927
Steve Tshwete	R17 310	R27 421	R43 702
Emalahleni	R15 650	R23 603	R40 974
Emakhazeni	R7 821	R12 311	R29 723
Victor Khanye	R9 771	R16 249	R26 609
Dr JS Moroka	R4 501	R6 897	R17 385
Thembisile	R5 102	R6 404	R13 971

Source: Global Insight – ReX, 2009

Table 9 illustrates the increases in the annual average household income in nominal terms of the and its sub-regions. Over the period under review the average household income in the increased from R44 212 (R3 684 per month) in 1996 to R108 697 (R9 058 per month) in 2008, an increase of 7.8 percent annually. The and the local municipalities income per household, except for Thembisile and Dr JS Moroka, were above the provincial mark of R90 192 (R7 516 per month).

Table 9: Annual household personal income (current prices) in Nkangala and local municipalities, 1996-2008

Region	1996	2001	2008
Nkangala	R44 212	R61 865	R108 697
Steve Tshwete	R68 858	R100 829	R150 682
Emalahleni	R64 987	R89 252	R144 316
Emakhazeni	R30 859	R43 346	R96 724
Victor Khanye	R41 198	R62 199	R94 862
Dr JS Moroka	R24 034	R32 403	R75 023
Thembisile	R25 766	R28 456	R57 021

Source: Global Insight – ReX, 2009

4.11 Disposable income

Real disposable income (income received after taxes) per capita expressed in constant 2000 prices in Nkangala increased from R11 324 per annum (R944 per month) in 1996 to R16 449 per annum (R1 371 per month) in 2008. The average annual increase of 3.2 percent over the 12-year period was higher than the national and provincial increases of 2.8 percent, respectively. In 2008, Steve Tshwete registered the highest per capita disposable income of R23 590 per annum (R1 966 per month) and Thembisile the lowest R9 777 (R815 per

month). Dr JS Moroka registered the largest average annual increase of 5.9 percent and Steve Tshwete the lowest at 1.4 percent (see Table 10).

Table 10: Annual per capita disposable income (constant prices) in Nkangala and local municipalities, 1996-2008

Region	1996	2001	2008
Nkangala	R11 324	R12 940	R16 449
Victor Khanye	R11 496	R13 273	R14 495
Emalahleni	R18 198	R19 097	R22 086
Steve Tshwete	R20 030	R22 081	R23 590
Emakhazeni	R9 392	R10 268	R16 144
Thembisile	R6 212	R6 951	R9 777
Dr JS Moroka	R5 493	R6 713	R10 884

Source: Global Insight – ReX, 2009

Table 11 illustrates the increases in the real annual household disposable income of the and its sub-regions. Over the period under review the average annual household disposable income in Nkangala increased from R52 077 (R4 340 per month) in 1996 to R61 808 (R5 151 per month) in 2008, an increase of 1.4 percent annually.

Table 11: Annual household disposable income (current prices) in Nkangala and local municipalities, 1996-2008

Region	1996	2001	2008
Nkangala	R52 077	R52 942	R61 808
Victor Khanye	R48 471	R50 808	R51 674
Emalahleni	R75 568	R72 212	R77 790
Steve Tshwete	R79 677	R81 195	R81 336
Emakhazeni	R37 057	R36 151	R52 536
Thembisile Hani	R31 369	R30 884	R39 907
Dr JS Moroka	R29 334	R31 540	R46 969

Source: Global Insight – ReX, 2009

As with per capita disposable income the 's household disposable income was higher than that of the Province in 2008. In 2008, Steve Tshwete registered the highest household disposable income of R81 336 per annum (R6 778 per month) and Thembisile the lowest R39 907 (R3 326 per month). Dr JS Moroka registered the largest average annual increase of 4.0 percent and Steve Tshwete the lowest at 1.4 percent.

4.12 Income distribution

An income distribution model that monitors and tracks the dynamic and patterns of the way people earn and spend their money is the basis for Table 12. The distribution model presents the number of households per income category. It is evident from the presentation that the majority (54.6 percent) of households in Nkangala earned less than R54 000 per year (R4 500 per month) in 2008.

Table 12: Household per income category (current prices) in Nkangala, 2008

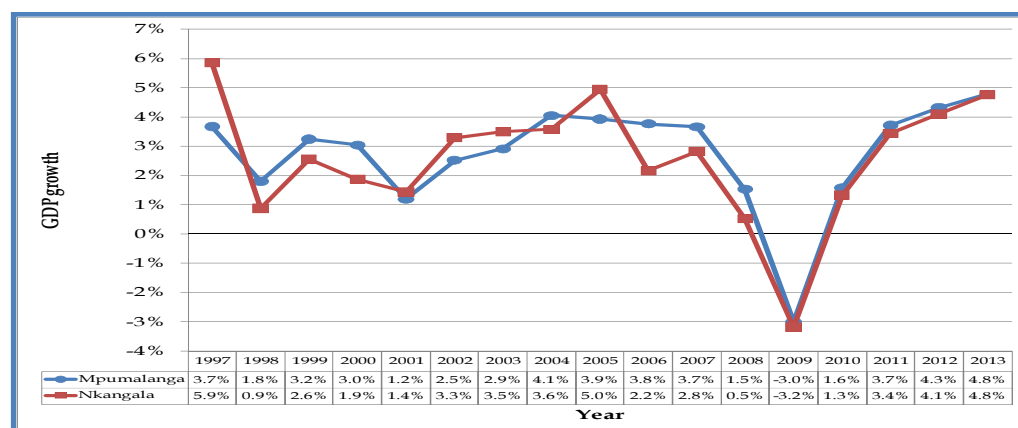
Income category	Number of households	% of total households	Cumulative % of total households
0-2400	1 199	0.4%	0.4%
2400-6000	4 449	1.5%	1.9%
6000-12000	24 566	8.3%	10.2%
12000-18000	29 283	9.8%	20.0%
18000-30000	39 624	13.3%	33.3%
30000-42000	35 548	11.9%	45.3%
42000-54000	27 837	9.4%	54.6%
54000-72000	26 507	8.9%	63.5%
72000-96000	22 844	7.7%	71.2%
96000-132000	20 312	6.8%	78.0%
132000-192000	18 633	6.3%	84.3%
192000-360000	23 938	8.0%	92.3%
360000-600000	12 302	4.1%	96.5%
600000-1200000	7 230	2.4%	98.9%
1200000-2400000	2 498	0.8%	99.7%
2400000+	823	0.3%	100.0%
Total	297 592	100.0%	-

Source: Global Insight – ReX, 2009

Although the reality is disappointing, there has been a discernible improvement over the period under review, with 74.4 percent of the population that earned less than R54 000 per year in 1996.

4.13 GDP growth

The NDM's contribution to Mpumalanga's economy in terms of Gross Domestic Product (GDP) showed a marginal decrease from 38.2 percent in 1996, to 37.5 percent in 2008. The economic growth of the District, as measured by GDP growth, was lower than the provincial rate in 2008 (Figure 14).



Source: Global Insight ReX, 2009

Figure 14: GDP growth rates for Mpumalanga and Nkangala, 1997-2013

The average annual growth rate for the District and the Province over the period 1996 to 2008 was 2.8 percent and 2.9 percent, respectively. Despite the economic recession experienced currently, the forecasted growth rate going forward (2008-2013) is 2.2 percent for the Province and 2.1 percent for the District.

Over the period under review, the economies of Emakhazeni (6.0 percent) and Steve Tshwete (3.2 percent) grew at a faster pace than that of the economy. The average annual growth rate of 2.7 percent recorded in Victor Khanye Local Municipality and Emalahleni was slightly lower than the District's, with Dr JS Moroka growing only 0.5 percent on average and Thembisile contracting 0.1 percent annually.

4.14 Sectoral contribution

Table 13 displays the share of each economic sector in the District and the five local municipality economies in 2008. The three largest contributors in terms of gross value added (GVA) to the economy were mining (30.0 percent), community services (13.3 percent) and finance (12.4 percent).

Table 13: Sectoral contribution to regional GVA (constant prices), 2008

Sector	Nkangala	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile	Dr JS Moroka
Agriculture	2.8%	17.2%	0.8%	3.2%	5.0%	1.5%	3.9%
Mining	30.0%	14.7%	33.9%	31.9%	27.4%	5.8%	0.0%
Primary sector	32.8%	32.0%	34.7%	35.2%	32.4%	7.2%	4.0%
Manufacturing	12.1%	3.7%	5.2%	23.9%	6.3%	4.0%	1.4%
Electricity	9.1%	0.6%	14.7%	4.9%	3.0%	3.2%	2.8%
Construction	2.2%	2.2%	2.6%	1.7%	2.5%	2.0%	2.1%
Secondary sector	23.4%	6.6%	22.5%	30.5%	11.7%	9.2%	6.2%
Trade	8.9%	12.5%	9.8%	6.6%	8.9%	18.8%	8.0%
Transport	9.2%	18.6%	10.0%	5.9%	26.1%	6.9%	5.3%
Finance	12.4%	13.1%	13.3%	12.9%	7.4%	4.6%	5.4%
Community services	13.3%	17.3%	9.7%	9.0%	13.6%	53.3%	71.2%
Tertiary sector	43.8%	61.4%	42.8%	34.3%	56.0%	83.6%	89.8%
All sectors	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Global Insight – ReX, 2009

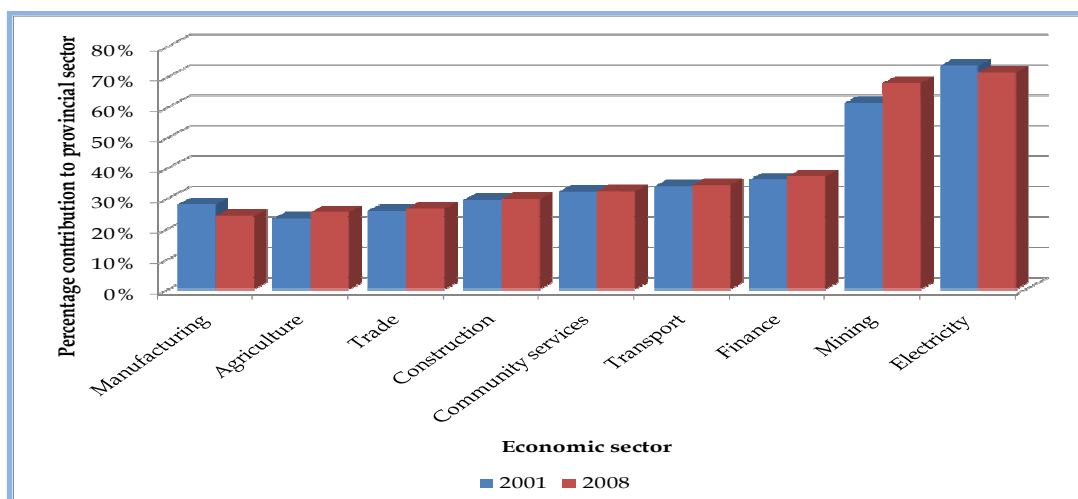
Certain sectors achieved higher growth than the District average of 2.9 percent over the period 1996 to 2008. These sectors were transport (6.2 percent), construction (4.8 percent), finance (4.5 percent), trade (3.6 percent) and mining (3.0 percent).

The primary sectors in Nkangala contributed 32.8 percent, secondary 23.4 percent and tertiary 43.8 percent. Provincially the primary contributed substantially less with a share of 21.1 percent while the secondary sector contributed more with a share of 27.0 percent.

Mining was the leading contributor in the economies of Emalahleni, Steve Tshwete and Emakhazeni with respective shares of 33.9 percent, 31.9 percent and 27.4 percent. Dr JS Moroka and Thembisile were dominated by community services with shares of 71.2 percent and 53.3 percent, respectively. The largest contributing sector in Victor Khanye Local Municipality was transport (18.6 percent).

4.15 REGIONAL CONTRIBUTION

The total industry contribution by Nkangala to Mpumalanga's GVA declined slightly from 38.8 percent in 2001 to 38.3 percent in 2008. Figure 16 shows the contribution of each of the economic sectors in Nkangala to the provincial GVA in 2001 and 2008. The District was a substantial role-player in the provincial electricity (71.3 percent), mining (67.8 percent) and finance (37.1 percent). Each of Nkangala's sectors contributed at least a quarter to the provincial sectors' GVA. It is noticeable that only the contributions by the manufacturing and electricity sectors decreased from 2001 to 2008 (see figure 15).



Source: Global Insight - Rex, 2009

Figure 15: Nkangala's contribution to Mpumalanga's sectors - GVA (constant prices), 2001 & 2008

Table 14 exhibits the contribution by each of the five local municipalities to the District's GVA in 2008. Emalahleni with considerable contributions to electricity (75.7 percent), construction (55.9 percent), mining (52.9 percent) and trade (51.1 percent) was the biggest contributor to the District's GVA with a total share of 46.7 percent. Steve Tshwete with a 38.1 percent share was a strong second, while the other four local municipalities jointly contributed only 15.1 percent.

Table 14: Regional contribution to District GVA (constant prices) by sector, 2008

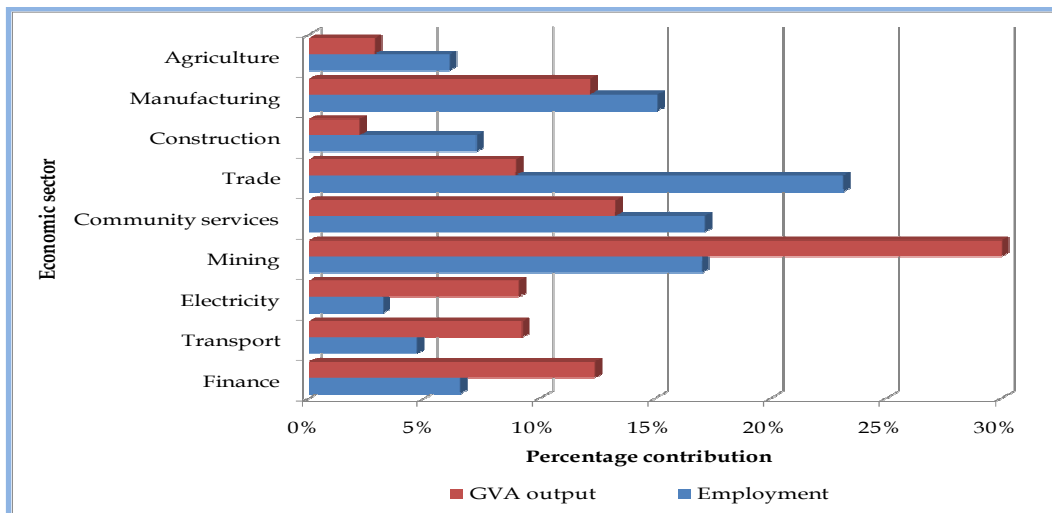
Sector	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	
Agriculture	30.8%	13.3%	43.7%	6.4%	2.0%	3.8%	100.0%
Mining	2.5%	52.9%	40.6%	3.3%	0.7%	0.0%	100.0%
Manufacturing	1.6%	19.9%	75.1%	1.9%	1.2%	0.3%	100.0%
Electricity	0.4%	75.7%	20.7%	1.2%	1.3%	0.8%	100.0%
Construction	5.1%	55.9%	28.9%	4.0%	3.5%	2.6%	100.0%
Trade	7.1%	51.1%	27.9%	3.6%	7.9%	2.4%	100.0%
Transport	10.2%	50.7%	24.6%	10.2%	2.8%	1.6%	100.0%
Finance	5.3%	50.2%	39.8%	2.1%	1.4%	1.2%	100.0%
Community services	6.6%	34.2%	25.7%	3.7%	15.1%	14.7%	100.0%
All sectors	5.0%	46.7%	38.1%	3.6%	3.8%	2.7%	100.0%

Source: Global Insight - ReX, 2009

4.16 Sectoral employment and output

Figure 16 provides a comparison of employment with output at sectoral level for 2008. By comparing the output generation capacity with the capacity of each of the sectors to generate employment opportunities, this comparison suggests what the labour absorption capacity for each of the sectors might be.

For instance, the following five sectors in Nkangala exhibited higher employment shares relative to their output shares, thereby indicating a high level of labour absorptive capacity: agriculture, manufacturing, construction, trade and community services. Mining used to be regarded as relatively more labour intensive, but it is evident from the chart that capital-intensive mining processes are now at the order of the day.



Source: Global Insight – ReX, 2009

Figure 16: Comparison of Nkangala's sectoral employment and output contribution, 2008

The situation in the five local municipalities partly resembled the District scenario, with three that recorded high labour absorption capacities in sectors other than the District. They were as follows:

- Dr JS Moroka – mining;
- Victor Khanye – electricity, and
- Thembisile – finance.

4.17 Diversification of the economy

The Tress Index measures the level of concentration or diversification in an economy. A tress index of zero represents a much-diversified economy, while a number closer to 100 indicates a high level of concentration.

The economy in Nkangala appears to be less diversified than that of Mpumalanga, with an index score of 50.4 compared to 40.5 in 2008. Of the five local municipalities, only Victor Khanye Local Municipality, with an index score of 41.0, was more diversified than the District. However, the local municipalities complement each other when combined in the District total.

4.18 Comparative advantage of the economy

The location quotient is an indication of the comparative advantage of an economy. An economy has a location quotient larger (smaller) than one, or a comparative advantage (disadvantage) in a particular sector when the share of that sector in the District economy is greater (less) than the share of the same sector in the provincial economy.

In Nkangala, only mining (4.24) and electricity (3.44) held a comparative advantage over the same sector in the provincial economy. The contribution by agriculture (0.81), manufacturing (0.67), construction (0.56), trade (0.49), transport (0.71), finance (0.51) and community services (0.57) to the District's economy were lower than the contribution by the same sectors to the provincial economy.

Within the District, only Thembisile and Dr JS Moroka did not hold a comparative advantage in the mining sector, whilst the same was true for Victor Khanye Local Municipality in the electricity sector. Of the six local municipalities, Emalahleni held the highest comparative advantage in mining (4.81) and electricity (5.55). Victor Khanye Local Municipality (5.43) registered the highest comparative advantage for agriculture, Steve Tshwete (1.28) for manufacturing, Emakhazeni (2.15) for transport and Dr JS Moroka for community services (3.48).

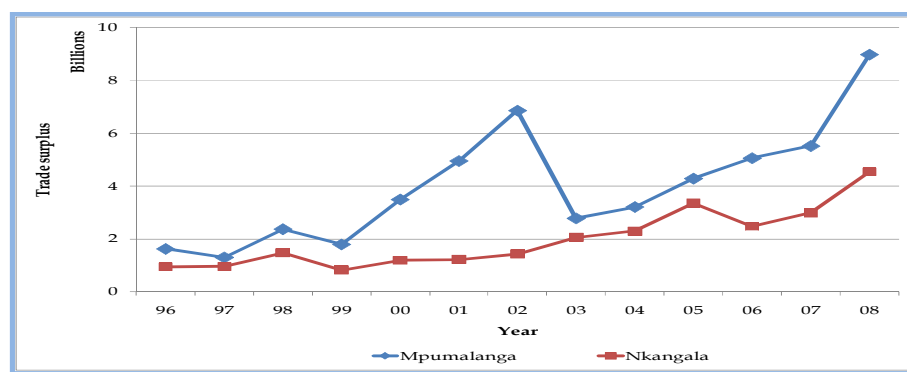
4.19 International Trade

Figure 17 shows that Nkangala District Municipality contributed moderately to provincial exports and imports with shares of 49.3 percent and 44.8 percent, respectively. In 2008, Nkangala ranked first among the three s in terms of total trade contribution to the provincial figure. The District achieved export growth of 14.6 percent over the period 1996 to 2008, which was higher than the provincial rate of 14.5 percent. The 17.3 percent growth in imports over the same period was also higher than the provincial rate of 12.3 percent.

The District registered a positive trade balance with exports exceeding imports by R4.6 billion in 2008. The positive trade balance of the District is displayed in Figure 16, where it is evident that, although it increased over the 12-year period, the trade balance of Mpumalanga exceeded that of the District.

Exports of iron and steel products dominated basket of products exported from the District with a share of 54.8 percent. Imports flowing to the District were mainly mechanical machinery (53.7 percent).

Among the six local municipalities in the District, Emalahleni was the main contributor in terms of both exports (74.3 percent) and imports (57.9 percent). On the export side, Steve Tshwete contributed 23.4 percent in 2008 with Emakhazeni adding 2.0 percent. Victor Khanye Local Municipality was responsible for 33.4 percent of the District's imports with Steve Tshwete accounting for 8.3 percent.



Source: Global Insight – ReX, 2009

Figure 17: Trade balance of Mpumalanga and Nkangala, 1996-2008

It is evident from the report that Nkangala is still facing many socio-economic challenges. The level of especially poverty in the District is still high and the challenge is to bring it down to levels that are more acceptable. It should also be a priority to increase the education levels of the population and labour force, to increase the employability and to improve the income levels. Another major challenge is to convert the s economic growth rate into sustainable jobs, in especially the formal sector.

4.20 Corridor Development Opportunities

The N4 Maputo Corridor, N12 Corridor, and the Moloto Corridor hold significant opportunities for the Nkangala District area, both in terms of economic spin-offs from the corridor, and tourism potential. Activities capitalizing on the economic opportunities associated with these corridors should be encouraged to locate adjacent to the corridors (refer to figure 18). The figures (maps) below outline the spatial development proposals and landuse guidelines that will guide development and which future development decisions will be based on. This could include intensive agriculture, agro-processing and hospitality uses. The significance of the railway lines in the District in terms of export opportunities to the Maputo and Richards Bay harbours should also be promoted.

The N12 freeway has been classified as a development corridor in Nkangala as it links Nkangala with the industrial core of South Africa (Ekurhuleni Metro and Oliver Tambo International Airport) as well as the financial and commercial capital of South Africa – Johannesburg (see figure 18). Along the N12 corridor, development

opportunities around Victor Khanye Municipality (Delmas town) and, to a lesser extent Ogies-Phola, should be identified and developed.

Development along the N4 and N12 corridor will be nodal in nature with a concentration of activities around some of the most strategically located access interchanges along these routes. Apart from the Emalahleni City and Middelburg areas, it is suggested that economic activity should also be actively promoted at Belfast and Machadodorp, as well as Delmas town along the N12 freeway.

The specific section of route R555 between Emalahleni City and Middelburg pose the opportunity for consolidation and enhancement of the economic opportunities in the form of a mainly Local Development Corridor. Desirable land uses along the corridor would include agro-processing, service industries for the agricultural sector, manufacturing, warehouses, wholesale trade, clean industries and hospitality uses.

In terms of the conglomeration of settlements in the north-west of the District, the majority of future residential and economic development in the region should be promoted along the Moloto Rail Corridor (refer to figure 18). The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local Activity Spine promote development in and around all the major towns and settlements in these areas.

The settlements along the Moloto Road are mainly dormitory residential areas and communities in these areas rely on the City of Tshwane for employment opportunities and economic activities. These former homeland areas were previously considered as “no go areas” during the apartheid regime, but now need to be integrated into the regional spatial structure and regional economy. By improving the regional linkages through these areas, regional traffic can be promoted to move through the area. This could improve the exposure of the area, thereby generating economic activities and stimulating a viable local economy. Functionally, this corridor would also link communities in Greater Sekhukhune and the Platinum activities along the Dilokong Corridor in Burgersfort, to Tshwane. The upgrading and maintenance of Moloto Road and/or the construction of the Moloto railway line and concentration of activities are however essential for the success of this initiative.

The Moloto Rail Corridor Project identified 24 potential railway stations along this corridor of which 20 are within the NDM area of jurisdiction. The Moloto Corridor Development Study furthermore suggested that future urban development be consolidated around these railway stations by way of Transit Orientated Development.

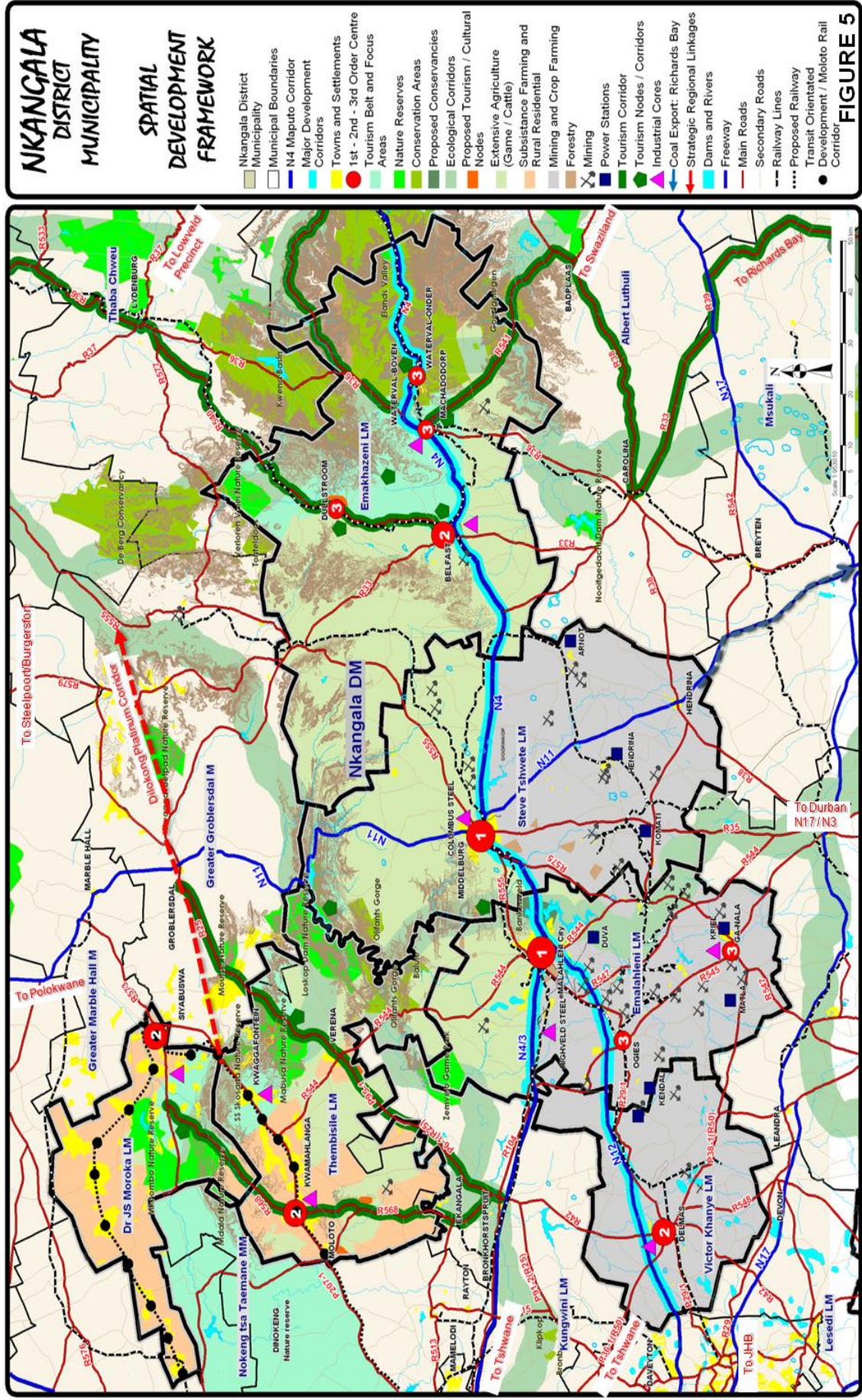


Figure 18: Spatial Development Framework with land use and development guidelines

Transit Orientated Development

Transit Orientated Development (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station (see figure 19). TODs are purposely designed to facilitate access to the railway stations and so increase the use of the public transportation systems. Thereby land use and transportation integration can be achieved. TOD programmes seek to create high quality living and working environments, to improve station access, to implement local land use plans, and to increase tax revenue. It also offers the possibility of enhanced utilisation volume, particularly off-peak and reverse-flow riders.

The intention is to develop high density, mixed use areas around the proposed future railway stations along the Moloto Corridor and to incorporate Multi Purpose Community Centres (Social Services), residential (including subsidised housing) development, as well as commercial, retail and even light industrial uses in these developments. The number of people residing within or in close proximity to these TODs will then create a “critical mass” to sustain the economic and social activities within the area, and will thus promote Local Economic Development (LED).

Figure 19 below depicts the spatial concept of a Transit Orientated Development as developed during Phase 2 of the Moloto Corridor project. If successfully implemented, this concept will dramatically change the face of the towns and villages in the Thembisile and Dr JS Moroka areas, and enhance the long-term social and economic sustainability of these areas significantly, as it will lead to the following:

- Improved safety in terms of daily commuting
- Shorter travelling times and thus better quality of life
- Increased productivity due to shorter travelling times
- Urban restructuring and urban renewal
- Improved service delivery, both in terms of social and engineering services
- Local economic development and job creation

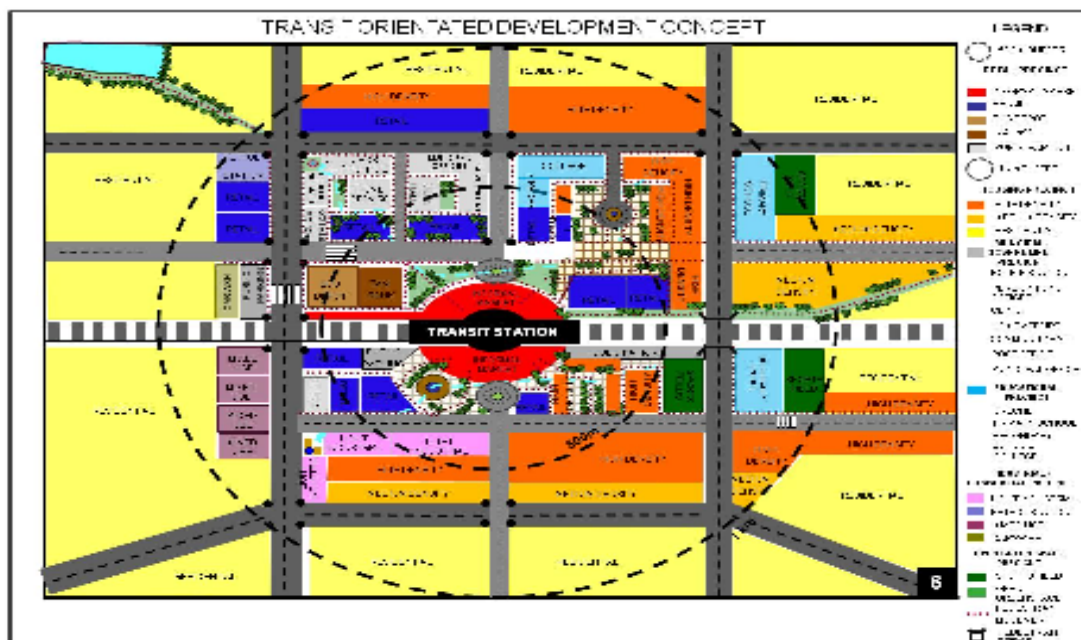


Figure 19: Transit Orientated Development Concept

4.21 Conservation, tourism and culture

The Nkangala District offers considerable tourism potential (refer to figure 20). The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing are the main attractions to this area. The northwestern areas of the District also offer opportunities for tourism, through the consolidation of the various nature reserves and open spaces in this area.

Concerning nature conservation and tourism, the western region of the District around Thembisile and Dr JS Moroka poses opportunities for the consolidation of nature reserves. The promotion of tourism opportunities in this region is essential to address the problems of poverty and unemployment affecting this area. The development of the Sun City resort in North West Province provides an example of how development of the hospitality and tourism industries achieved the integration of similar marginalised homeland areas, specifically Bafokeng, Mankwe and Madikwe, at physical and economic level.

The extension and consolidation of various nature reserves and open spaces in the Thembisile and Dr. JS Moroka Municipalities could similarly unlock the tourism potential of this region. It is proposed that the Loskop Dam Nature Reserve be extended westwards across the mountainous area to functionally link to the Mabusa Nature Reserve and to the north towards the SS Skosana Nature Reserve. This system could eventually also be linked to the Mkhombo Nature Reserve and Mdala Nature Reserve in Dr JS Moroka. Further, towards the west this system could be supplemented and supported by the proposed Dinokeng Nature Reserve initiative in Gauteng Province. If properly developed, this belt of conservation areas could serve as a core area around which to develop a future eco-tourism and recreational precinct.

One of the biggest assets in this regard is the Zithabiseni Holiday Resort (in the middle of the Mabusa Nature Reserve) but which is neglected at this stage. This holiday resort, if restored to its previous glory, could serve to promote the Thembisile Local Municipality to visitors from Gauteng and overseas countries and to expose the area to the outside world.

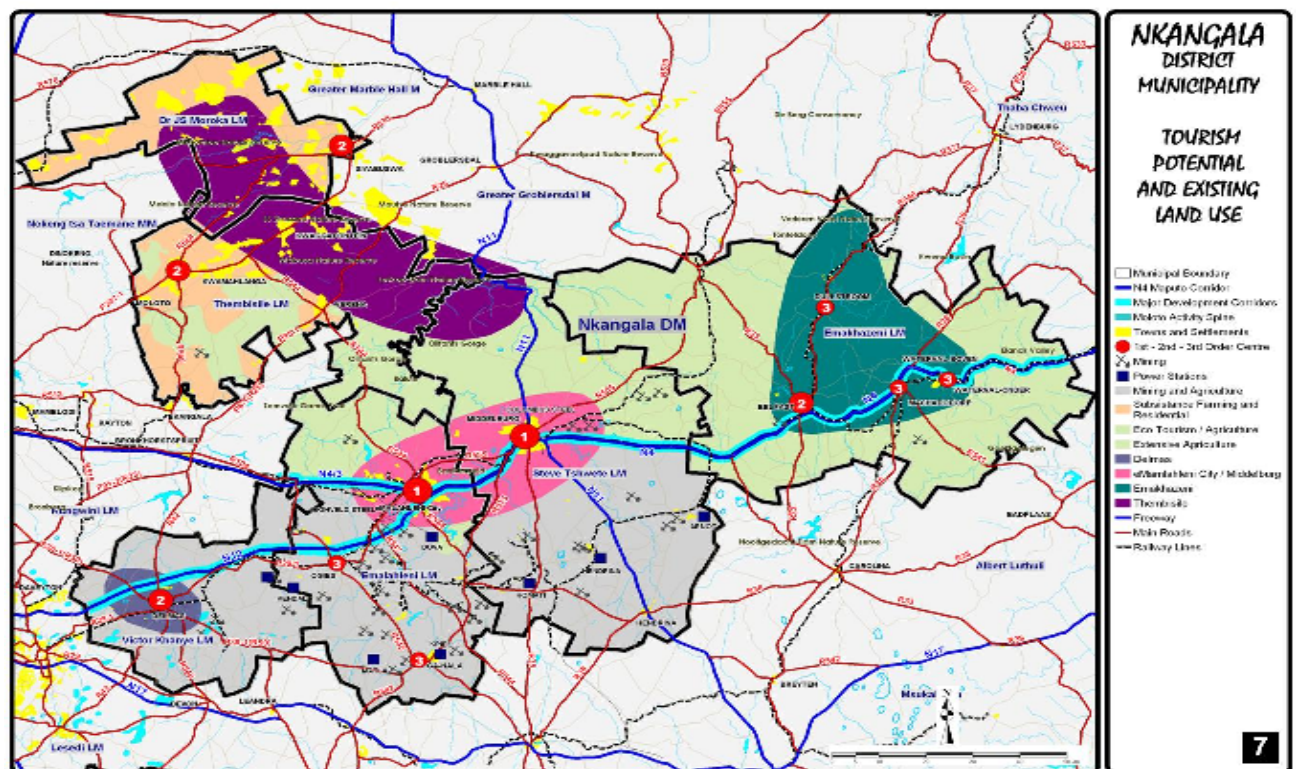


Figure 20: Existing land use and the related tourism potential within the NDM

The northern and eastern regions of the Nkangala District already offer a variety of tourism opportunities associated with the scenic qualities, wetlands and conservation areas (see figure 19). A large part of the Emakhazeni Municipality forms part of the Trout Triangle, an area designated for tourism facilities associated with fly-fishing as part of the N4 Maputo Corridor initiative.

The demarcation of a Tourism Belt and Focus Areas in the District will serve to promote and enhance the tourism potential in this area. It should be noted that the intention is not to reserve this area purely for tourism developments or to exclude tourism developments from any other area in the region. The intention is rather to focus investment and incentives in this area, to the benefit of poor communities in the northern regions and rural areas. This Tourism Belt incorporates sensitive wetlands and conservation areas, nature reserves and some of the proposed ecological corridors in the District, and the protection of these areas should be of high priority as part of this concept.

In principle, tourism facilities should be promoted within this belt, but in terms of the following guidelines:

- Protection of prime agricultural land;
- Ability to provide adequate infrastructure services to the developments;
- Environmental protection and conservation; and
- Protection of the rural character and scenic qualities of the area.

The Tourism Belt could also serve as an area from which to promote the culture and traditions of the Ndebele residents in the north west of the District. The existing development potential thereof should be promoted through dedicated projects and strategic interventions.

4.22 Tourism and cultural nodes/corridors

The tourism or cultural nodes and corridors to be promoted throughout the District, include:

- Belfast which has the opportunity to serve as a tourism gateway, due to the fact that tourists underway to the Kruger National Park along the N4 or Dullstroom/Pilgrim's Rest/Hoedspruit along the R540 (P81-1) have to travel through Belfast. This centre could therefore be used to promote the tourism opportunities in the Tourism Belt and the entire District.
- The Bambi bypass route (R36) from Waterval Boven towards Montrose Falls in the Mbombela Municipal area which is already a very popular tourism route in the NDM area.
- Dullstroom, which is a major attraction point to tourists and is expanding rapidly. The major attraction to this area is however the rural character and scenic qualities, which should be protected from over-exposure and commercialisation. Associated with Dullstroom is the development of the R540 tourism corridor between Belfast, Dullstroom and Lydenburg towards the north.
- Further to the southeast, it is important to enhance the Machadodorp-Badplaas-Mkhondo tourism corridor, which forms part of the SDF of the adjacent Gert Sibande Municipality (R541).
- The cultural nodes in the Thembisile Local Municipality area, which have the potential to attract tourists into this area. There is a node situated to the south between KwaMhlanga and Ekangala. The Ngodwana Ndebele Village and Loopspruit winery are situated along the KwaMhlanga-Ekangala road (P255-1 (R568)) and form the main cultural/tourism node in this area.

In the southern parts of Thembisile the R25 (P95-1) route which links the N4 freeway to the Zithabiseni resort and the broader Mabusa Nature Reserve is an important tourism corridor.

- Another cultural area is proposed near the Klipfontein residential area to the north of KwaNdebele. This will link with the proposed tourism area on the eastern side of the Klipfontein-Kameelpoort road.
- Other proposed tourism areas are at Sybrandskraal near Moloto, to the south of the Wolvenkop residential settlement near Verena, and at Zithabiseni in the Mabusa Nature Reserve.
- Middelburg and Emalahleni as accommodation (overflow) centre by utilising the strategic location between Gauteng and Nelspruit/Mbombela.

4.23 Agriculture and Mining

The agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agri-processing. Mining predominantly occurs in the southern regions of the District and is closely related to the power stations, although there is increased mining activity towards the northeast between Middelburg and Stoffberg-Roosenekal and up to Burgersfort where it links up with the Dilokong Platinum Corridor.

In the southern regions of the extensive farming, specifically in the form of crop farming is promoted. Extensive cattle and game farming is also promoted in the northern regions. Intensive agriculture is promoted along the N4 and N12 Corridors, to capitalise on the access to markets at local and regional level. Eco-tourism, agriculture and forestry are promoted in the eastern regions of the District, in support of the tourism sector. The northwestern regions of the District are characterised by subsistence farming and rural residential uses. The initiation of community farming projects is necessary to enhance the agricultural sector in this area and to address the high poverty levels.

The District has considerable mining potential as reflected in figure 21. The mining activities in the south of the region and especially in the Thembisile Municipality should be enhanced, to contribute to job creation for poor, unskilled workers. The regeneration of power stations, as well as the new power station in the Victor Khanye area could serve as catalyst to increased demand for coal reserves in the NDM area.

Natural resources make a significant and direct contribution to the District economy due to the nature of the District economy, which is 'resource based economy' (coal, water, land capacity, geographical features, climate, conservation areas and ecosystems, natural features).

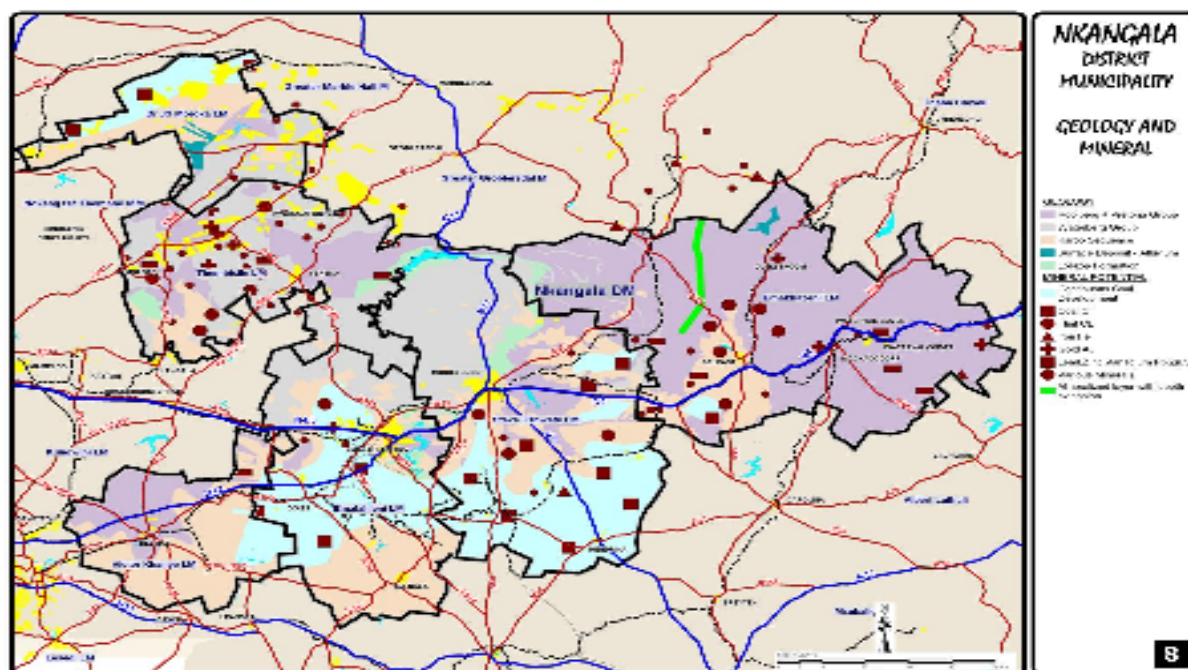


Figure 21: Geology and Minerals

4.24 Business and industrial activities

The occurrence of business activities in the District is closely related to the hierarchy of settlements. The business activities developed as a result of the demand for goods and services at service centres, such as Middelburg, Emalahleni, Delmas, Belfast and the smaller town and villages in the , most of which act as central places to surrounding communities.

The stimulation of business centres in the dormitory residential areas in the north west of the District is however necessary to enable the development of local economies. Development of nodes at Kwaggafontein and KwaMhlanga in the Thembisile Municipality, and Siyabuswa in Dr JS Moroka are proposed through the concentration of economic activities and social facilities. This requires strategic intervention in the form of service upgrading and investment programmes, of which the construction of the Moloto Rail Corridor and associated establishment of Transit Orientated Development are important components.

Despite the fact that the CBDs of both Middelburg and Emalahleni City are well-developed and represent the two highest order activity nodes in the , both areas are experiencing rapid decline and require some strategic intervention such as development incentives or restructuring initiatives to be implemented. The Emalahleni CBD has been declared an Urban Development Zone qualifying for Urban Renewal Tax Incentives, but more needs to be done to prevent these areas from further decay. As far as industrial activity is concerned, the existing industrial areas in Steve Tshwete (Columbus Steel) and Emalahleni (Highveld Steel) should be maintained and enhanced through service maintenance and upgrading programmes. These industrial areas would be the focus areas for heavy industries and manufacturing.

The four industrial areas in the Thembisile and Dr JS Moroka Municipalities (KwaMhlanga, vicinity of Tweefontein, Kwaggafontein, and Siyabuswa) along the Moloto Road and the future Moloto Rail Corridor should be promoted in support of the stimulation of the local economy. The industrial area at KwaMhlanga holds the most potential in terms of the surrounding activities. It is proposed that a concerted effort be put in place to promote development and to facilitate the establishment of small industries and other commercial activities in this area. If this requires that the industrial area be expanded in future, this should also be considered seriously.

The industrial potential of Belfast and Machadodorp to the east, and Delmas in Victor Khanye municipal area (agro-processing) to the west should also be promoted to capitalise on its strategic location in relation to the major transport network.

4.25 Formalisation and upgrading of settlements

As a priority, the majority of informal settlements in the District should be formalised and upgraded to ensure that communities have security of tenure and access to basic services in a safe and sustainable living environment. This is in line with the Vision 2014 in terms of eradication of housing backlogs. The highest concentrations of informal dwellings are situated in the Thembisile and Dr. JS Moroka Municipalities and adjacent to Emalahleni City, Middelburg and Delmas towns. Upgrading programmes dealing with the informal settlements in the Emakhazeni Municipality are currently underway and should be extended to address all housing backlogs.

The provision of basic services to large rural settlements is also of priority. The eviction of farm workers is resulting in the growth of some of the rural settlements. Continued tenure reform and establishment of security of tenure are essential to protect rural communities.

4.26 Hierarchy of service centres

Figure 22 depicts the hierarchy of service centres in the Nkangala District. Middelburg and Emalahleni City fulfil the function of primary service centres, offering the highest order and widest range of goods and services to other towns and settlements as well as the rural areas.

In terms of the secondary service centres, a distinction can be made between the existing and evolving centres. Delmas and Belfast are existing secondary service centres in the District, which fulfil the function of a central place to the surrounding rural areas and small villages. The prominence of these centres should be protected and enhanced through service maintenance and upgrading. Siyabuswa and KwaMhlanga (and possibly Kwaggafontein) are evolving second order service centres, where growth should be stimulated through strategic intervention. The Moloto Rail Corridor will be a major stimulus towards the future development of these towns.

The third order of service centres, namely Dullstroom, Machadodorp, Hendrina, Kriel and Waterval-Boven developed as service centres to the nearby farming and mining communities, although at a lower scale. While some of these centres are experiencing growth due to growth in the tourism sector, specifically Dullstroom and Waterval-Boven, the others are declining. Service maintenance and local economic development initiatives are essential to ensure that the local economy and functionality of these centres are sustained.

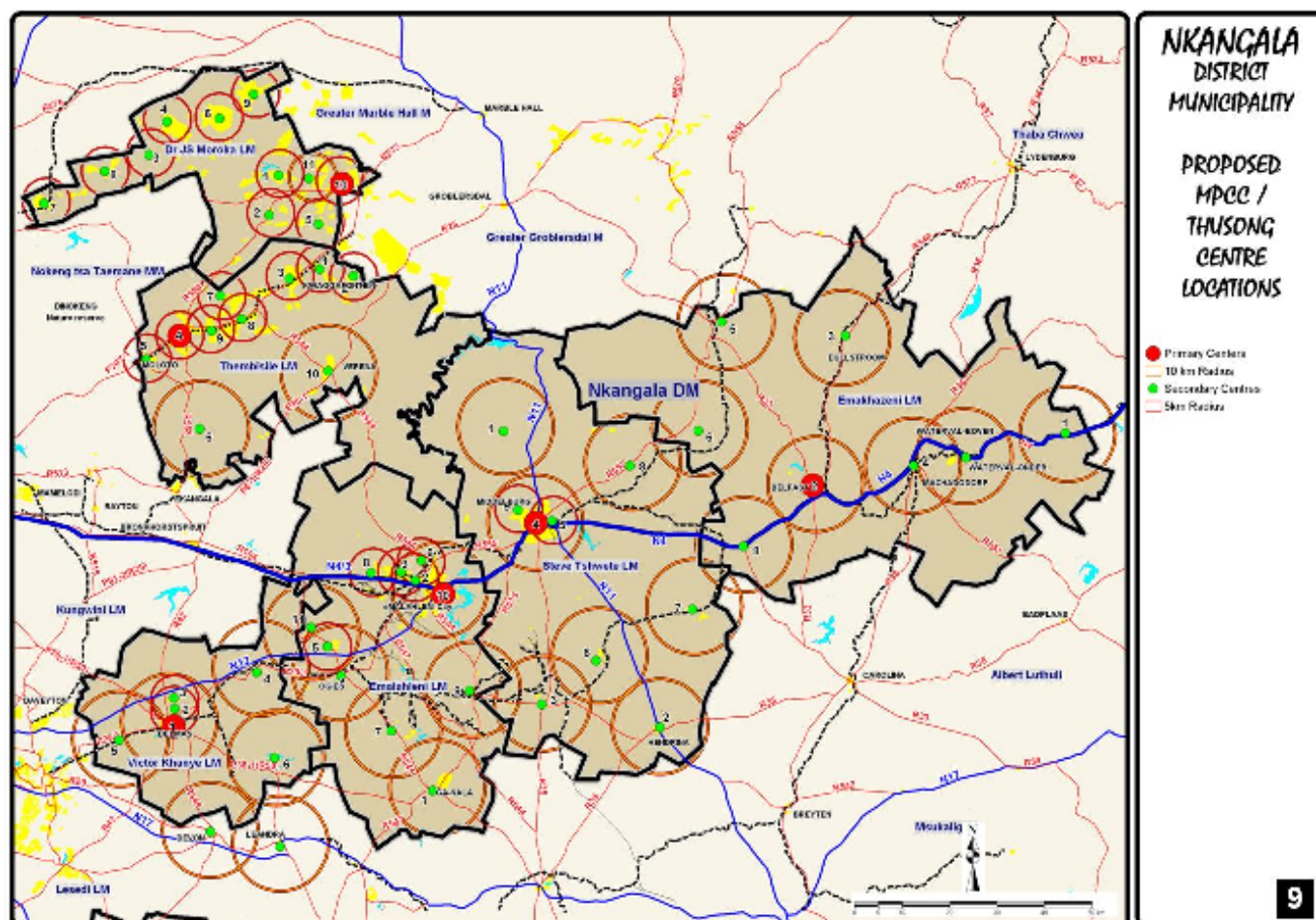


Figure 22: Proposed MPCC / Thusong Centre Locations

A fourth order of service delivery centres is in the form of Multi Purpose Community Centres. The Multi Purpose Centre Development concept was introduced in the NDM area in the 2001 NDM Spatial Development Framework, whereafter it was incorporated in the NDM LED Strategy of 2004 (reviewed in 2006) as one of the Anchor Projects, hence a business plan was developed for implementation. Thereafter the Mpumalanga Provincial Government under the lead Department of Government Communication Information Services and the Department of Local Government and Housing developed the Mpumalanga Thusong Service Centre Rollout Plan.

4.27 Multi Purpose Service Delivery Centres

The MPCC is a one-stop, integrated community development centre, with its key purpose to enhance community participation through access to information, services and resources from government and non-government agencies. These services are aimed particularly to the poor and the previously disadvantaged as a catalyst to local economic development. The situation applies mostly to the rural areas where distances are vast and the cost of travelling to urban areas to access services is high. These centres should also provide for retail, informal trade, residential uses, municipal commonage and LED centres to stimulate local economic activities (see figure 23 below which graphically depicts the Thusong Centre Concept).



Figure 23: Multi Purpose/Thusong Centres

Several potential locations for the establishment of Thusong Centres were identified within each of the municipal areas in Nkangala as reflected in figure 22. It should be noted that in the Thembisile and Dr JS Moroka areas the Thusong Centre concept will be incorporated into the proposed Transit Orientated Development (TOD) nodes associated with the proposed Moloto Rail Corridor.

4.28 The Spatial Development Objectives

Following from the results of the Situational Analysis, and in view of the Land Development Principles as stated in the Development Facilitation Act, the National Spatial Development Perspective (NSDP), and the Provincial Growth and Development Strategy (PGDS), it is proposed that the future development of the be based on the following objectives:

- To capitalise on the strategic location and linkages within regional and provincial context;
- To integrate and consolidate the dispersed settlements in the north west of the ;
- To establish a hierarchy of service centres to ensure equitable access to social infrastructure and development of economic activities throughout the area;
- To utilise the nature reserves in the municipal area to promote eco-tourism and to identify and develop the local cultural historic heritage;
- To consolidate economic activities along the major corridors/around the major nodes in the , with specific focus on the N4, N12 and Moloto Corridors as well as the Emalahleni-Kriel-Secunda mining-manufacturing spine and the Grobblersdal-Middelburg-Hendrina-Ermelo mining/extensive agriculture development spine;
- To stimulate the economic interaction between Emalahleni and Middelburg in the form of a local development corridor along route R555. In a long term perspective a metropolitan development process should be encouraged and flanked by transport development;
- To consolidate, through infill development and densification, the urban structure in the form of Transit Orientated Development around the Moloto Corridor. This will be achieved by way of upgrading of existing infrastructure (rail) and improved access to public transport;
- To improve living conditions through the formalisation and upgrading of informal settlements and provision of basic services;
- To actively manage the natural environment in order to ensure a sustainable equilibrium between the mining, agriculture and tourism industries in the ;

- To ensure protection of natural resources (i.e. water, land and air) from degradation and pollution (i.e. protection of water catchment areas, control of settlement encroachment on watersheds etc, i.e. through buffer zones, environmental impact assessment etc.);
- To enhance Biodiversity conservation through environmentally sustainable development.

4.29 Capital Investment Framework, Strategic Development Areas, and Implementation Priority Areas

Figure 24 depicts the Capital Investment Framework and Implementation Priority Areas in terms of the Spatial Development Framework of the NDM. These priority areas must be differentiated in Service Upgrading Priority Areas and Strategic Development Areas as are expounded below.

The service upgrading priority areas are conceptually indicated in figure 24. These areas should be the focus areas for capital expenditure, to address service backlogs in terms of basic services such as water, sanitation, roads and electricity as well as social facilities. The upgrading should form part of the formalisation of the informal settlements in these areas. Formalising and upgrading of settlements also ensure security of tenure to those residing on the land, enhancing their living environment and enabling them to create sustainable livelihoods.

These areas should receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure – both engineering and social infrastructure. The Service Upgrading Priority Areas are:

- The conglomerations of settlements in the Dr. JS Moroka Municipality, especially those in the Siyabuswa area in support of the development of a node in this area.
- The conglomeration of settlements in the Thembisile Municipality, especially those in the KwaMhlanga area in support of the development of a node in this area;
- The informal settlements situated west of Emalahleni City;
- The informal settlements situated west of Middelburg;
- The informal settlements situated around Delmas town; and
- The informal settlements around Belfast, Machadodorp, Dullstroom and Waterval Boven.

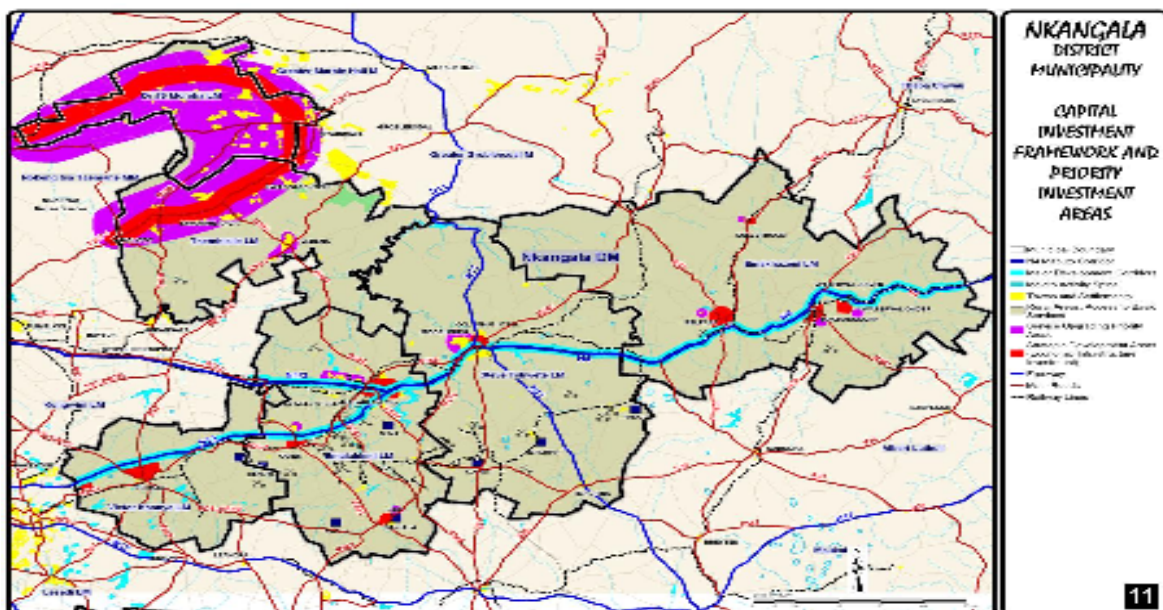


Figure 24: Capital Investment Framework and Priority Investment Areas

The areas identified above should be prioritised in terms of formalisation and upgrading programmes, due to the high population concentrations and severe service backlogs. It should be emphasised that other areas in the with service backlogs, such as some of the rural settlements or townships in the rural areas, should not be excluded from service upgrading programmes, but the areas indicated on Figure 24 should be the main focus areas for capital expenditure.

As shown in figure 24 the following Strategic Development Areas were identified in the Nkangala District:

- Middelburg Central Business and industrial areas;
- Emalahleni Central Business and industrial areas as well as Ga-Nala (Kriel);
- Belfast town as the gateway to the major tourism centres in the Province;
- Dullstroom, Machadodorp and Waterval-Boven;
- Delmas and the agricultural holdings to the west thereof; and
- The areas around the Moloto Rail Corridor in the Thembisile and Dr JS Moroka areas – with special emphasis on KwaMhlanga, Kwaggafontein and Siyabuswa.

These areas have a natural propensity/potential for development where private sector investment is currently occurring. Strategic direction should however be given to this private sector investment, to sustain and manage the development. These areas should be prioritised in terms of capital expenditure and intervention programmes. Specific aspects to be addressed in this regard in Middelburg and Emalahleni are:

- Renewal and upgrading programmes for the CBDs and industrial areas;
- Maintenance and upkeep of existing services and infrastructure
- Expansion of industrial/commercial areas towards the N4 Corridor

Aspects to be addressed in respect of Belfast are:

- Creating a tourism gateway at the Belfast off ramp from the N4;
- Upgrading the entrance into Belfast from the N4 freeway in support of tourism development; and
- Earmarking of land between the N4 freeway and railway line for industrial development

Aspects to be addressed in respect of Dullstroom, Machadodorp and Waterval Boven are:

- Upgrading and maintenance of services in support of tourism development or industrial development;
- Formalisation of informal settlements; and
- Land use management and provision of services for new developments.

In Delmas town, the focus should be on industrial development (agri-processing) adjacent to the N12 freeway.

Along the Moloto Corridor, the main objective would be to promote Transit Orientated Development around all the proposed railway stations along the Moloto Rail Corridor in order to create a critical mass in terms of population numbers and densities to stimulate economic development.

CHAPTER FIVE

5. RURAL DEVELOPMENT

The 1997 Rural Development Framework, compiled by the Rural Development task Team (RDP) and the Department Of Land Affairs, defines rural areas “as the sparsely populated areas in which people farm or depend on natural resources, including the villages and small towns that are dispersed through these areas. In addition, they include the large settlements in the former homelands, created by the apartheid removals, which depend for their survival on migratory labour and remittances”. The whole District is characterised by some of these factors, particularly the Dr JS Moroka and Thembisile Hani local municipalities. Thus for developmental strategies to have any meaningful impact on the lives of the communities of the District, the rural nature of the District must provide guidance towards pro-rural and pro-poor systematic interventions.

The 2004 and 2006 reviewed Local Economic Development Strategy, Spatial Development Framework, NDM’s concept document on the implementation of Thusong Service Centres, and other strategic planning documents compiled by the have identified rural development and rural-urban integration as a central pillar in addressing unemployment, poverty and inequality within the . People living in rural areas face the harshest conditions of poverty, food insecurity and lack of access to economic and social services. Women in particular, are the most affected.

Evidently, the is characterised by various rural settlements, particularly areas of Dr JS Moroka and Thembisile Hani local municipalities which rely on the economic opportunities presented by the major urban centres, that is, Emalahleni and Middelburg, while majority of the population relies on subsistence agriculture.

The population Census of 2001, Community Survey of 2007, percentage distribution of population by local municipality, spatial concentrations of population, concentration areas of poverty pockets as opposed to areas of economic activity, existing landuse and the related potential point clearly to the fact that the District must focus on rural development as one of the key strategies towards the betterment of the communities within the District.

The importance of rural development in the country is further highlighted in the 2009 National Budget in which R1.8 billion was allocated to rural development and small farmer support. It is recognized that key to transforming rural livelihoods is to better enable small scale farmers to use land more productively. In this regard, increasing agricultural output, raising rural incomes, supporting small-scale farmers and investing in rural roads are key objectives of government’s rural development strategy.

Joblessness, poverty and levels of underdevelopment are disproportionately high in rural areas, where the majority of those with jobs earn poverty wages. This burden of rural poverty falls hardest on women who are the majority in rural communities. Since 1994, commercial agriculture has continued to develop in a manner that is characterised by growing concentration of ownership and farm size, underutilisation of vast tracts of land, capital intensity, job-shedding and the casualisation of labour.

Limited opportunities of sustainable livelihoods in rural areas, insecurity of tenure and widespread evictions contribute directly to the growth of informal settlements in cities and towns. Many rural areas still lack basic infrastructure such as roads, water and electricity supply. This lack of infrastructure entrenches the problems of chronic poverty and limits the potential of communities to sustain economic growth, rural livelihoods and social development.

Pillar seven (7) of the NDM's LED strategy deals with rural development, which includes the following programmes:

- **Income Augmentation:** The programme focuses on projects such as poverty alleviation initiatives, women empowerment and rural youth assistance. The poverty alleviation initiatives entail food- security programmes, improved access to basic services and the development of rural service centres. Career guidance and life skills programmes form part of rural youth assistance (not only limited to the rural areas)
- **Rural infrastructure:** The main goal of this programme is to address the current backlog in basic infrastructure and services and provide those required ensuring empowerment and economic development. The programme consists of projects such as rural infrastructure provision and development of infrastructure.
- **Rural tourism and eco-tourism:** The aim of this programme is to stimulate non-agricultural activities where local communities can deploy opportunities. Furthermore it is envisaged that a linkage be established between this programme and SMME Development pillar and with the tourism development pillar.
- **Rural Support /Service Centre:** Rural Service/Support Centre programme focuses on providing internet access (through telecentres) to rural businesses, establishing Rural Service/ Support Centres in rural areas and the use of public facilities.

The agricultural sector is critical for the economic development of rural areas and the country as a whole because of its potential to:

- Create work, both as a direct employer and through its linkages to other sectors;
- Provide the basis for sustainable livelihoods and small business development on a mass scale in rural communities;
- Raise rural incomes and build local economies;
- Ensure the efficient production of affordable food and other wage goods, assure food security for the poorest, and contribute to a climate of low inflation.

The prime importance of broadening access to land resources, the establishment of partnerships between local government and the private sector and NGOs for the promotion of a wide range of enterprises must be recognised. These should be built upon to utilise the local natural resource base and of the potential for trading links within an area. These should be strengthened through the establishment of rings of markets for locally and regionally produced goods and services, linking small towns into regional economies, building total production and cash circulation and a more competitive position in the wider economy.

Food Security: linked to the Millennium Development Goals (MDGs), the pursuit of household and national food security is a constitutional mandate of the government that seeks to create an environment that ensures that there is adequate food available to all, now and in the future, and that hunger is eradicated. Equitable distribution of basic foods at affordable prices to poor households and communities remains a challenge. As confirmed in the 2008 Agricultural Summit of the District the government must create an environment that ensures that there is adequate food available to all, that communities grow their own food, protect the poor communities from the rising prices of food, and eradicate hunger.

In order to address these challenges, the government must take the following practical steps:

- Promote food security as a way to lessen dependence on food imports.
- Introduce food for all programmes to procure and distribute basic foods at affordable prices to poor households and communities.

- Introduce measures to improve the logistics of food distribution such as transportation, warehousing, procurement and outsourcing in order to reduce food prices in the long term.
- Continued enforcement of stronger competition measures must be used to act against food cartels and collusion, which inflate food prices.
- Expand access to food production schemes in rural and peri-urban areas to grow their own food with implements, tractors, fertilizers and pesticides.
- Supplementary government measures that support existing community schemes, which utilise land for food production in schools, health facilities, churches and urban and traditional authority areas must be initiated.
- Ensure an emergency food relief programme, on a mass-scale, in the form of food assistance projects to the poorest households and communities including through partnerships with religious and other community organisations.

Land and Agrarian reform: A comprehensive and clear rural development strategy, which builds the potential for rural sustainable livelihoods, particularly for African women, as part of an overarching vision of rural development. Strong interventions in the private land market combined with better use of state land for social and economic objectives, must transform the patterns of land ownership and agrarian production, with a view to restructuring and deracialising the agricultural sector.

The land reform programme must be intensified to ensure that more land is in the hands of the rural poor. Government should provide the rural poor with technical skills and financial resources to productively use the land and to create sustainable livelihoods. The existing land redistribution programme, introduce measures aimed at speeding up the pace of land reform and redistribution and promote land ownership by South Africans. However, this pace and successes and failures of the programme must be appraised.

Notwithstanding the fact that rural areas remain divided between well-developed commercial farming areas, peri-urban and impoverished communal areas, economic development in the rural areas needs to go beyond land and agrarian reform. It must include affordable financing to promote economic development; support programmes and training in assisting co-operatives and small enterprises; public sector ventures; and strategies to develop appropriate industries including light manufacturing, handicrafts, services, tourism etc; This also requires the putting in place of the necessary economic infrastructure including IT services, roads and rail.

Linked to the land reform programme must be an expanded agrarian reform programme. This programme must focus on the systematic promotion of agricultural co-operatives throughout the production cycle. Active promotion of agro-processing in the agricultural sector must also be promoted. Government must develop support measures to ensure more access to markets and finance by small farmers.

Social grants are making a huge contribution to pushing back the frontiers of rural poverty, fighting hunger and improving potential for economic growth in rural areas. However, in the struggle to build a better life for all, grants are no substitute for a broader strategy of rural development and employment creation.

Part of government measures to support rural development must include infrastructure development to produce thriving rural economies and ensure sustainable development. The expansion of basic infrastructure, which includes roads, electricity, water connections and public toilet systems in rural areas, becomes a central priority. Effective rural development programmes that ensure investment in infrastructure, services and training reaches those areas of the country that have been most adversely affected must be promoted. Relaxation of all the bottlenecks and the regulatory systems that could stifle self-improvement initiatives must also be prioritised.

Issues of education, health, safety and security, LED, development of small enterprises and cooperatives are all critical elements of rural development. These issues are covered in detailed in the next chapter under the IDP Priority Issues.

Concisely, the rural development strategies and initiatives must seek to address the following issues:

- Fast-track delivery of infrastructure and targeted rural infrastructure
- Fast-track delivery of social and basic services
- Reducing distances between areas where communities reside and administrative centres
- Reduce bureaucratic bottlenecks,
- Strengthen municipal planning and budgeting systems
- Strengthen institutional capacity, skills, experience and implementation mechanisms in smaller municipalities
- Including land reform, and food production and security.
- Rural people must participate in decision-making processes that affect their lives.

CHAPTER SIX

6. IDP PRIORITY ISSUES

A: INSTITUTIONAL PRIORITY ISSUES AND DEVELOPMENTAL NEEDS

6.1 ISSUE 1: POWERS, DUTIES AND FUNCTIONS

6.1.1 Background and Problem Statement

Due to capacity and establishment constraints, the NDM has assumed responsibility for several functions at the LMs, albeit at differing levels. Functions such as physical planning for Emakhazeni, Thembisile Hani and Dr JS Moroka were adjusted to the District in 2003. These municipalities are considered as low capacity municipalities. Engineering, planning, performance monitoring and evaluation are some of the critical skills that are required. The District should devise a long-term capacitation strategy for the concerned municipalities to enable them to perform these functions.

The Traditional Leadership and Governance Framework Act 41 of 2003 are yet to be put in operation and the provisions of the Act are still to be implemented. The Mpumalanga House of Traditional Leaders Act was promulgated in 2005. The Act will enable the MEC for Local Government and Housing to appoint representatives of the Traditional Leaders in the area of jurisdiction of the NDM to participate in NDM's Council as provided for in the Systems Act.

The issue of land administration between the municipalities and the traditional leaders within the former homeland areas is a challenge that needs to be addressed. In some areas of Thembisile Hani and Dr JS Moroka municipalities, traditional leaders continue to allocate land to communities without engaging the municipality to ascertain issues relating to township establishment and land development requirements generally. The challenge with this arrangement is that the communities occupy sites in which no services have been provided and where no formal procedures are followed. This situation leads to a host of other challenges which including health related problems, occupation of land not suitable for human settlement, poverty, etc. The District together with the concerned municipalities and the relevant traditional leadership structures must devise a system of engagement and cooperation in order to address this challenge.

The question of service boundaries for Provincial and National spheres of government needs further attention with a view of alignment of these with municipal boundaries to facilitate service delivery. Although this matter should now be regarded as extremely urgent in view of the disparities and uncertainties caused, it must be noted that significant progress has been achieved in this regard.

As far as powers and functions are concerned, the NDM performs certain function that in some cases are powers and functions of a local municipality. This is because some local municipalities within the District are low capacity municipalities and will over time build adequate capacity to execute such functions. The division of these powers and functions is outlined in table 15 below.

Table 15: Division of functions and powers between the NDM and local municipalities

Function	Victor Khanye	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile	NDM
Air pollution	Yes	Yes	Yes	Yes	Yes	Yes	-
Building regulations	Yes	Yes	Yes	Yes	Yes	Yes	-
Child care facilities	Yes	Yes	Yes	Yes	Yes	Yes	-
Electricity reticulation	Yes	No	Yes	Yes	Yes	No	No
Fire Fighting	Yes including DM function	Yes	Yes including DM function	Yes including DM function	Yes including DM function	No	MP315, and excluding DM function in MP311, MP312, MP 313, MP314
Local tourism	No	Yes	No	No	Yes	No	MP311, MP 312, MP314 MP315
Municipal airport	Yes	Yes	Yes	Yes	Yes	Yes	Yes, except MP312, MP313
Municipal Planning	Yes	No	Yes	No	Yes	No	MP314, MP315, MP316 and IDPs
Municipal Health Services	No	No	No	No	No	No	Performs its own function
Municipal Public Transport	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pontoons and Ferries	Yes	Yes	Yes	Yes	Yes	Yes	-
Storm Water	Yes	Yes	Yes	Yes	Yes	Yes	-
Trading Regulations	Yes	Yes	Yes	Yes	Yes	Yes	-
Water (Potable)	Yes	Yes	Yes	Yes	Yes	Yes	No
Beaches and Amusement Facilities	Yes	Yes	Yes	Yes	Yes	Yes	-
Billboards and display of advertisement in public places	Yes	Yes	Yes	Yes	Yes	Yes	-
Cemeteries, Funeral Parlours and Crematoria	Yes including DM function	Yes including DM function	Yes including DM function	Yes including DM function	Yes including DM function	Yes	MP315
Cleansing	Yes	Yes	Yes	Yes	Yes	Yes	-
Control of Public Nuisance	Yes	Yes	Yes	Yes	Yes	Yes	-
Control of undertaking that sell liquor to the public	Yes	Yes	Yes	Yes	Yes	Yes	-
Facilities for the accommodation, care and burials of animals	Yes	Yes	Yes	Yes	Yes	Yes	-
Fencing and Fences	Yes	Yes	Yes	Yes	Yes	Yes	-
Licensing of dogs	Yes	Yes	Yes	Yes	Yes	Yes	-
Licensing and control of undertakings that sell food to the public	Yes	Yes	Yes	Yes	Yes	Yes	-
Local Amenities	Yes	Yes	Yes	Yes	Yes	Yes	-
Local Sport Facilities	Yes	Yes	Yes	Yes	Yes	Yes	-
Markets	Yes	Yes including DM function	Yes including DM function	Yes including DM function	Yes	Yes	Yes, except MP312, MP 314, MP316
Municipal Abattoirs	Yes	Yes	Yes	Yes	Yes	Yes	Yes, except MP316
Municipal Parks and Recreation	Yes	Yes	Yes	Yes	Yes	Yes	-
Municipal Roads	Yes including DM function	Yes including DM function	Yes	Yes including DM function	Yes including DM function	Yes	Yes except MP311, MP313, MP314, MP316
Noise Pollution	Yes	Yes	Yes	Yes	Yes	Yes	-
Pounds	Yes	Yes	Yes	Yes	Yes	Yes	-
Public Places	Yes	Yes	Yes	Yes	Yes	Yes	-
Refuse Removal, Refuse dumps and solid waste disposal	Yes including DM function	Yes including DM function	Yes including DM function	Yes including DM function	Yes including DM function	Yes including DM function	No
Street Trading	Yes	Yes	Yes	Yes	Yes	Yes	-
Street Lighting	Yes	Yes	Yes	Yes	Yes	Yes	-
Traffic and Parking	Yes	Yes	Yes	Yes	Yes	Yes	-

In terms of the municipal capacity assessment conducted by the Demarcation Board, it is evident that only one municipality, MP313 increased the number of functions performed since 2007. MP311, MP314, MP315 and MP316 perform fewer functions than they did last year. DC31 and MP312 perform the same number of functions than they did last year. MP313 performed the highest percentage of functions (86, 84%) followed by MP314 which performed 76, 32% of the functions. DC31 performed the lowest percentage of functions (13, 16%). MP315 performed the lowest percentage of functions amongst local municipalities (36, 84%) There have been fluctuations in terms of the number of functions the municipalities performed since 2002. However all municipalities performs more functions than they did in 2002.

The assessment concludes with a view that suggests that the following functions are either not or are poorly performed within the : municipal airports; municipal public transport; pontoons and ferries; beaches and amusement facilities; control of undertakings that sell liquor to the public; facilities for the accommodation, care and burial of animals; local amenities; markets; municipal abattoirs and pounds

6.1.2 Objectives

- To finalise outstanding matters pertaining to powers, duties and functions between the three spheres of government
- To facilitate the process of ensuring cooperation between traditional leadership and municipal councils within the
- To facilitate the process of ensuring seamless service provision through aligned service boundaries of municipalities and Sector Departments
- To conduct organisational study to determine the extent to which the performs its functions

6.1.3 Strategies

The District will assess the practical implication of the current powers and functions division between the District and local municipalities. Moreover, the provisions of the relevant legislation will be implemented where possible.

Pertaining to improvement of IGR matters the strategic option to be pursued to harness the risks associated with the identified challenges, the NDM will facilitate signing of Service Level Agreements (SLAs) with Sector Departments at Provincial and National level. The identification and advocacy for more funding and other funding options will be pursued in order to enable the District to perform its functions. In terms of intergovernmental coordination, various fora exist within the District as highlighted earlier.

6.1.4 Projects

6.1.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Assess practical implication of outstanding powers and functions	NDM	NDM	Study presented to council by March 2011	NDM: Manager Corporate Services	NDM	100 000	0	0
Detailed land ownership study within the	NDM	NDM	Study completed and presented to Council by April 2011	NDM: Manager Corporate Services	NDM	250 000	0	0
-wide organisation study	NDM	NDM and all LMs	Organisational study completed by December 2010	NDM: Manager Corporate Services	NDM	500 000	0	0

6.2 ISSUE 2: ORGANISATION RESTRUCTURING AND TRANSFORMATION

6.2.1 Background and Problem Statement

This multi-faceted issue includes administration and human resources (HR) as well as Information Communication Technology (ICT). Each of these is briefly outlined below.

Administration and Human Resources: Skills development, particularly scarce and critical skills, is one of the key issues that are critical which the District must focus on. The municipalities and the economy continue to experience a shortage of certain skills in each of the key sectors. In order to address these challenges, short- to medium-term measures are necessary to address structural imbalances in the labour market.

Following the Skills Development Summit (held in November 2007), a Human Resources Development Strategy (HRDS) was Developed and adopted by the Council in January 2008. The primary aim of the NDM Skills Summit was to bring all critical stakeholders together inclusive of employers (as users of skills), FET Institutions (as producers of these skills), the students/learners (as the seekers of skills), and government institutions (as users, regulators and facilitators of skills).

As far as skills development initiatives are concerned, the following challenges can be highlighted:

- Unavailability of a skills audit for the s in Mpumalanga
- Skills available not relevant to the needs of the labour market
- Shortage of accredited training institutions
- Available training institutions not providing training programs needed by the labour market
- Businesses/industries failure to support work-based training programs
- Business and Government not willing to support learnership/skills programs for the unemployed
- Inadequate & uncoordinated efforts by business and government to address issues of skills development
- Not all SETAs committed to fast tracking the implementation of learnership/skills programmes

The HRDS highlights the following as some of the areas that the District must focus on:

- Improve the foundations for human development in the Nkangala District including participation in and quality through ECD, ABET, GET, FET and HET.
- Improve the local supply of critical and scarce skills in order to reduce reliance on imported skills and create more opportunities for the communities to take up available opportunities
- Improve new venture creation skills to build foundations for SMME growth and development to reduce unemployment and poverty through the creation of job opportunities.
- Improve the coordination, monitoring and evaluation of HRD programmes and initiatives in the Nkangala District.
- Improve access to information on career, job, financing, internship and learnership opportunities as well as career guidance for learners and job seekers.
- Advance employment equity and BBBEE through skills development.
- Improve and building partnerships between the National Systems for Innovation, Research and Development (science), and local industry as well as FET.
- Improve support for service delivery transformation through skills development in all municipalities.

As part of the 2010 Soccer World Cup initiative, the should also facilitate the initiation of a SETA training programme with a view to providing tourism related learnerships in order to capacitate people to optimally benefit from the 2010 Soccer World Cup. This could include training pertaining to hotels, tourism management and the like.

As directed by the Employment Equity Act, Act 55 of 1998, and a five-year Employment Equity Plan was compiled and submitted to the Department of Labour in 2008. Over and above the plan, appointments at senior management level were done in a representative manner. One of the Council's goals is to recruit female to management level to achieve gender representation at the senior management level.

On the internal processes, the NDM has achieved considerably as far as human resource matters are concerned. Among these achievements; implementation of Employment Equity Plans in the , particularly employment of people with disabilities; designing a system of delegations; compilation and review of human resource policies; Implementation of Performance Management System (PMS) and capacity building of employees through a structured Human Resource Development Programme are some that can be mentioned.

Coordination and integration of the PMS for the NDM and Local Municipalities, capacity building for Councillors and employees, retention of skills as well streamlining of the organisational structure and internal administrative processes are some of the issues that still need to be improved. Alignment and coordination of initiatives and programmes of external service providers with that of local municipalities also needs attention, although some progress has been achieved in this regard.

Agreement on an integrated PMS across all three spheres of government will also be sought. Key in this activity will be the ability of individual performance of officials to the over-all performance management and relevant monitoring and evaluation systems pertaining to relevant IDPs.

Major strides have been taken in establishing a formidable Information and communication Technology environment in the District. The District is committed in providing the necessary support to all the Local Municipalities under NDM's jurisdiction. The following is a summary of progress made by this unit during the past year.

In compliance with the National Government's initiative on Master System Plans (MSP) and after the completion of the development of the previously mentioned, the District is in the process of the implementation of the MSP.

The investigation of the development of the Nkangala District Municipality Management Information System (NDMIS) is complete and its development is in progress. The main objective of this system, which should function as an intranet, is to integrate all the systems within NDM and facilitate the shared services concept. The NDM implementation of the Geographic Information System (GIS) was initiated in 2008 and came to completion in the same year. Included within development, maintenance and upgrading of all ICT systems within the District there is a need to finalise the Service Level Agreements with relevant service providers for the support of the NDM's systems.

In supplementing the internal capacity-building programme, the NDM has established a library as a resource centre for the personnel of the District, the Electronic Document Systems, the Security Systems, and the Audio and Visual system that is installed in all the committee rooms and the Council chamber.

6.2.2 Objectives

- Continually review and ensure optimal usage of all the ICT systems with Nkangala District Municipality viz GIS, EDMS, Intranet, Website, financial and HR and project management systems and other systems
- Ensure compliance of the NDM with e-Government initiative and Electronic Transactions and Communication Act
- Continuously capacitate the internal users on various in-house systems

- Establish and maintain an efficient and integrated governance system based on the principles of accountability and commitment to the delivery of services and sustainable development
- Develop an effective, well skilled and representative administration capable of taking and implementing decisions and driven by an organisational culture based on results, cost effectiveness and service excellence with the mind of providing a service that is community/client orientated
- Review the performance management system (PMS) of the and local municipalities in line with relevant legislation and regulations
- Improve the foundations for human development in the Nkangala including participation in and quality through ECD, ABET, GET, FET and HET
- Facilitate improvement of the local supply of critical and scarce skills in order to reduce reliance on imported skills and create more opportunities for the communities to take up available opportunities
- Advance employment equity and BBBEE through skills development
- Improve and building partnerships between the National Systems for Innovation, Research and Development (science), and local industry as well as FETs
- Development of a capacitation strategy for the and local municipalities with respect to PMS, engineering, integrated development planning and physical planning

6.2.3 Strategies

One of the priorities of the NDM in its endeavour of municipal transformation is the broader representation in its workforce. In pursuit of that vision, the NDM will interact with relevant institutions to recruit people with disabilities in line with the s institutional restructuring and transformation objectives. This process will also be guided by various policy frameworks and legislative provisions.

The empowerment of the workforce in order to achieve institutional effectiveness and skills retention largely depends on the ability and productivity of the workforce. As such, the NDM will seek to facilitate that all municipalities have effective and implementable HIV and Aids workplace policies and Employee Assistance Programmes. This will be achieved through undertaking relevant and appropriate training.

The idea of performance management may be incorrectly viewed as a punitive measure that is designed to punish some people. In reality, not only is performance management simple and implementable, but it is essential in all the functions and dealings of any organisation. The NDM seeks to enhance performance management culture amongst all Councillors and officials. This will also necessitate capacitation of all the municipalities within the District on PMS thorough relevant training and capacitation. A PMS workshop will be conducted with all local municipalities to ensure seamless understanding and alignment of the model in view of the regulations promulgated.

In terms of the systems development, the NDM will compile a database that must seek to detail the availability, condition and performance of ICT infrastructure throughout the District (at the NDM and local municipalities). The enhancement and integration of the current systems will be a main priority. All the findings will be viewed in the context of the NDM's Master Systems Plan. The District will seek to study, learn and apply, where necessary, knowledge gained from best practice.

In terms of the specific issues raised by the communities through the 2009 /10 IDP, review process relates to communication challenges in Thembisile Hani local municipality. The challenges relate to lack of communication network coverage for cellular phones, television and radio in ward 11. Service providers such as MTN, Vodacom and Cell C as well as Eskom and government should seek to urgently address this challenge due to unavailability of electricity in the area.

Human Resource Development: In order to effectively implement the HRDS, the will establish a special forum comprising business, labour, FET colleges, Department of Education, the NDM, and other key interested stakeholders. Key issues that must be addressed include:

- Career guidance in schools as a way of guiding students
- Discussion of school output versus skills demand in the economy
- Collaboration between government, business, and training institutions in addressing skills needs
- Partnerships between local companies and big business in training and skills development
- Multi-level, multi-dimensional recruitment strategy that goes beyond approaching institutions of higher learning for imminent graduates and includes mining graduate data bases, mobilizing interest in Science and Maths at lower levels, and implementing bridging programmes for out of school youth who may not meet intake requirements
- Twinning agreement possibilities between business and schools to optimize career guidance and work opportunities
- Linking companies' recruitment strategies to Labour and Social Plans allocated across all LMs.
- Convening of career expos to assist schools and learners
- Encouraging government and the business to provide experiential training for student who have completed their tertiary studies
- Organising campaigns to encourage local training providers to be accredited
- Lobbying the Private Sector to Adopt Local Schools and organise campaigns to ascertain the "Future after Grade 12"
- Lobbying FET Colleges and Other Training Institutions to Align their Curriculum to the Needs of the Labour Market

6.2.4 Projects

6.2.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Maintenance of ICT systems	NDM	NDM	Rate of down-time, Number of errors reported reduced, Number of ICT equipments functional and SLAs Agreements signed	NDM: Asst. Manager: IT	NDM	120 000	120 000	120 000
Support and capacitation of ICT users	NDM	NDM	Training undertaken and reported errors resolved	NDM: Asst. Manager: IT	NDM	80 000	80 000	80 000
Operationalisation of GIS	NDM	NDM	GIS strategy developed and presented to Council by August 2010	NDM: Asst. Manager: IT	NDM	250 000	100 000	100 000
Implementation and maintenance of DRP/BCP	NDM	NDM	DRP/BCP implemented by March 2011	NDM: Asst. Manager: IT	NDM	2 293 000	1 000 000	500 000
Installation of network cables and voice/ data facilities at KwaMhlanga fire station	NDM	NDM	Network cables and voice/ data facilities at KwaMhlanga fire station installed by December 2010	NDM: Asst. Manager: IT	NDM	300 000	300 000	300 000
Upgrade of NDM Website	NDM	NDM	NDM website updated with inclusion of industrial web-portal by March 2011	NDM: Asst. Manager: IT	NDM	300 000	300 000	300 000
Conduct a study on the implementation of minimum competency levels for finance officers throughout the municipalities	NDM	NDM	Study on the implementation of minimum competency levels for finance officers concluded by December 2010	NDM: Manager Corporate Services	NDM	100 000	0	0

6.3 ISSUE 3: FINANCIAL VIABILITY

6.3.1 Background and Problem Statement

The financial objective of the NDM is to secure sound and sustainable management of the financial affairs of the District and to assist the six local municipalities within the NDM to be financially viable. The focus in this regard is on:

- Rendering efficient effective support services in a transparent and accountable manner.
- Ensuring effective and efficient income and expenditure management.
- Contributing towards the maintenance of a high credit rating

The critical areas of the NDM and its six local municipalities include payment for services, revenue collection, capacity for municipal infrastructure expenditure and compliance with financial legislation.

Revenue: The elimination of the Regional Service Council (RSC) levies as effected in June 2006 has significant implications on the District's ability to raise its own revenue, apart from grants and other budget allocations. However, the District has continued to raise pertinent matters with National Treasury. Ongoing consultation and research is being undertaken with several role players including SALGA, DPLG, etc on international best practice to explore available options. The objective is to find an alternative suitable to Local Government that will replace RSC levies.

Payment Levels/Revenue: Viable municipalities should promote and facilitate high levels of payments for services in order to improve revenue collection. Development needs financially strong municipalities to invest in infrastructure and service delivery to facilitate development. In this regard, it is recommended that the Credit Control and Revenue Collection Policies of Council be fully implemented.

Procurement and Supply Chain Management: The NDM has established a Supply Chain Management (SCM) Unit. One of the prime objectives of the SCM policy is to promote transparency and accountability in the NDM's procurement processes. The main outcome will be an institutionalised safeguard mechanism against the occurrence of corruption and other financial [and related] malpractices. The existing SCM policy should be carefully scrutinised in order to establish the extent to which it supports the programmes and objectives of the Council.

6.3.2 Objectives

- To engage relevant stakeholders so that adequate funding mechanisms can be put in place for the to successfully implement all its functions
- To facilitate attainment of clean Audit Reports by the and local municipalities
- To ensure longer useful and productive life of assets that will contribute to service delivery and revenue generation through advising local municipalities on adequate levels of infrastructure maintenance
- To assist municipalities in implementing revenue enhancement mechanisms
- To assess weakness in the current revenue stream of municipalities and implement remedial plans
- To identify additional revenue from current as well as other sources

6.3.3 Strategies

The NDM holds strong views on the issue of the elimination of the RSC levies. Beyond the position paper on the replacement of RSC levies which the NDM has compiled, the has undertaken a study trip overseas in countries

such as Spain, Hungary, and England to further investigate a possibility of an alternative and viable tax appropriate to local government. A local business tax has not been excluded as an alternative.

As mentioned earlier, infrastructure development and maintenance is critical to the process of economic development and poverty reduction. Central to the poor infrastructure at some municipalities is the lack of a coordinated infrastructure maintenance strategies. In order to counter this trend and proactively manage the new infrastructure the NDM will coordinate the compilation and implementation of Infrastructure Maintenance Strategies at local municipalities. This process will also entail the compilation of a research document, which addresses the funding requirements of infrastructure investment programs such as the water blue print, etc.

6.3.4 Projects

6.3.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Revenue raising mechanism	NDM	NDM	Research document on revenue raising mechanisms for low and medium capacity LMs compiled and presented to Council by December 2010	NDM: Manager Finance	NDM	500 000	50 000	50 000
Shared Services Investigation	NDM	NDM	Shared Services assessment study conducted and presented to Council by March 2011	NDM: Manager Finance	NDM	500 000	0	0
Roll-out of free basic services Study	NDM	NDM	Comprehensive study on roll-out of free basic services within local municipalities completed and presented to Council by April 2011	NDM: Manager Finance	NDM	500 000	0	0
Operation Clean Audit	NDM	NDM	Clean audit implementation report by November 2010	NDM: Manager Finance	NDM	300 000	300 000	300 000

6.4 ISSUE 4: GOOD GOVERNANCE AND COMMUNICATION

6.4.1 Background and Problem Statement

Internal audit function: The District established an Internal Audit Unit (IAU) in terms of section 165(1) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). An Audit Committee was also established to guide the internal audit function with a primary objective of enhancing governance matters within the municipality. The role of the Audit Committee is to assist the Council in discharging its duties relating to the safeguarding of council assets, functionality of internal controls and processes, risk management, financial reporting and compliance corporate accounting standards. The internal audit function operates in terms of Internal Audit Plan as approved by Council in September 2009. The internally audit function substantially fulfilled its responsibilities for the year. Additionally, capacity of the Internal Audit Unit was strengthened during the 2009/10 financial year.

In order to develop effective audit plan, as per legislation, a risk assessment was conducted and a Risk Management Strategy was adopted by Council in September 2009. In conjunction with senior management and the Audit Committee areas where internal audit activities should be directed were identified as enhancement of internal controls, record keeping, integrity of financial and operational information, performance management policies and systems, policies and procedures, human resource development programmes and asset management.

Within the context of 'operation clean audit', the District has developed a clear programme that is aimed at addressing issues raised in the management report produced by the Auditor-General.

Community Feedback Meetings: In the spirit of cooperative governance, the NDM has institutionalised a Community Feedback Programme that aims at improving communication and interaction between the District, the local municipalities and the community at large on issues of service delivery and development. The meetings are attended by Councillors from the and local municipalities, Provincial Sector Departments, Office of the

Premier, traditional leadership, community members, service providers and parastatals as well as civil society at large. All local municipalities within the District's area of jurisdiction are visited twice per financial year in August/September and January/February to table projects that have been approved and budgeted for by the District. However, towards effecting further improvements, the District has initiated a process of reviewing the current approach to participation. It is envisaged that the new approach will further strengthen the interaction and responsiveness of government to community socio-economic development aspirations. The schedule of the meetings is contained in the 2008/09 District Framework Plan.

A functional District Speakers Forum has been institutionalized and meets quarterly. The main objective of this forum is to address issues relating to effectiveness of community participation structures and deepening local democracy.

Media Liaison (Electronic and Print media): This entails communication through national and local media. The Nkangala District Municipality utilizes both electronic and print media to improve and broaden communication within its jurisdiction. As far as communication through radio is concerned, the is continuing to work with national radio station, IKwekwezi FM, Thobela and Ligwalagwala which broadcasts in the three dominant languages spoken within the region. The radio stations are used for current affairs news, talk shows and news interviews. In addition to other mechanisms such as loud-hailing, the NDM also uses radio stations for advertising meetings, workshops, conferences, summits and other functions that the holds. Community radio stations such as Nkangala Community Radio Station (KCRS), Greater Middelburg FM and Moutse are also utilised in advertising.

A strong working relationship has also been established with print media that exists in the Nkangala DM. Communication through the print media is done through local, regional and national newspapers, websites, magazines and newsletters.

A -wide newsletter has been initiated. All six local municipalities within Nkangala contribute to the success of the newsletter. The newsletter is produced and distributed quarterly. Copies of the District newsletter can also be found at the District library.

Promotional materials: In order to reinforce the flow and the dissemination of information and community participation, promotional materials are also developed, availed and widely distributed. These ranges from brochures, t-shirts, caps, pens, posters, back drops, banners, etc.

IGR and International Relations: The Constitution of South Africa declares that government is comprised of National, Provincial and Local spheres of government that are distinctive, interdependent and interrelated. It therefore states that all organs of state must promote and facilitate Intergovernmental Relations within the context cooperative government. This initiative will further strengthen peer learning and best practice sharing. Initiatives are in place to harness effective leadership and communication with all stakeholders. In terms of International Relations, NDM has a Twinning Agreement with the Province of Likasi in DRC and continuing to forge other relationships with other international counties

Ward Committees: These critical structures of local governance are located closer to communities in all the local municipalities in order to enhance community participation in the affairs of municipalities. The NDM has successfully launched all 131 ward committees in the District.

Throughout the District, in aggregate terms, a report compiled in March 2010 showed that about 85% of ward committees were functional. Common challenges included resignation, lack of resources, lack of interest and motivation, transportation – particularly in vast wards, and out-of-pocket expenses, low literacy levels and in some cases lack of clarity in terms of roles and responsibilities of ward committee members. Concisely, a majority of wards that are non-functional are non-functional due to the lack of payment for ward committees. Community Development Workers (CDWs) also play a critical role in community development. CDWs are an integral part of the ward committee system in the endeavour to fast-track service delivery and poverty eradication. The Province has deployed 125 CDWs in the District. The idea is to have at least one CDW in each

ward. However, a few wards do not have CDWs yet. The Province is currently trying to address the shortfall. The District took a resolution that sought to make CDWs to be administrative secretaries of the ward committees. However, in other municipalities this arrangement has not functioned as conceived.

The NDM regards community participation as one of its core functions. Therefore, the District continues to support and capacitate these structures through, inter alia, training and continuous monitoring.

Youth Development: The development of an Integrated Youth Development Strategy affirms the District position in ensuring improved and thriving conditions favourable for the youth. As with the youth in South Africa, NDM youth faces a variety of challenges particularly in the following areas:

- Access to employment and or conditions giving rise to economic emancipation.
- Shortage or critical skill especially those related to Mathematics and Physics. This is worsened by the absence of a University in the Province, thereby resulting in the young skilled individuals migrating to nearby cities.
- Exposure to and abuse of drugs and alcohol.
- High prevalence of HIV/AIDS that seem to be hard felt amongst young people exacerbated by the stigma surrounding those infected by the virus.

Thus, the development of the Integrated Youth Development Strategy should reflect interventions aimed at the above challenges.

Direct engagements with young people through forums such as the September 2004 Kopanong Youth Summit, the May 2006 Kloppenheim Youth Summits and the 2009 NDM Youth Planning Strategic Lekgotla affirms the 's commitment in charting a way forward on Youth Development matters as encapsulated in the IYDS.

In the 2009/10 financial year, the implementation of the Expanded Public Works Programme by the District has to date benefited 207 contractors and 90 learner contractors some of whom are in their Youth category. Furthermore, the District together with the six local municipalities has established Youth Units with a sole purpose to ensure mainstreaming of youth matters.

Issues such as lack of training and learning opportunities for youth through programmes such as internships and learnerships, representation of youth in community participation structures, lack and or inaccessibility of skills development centres in Victor Khanye , ward 5 and Steve Tshwete local municipality, ward 20.

Women Empowerment: Participation of women in all spheres of government has improved over the past few years. The NDM is one of the Districts in South Africa that have successfully elevated the status of women in municipal governance. For instance, there are three women Executive Mayors in the District, which represents a 50/50 representation.

The NDM also held a Women's Summit that focussed on issues such as the role of women in LED and economic development in general, the role of women in local government and service delivery and space economy and spatial planning. Several resolutions were made in the Summit, which the section below briefly reflects on.

Be that as it may, challenges confronting women in different levels in the region remains, for instance,

- The voice of rural women still remains inaudible resulting in less transformation on improvement of their living conditions.
- Number one killer of women in South Africa remains violence directed towards women.
- Rape and killings of women by lovers is on the rise.
- Empowerment resulting in access to opportunities by women still requires intervention.
- Lack of diversification on the economic stream followed by women resulting in limitation of opportunities.

The NDM also held a Women's Summit in June 2008 that focussed on issues such as:

- Track and celebrate the successes of the NDM's Women's Development and Empowerment Programmes
- Identify and share challenges faced in planning and implementing Women Development and region.
- To collectively strategize and develop a plan of action to advance and strengthen implementation of the National Policy Frameworks and Guidelines, different provincial legislative prescripts and other relevant provisions with regard to Women's Development and Empowerment.
- Identify areas for further interventions (capacity-building, support, etc.) to fast track Women's Development and Empowerment in NDM.
- Debate the role of women in LED and economic development in general, the role of women in local government and service delivery and space economy and spatial planning.

Several resolutions were made in the Summit, which the section below briefly reflects on:

- Women should be afforded opportunity to be involved in the 2010 projects
- Development of consultative policy
- NDM to establish a database for women in business
- Women should be recognized in Supply Chain Management Policy
- Women to form different close corporations and cooperatives
- Umsobomvu/ Banks to develop profiles for women
- Rural Women's bank to be invited to do a presentation for future establishment of a branch within Nkangala District Municipality

6.4.2 Objectives

- Develop and periodically update internal audit policy, internal audit charter and methodology
- Facilitate identification and monitoring of exposures to risk and improvement of risk management and internal controls system
- Promote the image of the NDM locally and outside its area of jurisdiction for its sterling management style and excellent service delivery
- Communicate Council matters with beneficiaries and other relevant stakeholders
- Promote active involvement and participation of the public in the implementation of government programmes
- Better partnership between government and citizens in the process of social change and promote social cohesion.
- Strengthen development and empowerment programmes for the youth, women and the disabled.
- Coordinate and facilitate establishment of youth and women cooperatives in all local municipalities within the
- Optimise the impact of youth development programmes in collaboration with the Local Municipality Youth Units and Sectoral Departmental Youth Units and other stakeholders
- To develop and launch a youth civic education programme
- To continuously support and capacitate ward committees and CDWs to effectively perform their functions.

6.4.3 Strategies

In order to improve communication and interaction between all IDP stakeholders the District will efficiently utilise the Community Participation and IGR IDP Working Group. Participation of the local municipalities as well as Sector Departments, parastatals, business in this working group should improve IGR and henceforth uniformity of approaches in order to facilitate service delivery. This will also be fortified by successful implementation of the communication strategy.

The NDM also seeks to actively participate in the Provincial International Activities Co-ordinating Committee (PIACC) that coordinates International Relations in the Province. This is particularly relevant in current environment of international twinning agreements of cooperation between municipalities and Provinces from different countries. The International Relations Framework Policy will guide and inform the interaction of the District and its local municipalities in the international twinning agreements. In line with the spirit of cooperative government as enshrined in the Constitution, the NDM policy should be aligned with that of the Province. NDM also participate in the Provincial Communications Forum in the office of the Premier.

The District is committed to the Principles of Batho Pele, which in a simplified fashion could be understood as referring service delivery that is centred on appropriateness of service delivery and responsiveness of government to the needs of the communities. In this endeavour, perceptions of the communities are critical. The District will proactively assess the outcomes of the stakeholder/customer satisfaction survey in order to identify areas of learning, improvement and success as far as service delivery is concerned.

Successful marketing of the District will further enhance the possibility of the implementation of the LED Anchor projects, as discussed under Issue 20. The marketing strategy should also be able to attract and maintain investment in order to grow the economy of the region to reduce unemployment and poverty.

In order to ensure the effectiveness of community participation mechanisms in the District, an efficient Ward Committee system is essential. In this regard, the NDM has conducted training of ward committees through the District. The main objective of the training was to empower the newly elected ward committees in terms of the responsibilities of ward committees as well their conduct. The local municipalities in the District have ward committee policies which are in line with the Provincial policy. However, there needs to be more focus paid to addressing the perceived differences between ward committees and CDWs in the District. The District will continuously monitor the functionality of ward committees in order to improve and appraise their successes.

The continuous empowerment of women remains integral to the District. Through mainstreaming of gender by assessing the implications for women and men of any planned action, including legislation, policies or programmes in all areas and at all levels in order to make women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally and inequality is not perpetuated.

Integral to the empowerment of the ward committee system the District will continue with its programme of community feedback meetings at each local municipality twice per annum. Each local municipality conduct at least six community feedback meetings per annum. The role of the community feedback meetings cannot be overemphasised as community participation is one of the key pillars of the current governance principles in South Africa. This process also allows locally elected leaders to get in touch with their constituencies. However, this invaluable programme has been clouded by the unsatisfactory attendance of the meetings by various Sector Departments. It is hoped nevertheless that this will be addressed as it can potentially hamper service delivery.

As far as youth development is concerned, the District should embark on the following:

- Hold an annual Strategic Youth Planning Session (Lekgotla)
- Resource and capacitate youth units in all municipalities

- Implement the Kopanong , Kloppenheim and 2008 Youth Development Summits resolutions:
- To develop and implement the NDM Integrated Youth Development Strategy
- Integrate sector departments youth development plans with the municipal youth development plans;

Emanating from the 2009 Strategic Youth Planning Session, which sought to facilitate the implementation of youth summit resolutions, several action plans were highlighted. In terms of integrated youth development programmes within sectors and departments into the municipal IDPs, led, budget and Service Delivery and Budget Implementation Plans (SDBIPs), the following recommendations were made:

- SAYC members and youth managers from local municipalities to participate in government structures
- All municipalities should have a Member of Mayoral Committee (MMC) responsible for youth development and in other cases where possible this functions be incorporated into the focus areas for the MMC responsible for social development
- Youth to participate in local ward committee meetings and other government participatory systems and mechanism, including IDP and budget consultation processes
- Municipal to identify formal youth structures for participation in the budget processes
- Accessing & monitoring of Municipal Infrastructure Grant (MIG) funds for youth development (Recreational Facilities, Development of Youth Projects)
- That all municipalities to review their SCP to integrate issues of youth development
- That all EPWP learners/contractors be utilized in the Anchor project
- That NDM tool kit be cascaded to local level for implementation of the EPWP by local municipalities
- The to develop a uniform approach in terms of youth development issues in the IDP

In terms of building skills and technical capacity among young people within local government, the following resolutions were made:

- Each municipality must conduct two annual career expos and review the skill audit before January 2010.
- Launching of South African Women in Dialogue
- Establishment of transversal desk in all local municipalities
- All municipalities to have Mayor's bursary fund in 5 critical skills in the next financial year (2009\10)
- Learnership and internship programmes to be conducted in consultation with the relevant municipality. The District youth unit must have quarterly meetings with government departments.
- All municipalities to implement learnership and Internship programmes
- 40% should be allocated to young people for skills transfer in the identified Anchor projects
- Recognition of prior learning by NDM and Local municipalities
- Need for Mpumalanga University and the administration of Emakhazeni FET be in the Nkangala region

As far as dynamics of integrated youth development strategy and planning are concerned, the following recommendations were made:

- Re-affirm the establishment of the steering committee during the development of the youth development strategy consisting of youth managers.
- Establishment of the youth consortium for young people
- Establishment of the District youth development forum chaired by the Executive Mayors

- Hosting of District youth economic development summit and youth stakeholders be invited to take part in the summit
- The District to broaden scope in terms of participating in the NYC to include environmental, public facility renovation and community health care programmes
- All youth formations to be consulted during the development of the strategy
- Conduct audit to reflect the level of youth development within the District
- Mobilise both the private and public sector in the establishment of the regional skills development fund.
- Ensure the funding of both SAYC activities and youth development initiatives/programmes in all municipalities.
- Establishment of youth advisory centre in all municipalities within the District
- Engage the Mpumalanga Training Trust with regard to training of youth in various municipalities within the District
- The implementation of the youth strategy must form part of the youth managers' performance contract in all municipalities.
- The IYDS to have a monitoring and evaluation toolkit

6.4.4 Projects

6.4.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Compilation and distribution of - Wide Newsletter	NDM	NDM	-Wide Newsletter Compiled and distributed quarterly	NDM: Asst. Manager Public Liaison	NDM	250 000	300 000	350 000
Advertisement and publicity	NDM	NDM	Two radio talk shows held by June 2011	NDM: Asst. Manager Public Liaison	NDM	300 000	320 000	340 000
Review Communication and community participation policy	NDM	NDM	Communication and community participation policy reviewed by June 2011	NDM: Asst. Manager Public Liaison	NDM	300 000	0	0
Development of Promotional Items and Broche	NDM	NDM	Promotional Items and Broche developed by December 2010	NDM: Asst. Manager Public Liaison	NDM	200 000	250 000	300 000

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Community Outreach Programme	NDM	NDM	Two Community Outreach Programme meetings per municipality conducted by March 2011	NDM: Deputy Manager DPU	NDM	500 000	600 000	700 000
Development of Integrated Youth Development Strategy	NDM	NDM	Integrated Youth Development Strategy developed and presented to Council by December 2010	NDM: Manager Social Services	NDM	300 000	0	0
Youth Day Celebrations	NDM	NDM	Youth Day Celebrations held by June 2011	NDM: Manager Social Services	NDM	300 000	300 000	300 000
Youth Summit	NDM	NDM	Youth Summit held by June 2011	NDM: Manager Social Services	NDM	300 000	0	300 000
Implementation of the first phase of a comprehensive National Youth Service Programme	NDM	NDM	First phase of National Youth Service Programme implemented by June 2011	NDM: Manager Social Services	NDM	50 000	50 000	50 000
International Day against drugs and illicit trafficking	NDM	NDM	International Day against drugs and illicit trafficking awareness campaign held by September 2010	NDM: Manager Social Services	NDM/ DHSS	100 000	100 000	100 000
Youth Camp	NDM	NDM	Youth Camp held during the By September 2010	NDM: Manager Social Services	NDM/ PPP	100 000	100 000	100 000
Mayoral Soccer Tournament	NDM	NDM	Mayoral Soccer Tournament held by June 2011	NDM: Manager Social Services	NDM/ PPP	50 000	50 000	50 000
Mayoral Youth Awards	NDM	NDM	Mayoral Youth Awards held by June 2011	NDM: Manager Social Services	NDM/ PPP	200 000	200 000	200 000

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Training of ward committee members and CDWs	NDM	NDM	Training of ward committee members and CDWs held by June 2011	NDM: Deputy Manager DPU	NDM/ Local government	1 000 000	-	1 200 000
Capacity building programme for all the youth practitioners in the NDM	NDM	NDM	Identified youth practitioners enrolled with a training institution by June 2011	NDM: Manager Corporate Services	NDM	500 000	500 000	500 000
Piloting mainstreaming: pilot a participatory model for rural women in IDP process	Steve Tshwete / Emakhazeni/Emalahleni	Steve Tshwete/ Emakhazeni/ Emalahleni	A report on the study & project implemented	NDM: Manager Social Services	NDM	R600 000	-	-
Capacity building for women	NDM	NDM	Women summit held by October 2010	NDM: Manager Social Services	NDM	200 000	250 000	300 000
Development of women development strategy	NDM	NDM	Women development strategy completed by June 2011	NDM: Manager Social Services	NDM	300 000	-	-

6 B: SERVICE DELIVERY PRIORITY ISSUES AND NEEDS

6.5 ISSUE 5: SPATIAL RESTRUCTURING AND SERVICE PROVISION

6.5.1 Background and Problem Statement

Township Establishment and upgrading of settlements: Municipalities are experiencing the challenges on the mushrooming of the informal settlements that are increasing in the fast rate each year especially in Emalahleni and Emakhazeni local municipalities. The outstanding township establishment and upgrading of settlements status quo is presented in table 16. Informal settlements become the challenge to local municipalities in providing services. Settlements around Dr JS Moroka and Thembisile municipalities are not formalised, not registered with surveyor general and there are no title deeds. The long process of finalising land tenure projects and township establishment on the state land and the capacity within the relevant Department to approve such applications is being identified as the major challenge. Emakhazeni and Emalahleni local municipalities need the special attention on addressing the issues of housing and land for settlement purposes through township establishment.

Table 16: Outstanding Township Establishment and upgrading of settlements

Municipality	Total Settlement	No. R293	Upgrade Initiated/completed	No R 188	Upgrade Initiated/completed	Other	Upgrade completed
Victor Khanye	1	0	-	0	-	1	1
Dr JS Moroka	29	16	9	13	7	0	-
Emakhazeni	6	0	-	0	-	6	6
Emalahleni	8	0	-	3	3	5	5
Steve Tshwete	7	1	0	0	-	6	6
Thembisile Hani	89	85	30	1	1	3	1
TOTAL	140	102	39	17	11	21	19

Source: Department of Agriculture, Rural Development and land Administration

Physical Planning functions: In terms of the determination by the MEC for Local Government and Housing, published in The Province of Mpumalanga Provincial Gazette Vol. 10 No. 959 dated 26 May 2003 a number of functions, including municipal planning, were adjusted between the Nkangala District Municipality and Local Municipalities in its area of jurisdiction. Council has the adjusted function of municipal planning for Dr J S Moroka, Emakhazeni, and Thembisile Local Municipalities. The physical planning functions is with the s and the three local municipalities (Emakhazeni, Dr JS Moroka, Thembisile Hani) are not authorised and have no capacity to deal with town planning applications and related issues. The District responsibility on the affected local municipalities is to manage the land use matters, building capacity on land uses policies and other related matters. The physical planning strategy has highlighted on how the District can take the physical planning function from the local municipalities but did not highlight a clear and systemic programme for capacitation the local municipality.

Land Use Management Systems: Nkangala District Municipality undertook the physical planning strategy to assess the capacity on local municipalities. One of the key recommendations of the report was the compilation of the Land Use Management Schemes of the three affected local municipalities (Thembisile Hani, Dr JS Moroka and Emakhazeni). The reasons for the efficient and effective management of town planning applications in the Steve Tshwete Local Municipality can be attributed to the use of a single town-planning scheme that has been implemented in its area of jurisdiction.

In Emakhazeni Local Municipality there are currently four (4) town planning schemes in operation (from the original four towns of Belfast, Machadodorp, Dullstroom and Waterval Boven), and township areas, and farm areas. There is an urgent need to develop one amalgamated town-planning scheme, which would make it easier to manage. This needs to include the four (4) township schemes, rural and township areas. The town planning schemes are also outdated and don't address current issues e.g. guest houses and resorts are not addressed, and dealing with them is not straight forward, due to deficiencies in the town planning schemes. It is even more concerning that the applications are then not subjected to a rigorous town planning evaluation.

In Dr JS Moroka, there are no town planning schemes, only layout plans. Thus, there is currently no indication of what council wants to do with the land. There are 71 towns in the municipality, only six of which have township layouts. In Thembisile Hani, only two settlements have fully declared townships. The preparation of a land Use scheme should be prepared for the Thembisile Local Municipality, Dr JS Moroka and Emakhazeni local municipality. Victor Khanye Local Municipality has their own wall-to-wall land use scheme and Emalahleni local municipality is currently busy with the land use scheme.

Geographical Information Systems: The NDM implementation of the Geographic Information System (GIS) was initiated in 2005. Included within development, maintenance and upgrading of all ICT systems within the District there is a need to finalise the development of a fully functional GIS System.

One of the major obstacles for effective planning, land use management and all forms of service delivery is the lack of updated cadastral base maps for all towns and settlements in the – especially in Thembisile Hani and Dr JS Moroka Local Municipalities. Within the development of the above-mentioned LUM Schemes, the cadastral database for these municipalities will be compiled and updated. Lack of Capacity in terms of the Human Resources and GIS resource are the challenges are faced by local municipalities.

Land Reform: The pace of land reform itself, including the pace of resolving restitution claims is too slowly. The total number of outstanding claims is around 810 before consolidation and 496 after consolidation. According to the Land Claim Commission, the process is taking place in a challenging environment including high price of land prices, declining budgets, complex claims which end up being referred to court, disputes which require lengthy negotiations. The magnitude and spread of unresolved claims poses serious developmental challenges for municipalities (refer to table 17).

The eviction of farm workers/occupants remains a problem in the District. The eviction of farm workers is resulting in the growth of some of the rural settlements. The most affected area is Emakhazeni Municipal area and evictions take place across the municipalities Steve Tshwete, Emalahleni and Victor Khanye.

Table 17: Outstanding claims breakdown per Municipal Area

Municipal Area	Total Outstanding Claims (allocated)	Outstanding (allocated)	Consolidated	Unallocated Claims
Thembisile Hani	42	29		33
Dr JS Moroka	6	4		54
Emakhazeni	222	90		18
Steve Tshwete	202	144		Unknown
Emalahleni	234	182		Unknown
Victor Khanye	104	47		Unknown
Total	810	496		Unknown

Source: Land Claims Commission

Spatial Development Framework: undertook the review of the Spatial Development Frameworks (SDF's) of the District and the six Local Municipalities during 2007 to January 2008. The objective of the exercise was to align the SDF's with the National Spatial Development Perspective (NSDP), the Mpumalanga Spatial Rationale (MSR's) and the Provincial Growth Development Strategy (PGDS)

As part of this process, it was found that there were major differences/discrepancies in the contents and level of detail contained in the various SDFs of the local municipalities. However, due to the time and financial constraints prevalent at the time, it was only possible to initiate some limited remedial actions in order to bring all plans of the municipalities to at least a common minimum level of detail (e.g. there were no base maps available for any of the urban areas in the Emakhazeni Municipality).

The SDF reports were completed to the best level of detail possible at the time, and sections related to the NSDP, Provincial Spatial Rationale and PGDS were inserted in all seven SDFs. It is now two years later and several important issues warrant the review and further refinement of these SDFs.

6.5.2 Objectives

- To facilitate a process in which development taking place within a municipality will be guided and informed by the regional development trajectory of the and the Province as a whole
- To put measures in place for capacity building in the planning functions of local municipalities
- Facilitate formalisation of informal settlements and facilitate security of tenure throughout the
- To establish a fully operational web-base GIS available on the network
- To facilitate, manage and control land use and development in Thembisile Hani, Dr JS Moroka and Emakhazeni local municipalities
- To promote sustainable rural development within the

6.5.3 Strategies

Township Establishment and Tenure upgrading of settlements: the finalisation of the tenure upgrading and formalisation process on the state land in Dr JS Moroka and Thembisile Local Municipalities is highly imperative. Department of Agriculture, Rural Development and Land Administration, Department of Rural Development and Land Reform and the District should work together to finalise all the outstanding Upgrading of land Tenure project and township establishment.

Physical Planning functions: local municipalities should be supported in terms of capacity building and management of land use.

Land Use Management Systems: All local municipalities have a single land use scheme which assist in the management of land use except for Emalahleni local municipality. Emalahleni local municipality have already commence with the process of developing a single land use scheme and be encouraged to finalise their land use scheme.

Geographical Information Systems: The District has developed a wide-ranging GIS System that effectively helps to eliminate the shortage of cadastral base maps in its area of jurisdiction. In supporting the local Municipalities, the District is currently developing the GIS strategy that includes all the local municipalities within the District. The GIS strategy will map a road of developing the GIS in the local municipalities.

Land Reform: the Department of Rural Development and Land Reform have already undertaken the process Area Based Planning. Area Based Planning will provide an integrated framework and opportunity for Municipalities to access land and to further unlock socio-economic potential associated with land.

Spatial Development Framework: Reviewal of the Spatial Development Frameworks (SDF's) of the District and the six Local Municipalities is important since other spatial matters were not address in the SDF and the new developments in past two years, including the following:

- The draft Town Planning Schemes (including land use surveys and cadastral mapping) were completed for Dr JS Moroka, Thembisile-Hani, and Emakhazeni Municipality, and the SDFs of these municipalities should now be aligned to the Town Planning Schemes.
- The Emalahleni Town Planning Scheme is in its final stage of completion and now is the ideal time to align the SDF to the Town Planning Scheme.
- With the two years lapse period since the previous SDF review it will now be possible to identify and map spatial development trends in each of the municipal areas.
- There is renewed focus on Rural Development in South Africa, and this SDF review process should be used to formulate Rural Development Strategies for each of the municipal areas in the Nkangala District Municipality, and to align these to the pilot CRDP initiative spearheaded by the Department of Rural Development and Land Reform.
- Progress (since 2007) regarding the implementation of the Land Reform and Land Restitution Processes can be evaluated.
- Several sectoral studies have been completed in the District since 2007, and the results from these can be incorporated into the SDF review process.

6.5.4 Projects

6.5.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Update and maintenance of GIS data	NDM	NDM	Updated GIS data and maintenance of GIS data undertaken by June 2011	NDM: Asst. Manager IT	NDM	2 000 000	2 000 000	2 000 000
Development of Rural Development Strategy	NDM	NDM	Rural Development Strategy compiled and submitted to Council by June 2011	NDM: Deputy Manager DPU	NDM	500 000	0	0
Gugulethu Township establishment	Emakhazeni	Gugulethu	Gugulethu Township establishment	NDM: Deputy Manager DPU	NDM	2 000 000	0	0
Development of Land Tenure rights Strategy and implementation plan for NDM	NDM	NDM	Land Tenure Strategy and implementation plan for the NDM compiled and presented to Council by June 2011	NDM: Deputy Manager DPU	NDM	1 000 000	0	0
Development of Informal Settlements Eradication Strategy	NDM	NDM	Development of Informal Settlements Eradication Strategy completed and submitted to Council by June 2011	NDM: Deputy Manager DPU	NDM	1 500 000	0	0
Development of Revitalisations Plans for all small town CBD's within the	NDM	NDM	Development of Revitalisations Plans for all small town CBDs within the completed and report submitted to Council by June 2011	NDM: Deputy Manager DPU	NDM	R 500 000	5 000 000	5 000 000
Development of Nodal Development Plan for the	NDM	NDM	Nodal Development Plan for the compiled and submitted to Council by June 2011	NDM: Deputy Manager DPU	NDM	R 500 000	5 000 000	5 000 000

6.5.4.2 Local Municipal projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Tenure-upgrading: 99Year Lease 400 sites	Victor Khanye	Botleng Extension 1	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	1 000 000	0
Tenure-upgrading: 99Year Lease 400 sites	Victor Khanye	Botleng Extension 2	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	1 000 000	0
Greenfield's projects: 5000 sites	Victor Khanye	Botleng Extension 7	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	12 500 000	0
In-situ projects: 1000 sites	Victor Khanye	Botleng Extension 5	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	2 500 000	0
In-situ projects: 1200 sites	Victor Khanye	Botleng Extension 6	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	3 000 000	0
Tenure Upgrading Projects: PTO 1800 sites	Dr J S Moroka	Loding	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	4 500 000	0
Tenure Upgrading Projects: PTO 1100 sites	Dr J S Moroka	Seabe	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	2 750 000	0
Tenure Upgrading Projects: PTO 1800 sites	Dr J S Moroka	Ukukhanya	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	4 500 000	0
Tenure Upgrading Projects: PTO 1800 sites	Dr J S Moroka	Madubaduba	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	4 500 000	0
Tenure Upgrading Projects: PTO 2000 sites	Dr J S Moroka	Marapyane	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	5 000 000	0
Tenure Upgrading Projects: PTO 1600 sites	Dr J S Moroka	Matsemadiba	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	4 000 000	0
Tenure Upgrading Projects: PTO 1400 sites	Dr J S Moroka	Skimming	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	R3 500 000	0

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Tenure Upgrading Projects: PTO 1700 sites	Dr J S Moroka	Masobye	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	4 250 000	0
Tenure Upgrading Projects: PTO 2500 sites	Dr J S Moroka	Ga-Phaahla	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	6 250 000	0
Tenure Upgrading Projects: PTO 1500 sites	Dr J S Moroka	Thabana	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	3 750 000	0
Tenure Upgrading Projects: PTO 3000 sites	Dr J S Moroka	Ga-Morwe	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	7 500 000	0
Tenure Upgrading Projects: No formal ownership 1400 sites	Dr J S Moroka	Ramokgeletsane	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	3 500 000	0
Tenure Upgrading Projects: PTO 2400 sites	Dr J S Moroka	Makopanong	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	6 000 000	0
Tenure Upgrading Projects: PTO 80 sites	Dr J S Moroka	Toitskraal	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	200 000	0
Tenure Upgrading Projects: PTO 2000 sites	Dr J S Moroka	Mthambothini	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	5 000 000	0
Tenure Upgrading Projects: PTO 2500 sites	Dr J S Moroka	Mashishing	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	6 250 000	0
In-Situ upgrade of sites	Dr J S Moroka	Makopanong	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State Land	Dr J S Moroka	Kammelrivier	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State Land	Dr J S Moroka	Ga-Morwe	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State Land	Dr J S Moroka	Maphotla	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State Land	Dr J S Moroka	Marapyane	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State and tribal land	Dr J S Moroka	Mogononong	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites in Informal Settlement	Dr J S Moroka	Ramokgeletsane	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites on State Land	Dr J S Moroka	Makopanong	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites in Tribal Land	Dr J S Moroka	Phake	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites in Informal Settlement	Dr J S Moroka	Senotlelo	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites in Tribal Land	Dr J S Moroka	Pietieskraal	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
In-situ upgrade of sites in Tribal Land	Dr J S Moroka	Marobotholong	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	0	0
Land Surveying 1262 sites	Dr JS Moroka	Toitskraal	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	791 130	0
Land Surveying 1068 sites	Dr JS Moroka	Toitskraal Ext 1	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	671 820	0
Land Surveying 502 sites	Dr JS Moroka	Maganagobuswa Ext 1	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	394 010	0
Land Surveying 1816 sites	Dr JS Moroka		Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 386 080	0
Land Surveying 1308 sites	Dr JS Moroka	Maganagobuswa Ext 2	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 002 540	0
Land Surveying 2609 sites	Dr JS Moroka		Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 619 535	0

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Tenure Upgrading Projects: No formal ownership 500 sites	Emakhazeni	Emgwenya	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 250 000	0
Tenure upgrading project: No formal ownership 80 sites	Emakhazeni	Emthonjeni Extension 2	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	200 000	0
Greenfield's Development: 350 sites	Emakhazeni	Siyathuthuka Extension4	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	900 000	0
Greenfield's Development: 50 sites	Emakhazeni	Wonderfontein	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	130 000	0
Greenfield's Development: Being purchased 500 sites	Emakhazeni	Tweefontein (Belfast)	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 250 000	0
Greenfield's Development: 380 sites	Emakhazeni	Old Township (Belfast)	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	950 000	0
Greenfield's Development: Being purchased 200 sites	Emakhazeni	Rietfontein	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	500 000	0
Greenfield's Development: Being purchased 900 sites	Emakhazeni	Portion 3 Doornhoek	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	2 300 000	0
Greenfield's Development: 600 sites	Emakhazeni	Machadodorp Extension 4	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 500 000	0
Greenfield's Development: 600 sites	Emakhazeni	Belfast Extension 8	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 500 000	0
Greenfield's Development: 600 sites	Emakhazeni	Gugulethu Waterval Boven Township	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 500 000	0
In-Situ projects: 500 sites	Emakhazeni	Emgwenya	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 300 000	0
In-Situ projects: 300 sites	Emakhazeni	Emthonjeni (nkanini)	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	800 000	0
Tenure Upgrading: No formal ownership 100 sites	Steve Tshwete	Reabota	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	250 000	0
Greenfield's Projects: 3500 sites	Steve Tshwete	Siyathuthuka Extension 4	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	8 800 000	0
In-Situ Projects: 2555 sites	Steve Tshwete	New Town	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	6 400 000	0
Tenure upgrading : No Formal ownership 4060 sites	Thembisile Hani	Kwaggafontein C & D	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	10 200 000	0
Tenure upgrading: No Formal ownership 1378 sites	Thembisile Hani	Mathyzenloop	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	3 500 000	0
Tenure upgrading: No Formal ownership 779 sites	Thembisile Hani	Vriesgewaft	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	2 000 000	0
Tenure upgrading: No Formal ownership 1383 sites	Thembisile Hani	Gembokspruit	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	3 500 000	0
Tenure upgrading: No Formal ownership 4925 sites	Thembisile Hani	Vlakraagte 01 & 02	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	12 400 000	0
Tenure upgrading: No Formal ownership 1808 sites	Thembisile Hani	Verena B & C	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	4 500 000	0
Tenure upgrading: No Formal ownership 8120 sites	Thembisile Hani	Moloto North and South	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	20 300 000	0
Tenure upgrading: No Formal ownership 240 sites	Thembisile Hani	Klipfontein	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	600 000	0
Tenure upgrading: No Formal ownership 4073 sites	Thembisile Hani	Tweefontein D, F, M, N	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	10 200 000	0

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Tenure upgrading: No Formal ownership 2366 sites	Thembisile Hani	Vezubuhle	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	6 000 000	0
Tenure upgrading: No Formal ownership 2130 sites	Thembisile Hani	Phola P ark	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	5 400 000	0
Tenure upgrading: No Formal ownership 1427 sites	Thembisile Hani	Suncity AA	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	3 600 000	0
Tenure upgrading: No Formal ownership 765 sites	Thembisile Hani	Zakheni 01 & 02	Title deeds issued by June 2011	Deputy Manager: DPU	DARDLA	0	1 900 000	0
Surveying Priority Areas: State Land 100 sites	Thembisile Hani	Chris Hani	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	R 80 000	0
Surveying Priority Areas: State Land 600 sites	Thembisile Hani	Sakhile	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	480 000	0
Surveying Priority Areas: - State Land 1500 sites	Thembisile Hani	Mandela Extension	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	1 200 000	0
Surveying Priority Areas: State Land 500 sites	Thembisile Hani	Zakheni 1 & 2	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	400 000	0
Surveying Priority Areas: State Land 380 sites	Thembisile Hani	Suncity 'AA'	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	300 000	0
Surveying Priority Areas: State Land 200 sites	Thembisile Hani	Phumula Extension A	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	160 000	0
Surveying Priority Areas: State Land 70 sites	Thembisile Hani	Kwaggafontein C	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	56 000	0
Surveying Priority Areas: State Land 200 sites	Thembisile Hani	Vlaklaagte Extension 01	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	160 000	0
Surveying Priority Areas: State Land 100 sites	Thembisile Hani	Buhlebesizwe Extension	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	80 000	0
Surveying Priority Areas: State Land 800 sites	Thembisile Hani	Machipe	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	640 000	0
Surveying Priority Areas: State Land 500 sites	Thembisile Hani	Jordan	Title deeds issued by June 2011	Deputy Manager: DPU	NDM/DARD LA	0	400 000	0
Greenfield's projects: 547,97Ha-State Land 500 sites	Thembisile Hani	Tweefontein Township	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 300 000	0
Greenfield's projects: 122,31Ha- State Land 500 sites	Thembisile Hani	Buhlebesizwe Extension	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 300 000	0
Greenfield's projects 500 sites	Thembisile Hani	Kameelpoortnek	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	1 300 000	0
Greenfield's projects: 1072 sites	Thembisile Hani	Tweefontein K	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	2 700 000	0
Greenfield's projects: 1200 sites	Thembisile Hani	KwaMhlanga	Title deeds issued by June 2011	Deputy Manager: DPU	NDM	0	3 000 000	0

6.6 ISSUE 6: HEALTH

6.6.1 Background and Problem Statement

South Africa commands huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve health care outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. Accordingly, the government must expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together.

As promulgated in the Constitution, Schedule 4 Part A, health services is a functional area of National and Provincial legislative competence. In terms of Section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of the Constitution.

The government has identified the following priorities that must inform a major improvement in the health care system:

- Increasing bursaries for health care professions, including increasing the employment of community health workers, which will be linked to the improvement of the District health system
- Improving working conditions and the provision of decent wages for health workers
- Reduce the impact of HIV/AIDS and TB on individuals, families, communities and society by expanding access to appropriate treatment, care and support.
- Strengthen the fight against AIDS through collaboration with partners (i.e. SANAC, business sector, etc) at all levels of society and accelerate implementation of the HIV/AIDS and STI plans
- Improve quality of health services and physical infrastructure revitalization

District municipalities have a function of rendering Municipal Health Services (MHS) (traditionally known as Environmental Health Services) in the areas of their jurisdictions as promulgated in the Municipal Structures Act of 1998 and the National Health Act 2003. In the NDM currently, MHS is rendered by Steve Tshwete, Emalahleni, Emakhazeni and Victor Khanye Local Municipality local municipalities. However, in Thembisile and Dr JS Moroka local municipalities the service is rendered by the Provincial Department of Health. To date the NDM has conducted the Section 78 Investigation and developed a Strategic Plan in respect of the provision of the Municipal Health Services in the and has started in earnest negotiating with the Department of Health and Social Services and the affected local municipality on the transfer of the affected Environmental Health Services staff.

Challenges of transferring clinics to the District include:

- Disparity of salaries and conditions of services of employees between Provincial Department and Municipalities
- Transfers of money from Provincial Department of Health and Social Services to Municipalities
- Non-submission of business plans in time by municipalities and service level agreement that are not signed

In an effort to deal with the challenge of HIV/AIDS, National AIDS Council was conceived by the government in 1999. The main function of the AIDS Councils would be to deal with the ever-escalating problem of the epidemic in the country. These Councils were to be known as the South African AIDS Councils (SANAC). SANAC was devolved to Provincial, District and Local AIDS Councils throughout the country in all Provinces. In an attempt to actively manage HIV/AIDS pandemic, the NDM is in a process of developing an HIV/AIDS strategy, which will guide the management of this STI.

In Nkangala District, sixty three (63) cases of Cholera were reported up to 25 February 2009 compared to three (3) that was reported as on the 05th January 2009. Two (2) of the confirmed cases are mainly residents who have a history of travelling to Zimbabwe and One (1) confirmed Cholera related death [also reported to be from Zimbabwe].

According to the 2nd Quarterly Review of the Department of Health, the most common causes of death in the region are namely, Tuberculosis, pneumonia,/ acute respiratory infections, bronchitis, bronchopneumonia, immune suppression/HIV/AIDS, head injuries arise from Motor vehicle accidents , gastro cardiac conditions, diabetes, mellitus, stillbirths/prematurity.

Some of the key challenges compromising health care in the

- Inconsistent visit by doctors to the clinics
- Inconsistent drug supply to the health facilities
- Budgetary constraints for local government clinics
- Insufficient patient transport
- Diarrhea outbreak particularly in around Victor Khanye municipal area
- Infection control (infrastructural – esp. TB hospital)
- Inadequate beds for MDR/XDR
- Lack of Pharmacy assistants across board
- High turn-over of doctors and nurses

Through the 2009/10 community consultation processes, the communities of the NDM have identified the following issues as challenges:

In Victor Khanye local municipality key issues include:

- Ineffectiveness and poor functionality of the local hospital
- Shortage of medicine in local hospital and local clinics
- Inaccessible and or lack of sanitation facilities for patients in local clinics
- Limited capacity of the clinic in ward 4
- Recurring incidences of diarrhoea (ward 4 and 8)

In Dr JS Moroka local municipality key issues include:

- Access to clinics is a challenge throughout the municipality, a particular need for clinics was expressed for ward 6, 11, 13, 15, 16 and 22
- Limited capacity and or operating times of the local clinics (ward 21, 22, 23, 25, 29 and 30)
- Limited capacity of the local hospital (ward 27)

In Emakhazeni local municipality the key issue raised was a need for a clinic in ward 5.

In Steve Tshwete local municipality key issues include:

- Unavailability and or shortage of medicines at the local clinic in wards 4 and 19
- Slow response time by ambulances (ward 20)

In Thembisile Hani local municipality key issues include:

- Need for a clinic (wards 2 and 11)
- Inconsistent visits by the mobile clinic and the turning away of patients (ward 14)
- There is a need for the clinic to operate 24 hours (ward 27)

In an aggregated perspective, it is evident that in addition to the issues identified above, the following matters continue to be troublesome:

- Bad treatment of patients at public hospitals and clinics by staff
- Shortage of doctors, medicines, other health professionals, and other facilities such as theatres
- Illegal dumping of hazardous materials
- Shortage and or inaccessibility and lack of capacity of clinics and their short operating times
- Critical shortage of ambulances and longer response times and infrequent visits by mobile clinics
- Inefficient patient transfer system

- Service boundaries negatively impacts on accessibility of the health system
- Safety of Personnel at 24-hour service centres is a challenge
- Poor maintenance of existing clinics and hospitals

6.6.2 Objectives

- To facilitate a process in which appropriate municipal health services are effectively and equitably rendered in all the municipalities within the NDM
- To effectively manage the impact of the HIV/AIDS epidemic and other communicable diseases in the with the aim of to reduce the rate of new infections as well as the impact of HIV/AIDS on the Society
- To continuously facilitate and support the provision of primary health care, secondary health care services and emergency medical services
- To facilitate and support the process improving service delivery in public health facilities
- To facilitate and support the improvement of governance and management of the health system in the region
- To develop a HIV & AIDS Strategy to enable the launch of the AIDS Council

6.6.3 Strategies

In order to effective and equitable provision of MHS the seeks to sign Service Level Agreements (SLA) and or Memorandum of Agreement (MoU) with local municipalities and the MDHSS based on the outcome of the Section 78 investigation that is currently underway. The NDM will also find funding sources towards performing functions assigned to it, of which one of those functions is the development, implementation and monitoring of MHS by-laws, which remains a huge challenge for the .

In order to effectively manage the scourge of the HIV/AIDS epidemic the District seeks to utilise its strengths and harness the available resources. One of the critical elements in managing the HIV/AIDS pandemic is to fully implement the HIV/ AIDS strategy, resuscitation and strengthening of the and Local AIDS Councils within the and the continued support for improving the functionality of the Health Council as required by the National Health Act of 2003. The NDM has committed itself in incessantly supporting and assisting the MPHSS in the implementation of its projects and programmes in the District.

One of the ways through which the NDM seeks to utilise in facilitating the improvement of the quality of service delivery is monitoring the Programme of the Province of appointing hospital managers and clinic supervisors. Other issues that contribute to public health facilities functioning inefficiently is proper management of available resources and low service standards which are at odds with the principles of Batho Pele. Rehabilitation of the physical infrastructure has also been viewed the District and its communities as one of the causal factors to poor service delivery. The involvement of the private sector in this regard will be critical.

The impact of HIV/AIDS in society is huge. This necessitates improved strategic partnership between various stakeholders. In this regard, the District seeks to develop strategic partnerships with government, civil society (non-governmental organisations, community based organisations and other social movements within communities), private, national, foreign and any donor agencies involved in HIV/AIDS prevention, care and support. In line with the Provincial perspective, HIV/AIDS plans must focus on youth. However, this has capacity implications at the municipal level, and thus support will be required in deepening the activities of the formed AIDS Councils. Access to VCT and PMTCT sites must also be improved. Emalahleni Hospital has been identified as one of the outlets for ARVs. There are possible opportunities for concerted efforts between business and government in fighting the scourge of the pandemic thereby mitigating its negative impact on the economy.

Furthermore, the NDM as a development agency will proactively enter into an HIV/Aids mainstreaming process and thereby ensure that any planning (municipal planning, sector planning, etc.) and implementation takes account of the impact of HIV/Aids within the affected community. The mainstreaming process will assist the NDM to ensure that the people infected or affected by the virus are properly included in the core work of the Municipality. Both methods of working and interventions will be adapted to better the support to these people. Recurrent training of the NDM staff members on HIV/Aids mainstreaming should to be introduced accordingly.

In order to effectively influence service delivery improvement processes the NDM will be represented in the Provincial Consultative Forum and other hospital related structures, which was established to assist the MEC for Health to improve the quality of Health Care Service Delivery. This forum was formed during the Mpumalanga Health Summit, which was held in April 2006.

The NDM should pursue other strategies in addressing the identified health challenges. The Department of Health should create a training programme for the health professional to enable them to understand disability issues and the needs of the disabled (deaf, blind, etc). Hospital boards and clinic committees should be functional and clear guidelines should be developed.

The strategies that have been applied in response to the reported choler outbreak within the District include:

- The department of health outbreak response team is currently monitoring situations at hospitals.
- Water and effluent samples are being collected for bacteriological analysis including vibrio cholera and Local Municipalities will be notified of all samples that do not comply with the water quality standards.
- Public Awareness through the mass media and targeted education and information campaigns when and where it is wanted.
- A report on the status of sewer plants within the with a clear implementation plan will be developed

In order combat this disease an Inter-Provincial Committee was established between the Mpumalanga and Limpopo Provincial. The committee will be co-chaired by the HOD of Local Government from the two Provinces and it will coordinate all programmes aimed at addressing the Cholera problem in the two Provinces. It is composed of members from all the three s disaster management centres in the Province as well as the five heads of Disaster Management in Limpopo, Department of Health representatives from both Provinces; DWAF; Lepelle Northern Water [Limpopo].

The s Disaster Management officials will establish Joint Operations Committees (JOCs) in their s that will report to the provincial JOC. The Provincial JOC will assist all Districts in the Province to set up structures that will facilitate reporting of cases (such as communication and health & water quality task teams). A dedicated reporting line from local municipalities to the provincial structure to be identified and be in operation until there is a zero cholera outbreak incidents in the two Provinces.

6.6.4 Projects

6.6.4.1 NDM projects

Description	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 09/10 (R)	Budget 10/11 (R)	Budget 11/12 (R)
Implementation of Municipal Health Services	NDM	NDM	S78 Report compiled and presented to Council by December 2010	NDM: Manager Social Services	NDM	14 500 000	14 500 000	16 500 000
Adoption of the MHS Section 78 Report & Strategic Plan	NDM	NDM	Adoption of the MHS Section 78 Report & Strategic Plan by February 2011	NDM: Manager Social Services	NDM	1 200 000	0	0
Development and implementation of HIV/AIDS Strategy	NDM	NDM	HIV/AIDS Strategy presented to Council by March 2011	NDM: Manager Social Services	NDM	150 000	0	0
Re-launching AIDS Council	NDM	NDM	AIDS Council Re-launched by December 2010	NDM: Manager Social Services	NDM	150 000	0	0
Compile a report assessing the status of sewer plants within the	NDM	NDM	Report on the status of sewer plants within the presented to Council by March 2011	NDM: Manager Social Services	NDM	300 000	0	0

6.7 ISSUE 7: EDUCATION

6.7.1 Background and Problem Statement

Notably, the overall performance of the schools in South Africa as far as the matriculants' results are concerned has dropped. Nkangala region has also been affected by this poor performance. Nevertheless, all educated related matters within the District are placed under the Mpumalanga Department of Education.

The community outreach meetings held by Nkangala has sought to confirm a need to accelerate schooling and education state, which can be summed up as follows:

Physical Conditions of the Schools

There are very few newly built schools in the region whilst the majority of the school infrastructure is in a dilapidated state. The school lacks basic facilities such as laboratories, libraries, sport facilities, and necessities and services such as toilets, water and electricity. Unfortunately, the majority of these facilities are necessary to make learning conducive. The safety and security of other schools leave less to desire.

Social Conditions

Other key issues which are of a social nature affecting schooling at an alarming rate include drug abuse in schools, teenage pregnancy, shortage of teachers mainly science and maths teachers and lack of relevance between the school system to the national or regional economic development needs and school violence. The unprecedented alarming rate of violence between the learners in some cases resulting in death is noted. In view of the above, promotion of campaigns for safer schools that are free from crime, violence, drugs, alcohol, HIV/AIDS and teenage pregnancy.

Poverty has rendered learners from poor background vulnerable in that not all persons who are of school going age are attending school. The high poverty levels in especially rural areas warrant an extension of school feeding schemes to all schools, especially foundation phase. Also that some children are orphaned largely by HIV/AIDS and other families are headed by minors renders them at risk of teenage pregnancy and many other threats. In view of the high levels of poverty, the criteria used for determining and declaring no fee school need to be evaluated. Furthermore, given the added responsibility on especially girl children who are left with heading families, making education free and compulsory for children would greatly alleviate this challenge.

Introduce a sustainable Early Childhood Education system that spans both public and private sectors and gives children a head start on numeracy and literacy as well as strengthen support for crèches and pre-schools in rural villages and urban centres.

These social conditions affect education and therefore needs strengthen ties through working together with educators, learners, parents, school governing bodies and other stakeholders, to make education the priority for all.

Skills Shortage

The need to have improved skill particularly in what is termed critical areas such as those relating to Mathematics requires that a new teaching attitude be adopted from the lower grades. Improved quality of schooling in Science, Medicine and Technology fields is eminent and requires major investment in the teachers and the resources required such as laboratories, exposure by learners to the skills gaps in the market and a perception change about certain subjects, which are perceived difficult.

This necessitate that an entire mind shift, which is required at the foundation phase, is inculcated. The need for private sector's involvement particularly around career exposure for learners and programmes such as take a girl child to work needs to be strengthened. This implies that there must be an increase in the graduate output in

areas of skills shortages. This must include measures to streamline Sector Education and Training Authorities (SETAs) and other institutions to addressing existing and forecast skills shortages.

The recent developments in the Province has progressed to stage that there must be a University of Mpumalanga in the Province. This move, if implemented, would greatly increase the skills development in the area as the region is currently losing young graduates to other Provinces.

There is also a need to profile new education facilities in the growth points of the District. FET colleges together with their curriculum should further be aligned to enhancing closing the critical gap in skills market.

Further Education Training

Nkangala District currently has four (4) FET Colleges located in the following local municipalities, namely, Steve Tshwete, Emalahleni, Dr. J. S Moroka and Emakhazeni. It be noted that of these FETs there is still a need to facilitate re-alignment of the Waterval Boven FET College in Emakhazeni in accordance with the municipal demarcation boundaries. In addition, in order to ensure that the FETs contribute to the skills gaps in the region, a retention strategy by ways such as bursaries, work place opportunities and internship programmes need to be agreed to with private sector.

Although the above-named challenges have been note, the following short-term and long-term intervention strategies have been put forward by the Department to improve performance at schools, namely:

- The identification of all schools that continuously achieve a pass rate below 50% in Grade 12 examination
- The adoption of all the affected schools by departmental officials, ongoing support to teachers,
- Establishment of the regional monitoring teams to monitor and report on the implementation of the intervention programmes
- In addition, curriculum development and improve programmes for learners.

Nkangala 2009 Region Matric Results

The vital statistics of the Nkangala Educational Region for 2009 National Senior Certificate (NSC) serves to give an account of progress made by the Mpumalanga Basic Education Department. The account of progress is structured in terms of the learner pass rate, the learner retention rate and the learner enrolment for the academic year 2009 in the area of the Nkangala District Municipality. The Report gives comprehensive statistical analyses of the results per all local municipalities in the District. It further gives a total picture of the state of the District in terms of the 2009 Results analyses.

The 2009 Mpumalanga Department of Basic Education (MDoBE)'s report accounts for 147 schools under which matric exams figures for Nkangala region is presented. The geographic spread of these schools per municipalities is reflected on the table 19 below:

Table 18: Nkangala regions matric schools

Name of municipality	Number of schools
Victor Khanye local Municipality	6
Emakhazeni Local Municipality	7
Steve Tshwete Local Municipality	21
Emalahleni Local Municipality	27
Thembisile Local Municipality	41
Dr J S Moroka Local Municipality	45
Total	147

Performance per Local Municipality

The 2009 National Senior Certificate in gives an account of the number of learners who wrote the examinations and the local municipalities' contribution to the region's performance as outlined below.

Victor Khanye Local Municipality

- The pass rate of the National Senior Certificate examinations for 2009 is 63.4% in the Delmas Educational Sub Region.
- 600 learners enrolled for the NSC examinations, while 96.17% of the enrolled learners were able to write examinations, this means that 3.83% of enrolled learners were not retained within the education system.
- Out of 96.17% of learners who wrote NSC examinations, 61.70% were able to pass.

Out of 6 Schools in the Sub Region, 4 schools achieved above 70% pass rate, whereas only 2 schools achieved under 33% pass rate.

Emakhazeni Local Municipality

- The pass rate of the NSC examinations for 2009 is 63.2% in the Emakhazeni Educational Sub Region.
- 332 learners enrolled for the NSC examinations, while 96.9% of the enrolled learners were able to write examinations, this means that 3.1% of enrolled learners were not retained within the educational system.
- Out of 96.9% of learners who wrote the NSC examinations, 57.8 % were able to pass.
- Out of a total of 7 Schools in the Sub Region, a total of 5 Schools achieved above 50% pass rate, whereas only 2 Schools achieved under 37% pass rate

Emalahleni Local Municipality

- The pass rate of the NSC examinations for 2009 is 56.8% in the Emalahleni Educational Sub Region.
- 3146 learners were enrolled for the NSC examinations, whilst 96.8% of enrolled learners were able to write examinations, this means that 3.2% of enrolled learners were retained within the educational system.
- Out of 96.8% of learners who wrote the examinations, 56.15% of learners were able to pass.

Out of 27 Schools in the Sub Region, 15 Schools recorded a pass rate of above 50%, whilst 12 Schools performed under 48% pass rate, wherein 2 Schools achieved a less than 20% pass rate, which is indeed a poorest performance.

Steve Tshwete Local Municipality

- The pass rate of the NSC examinations in 2009 is 55% in the Steve Tshwete Educational Sub Region.
- 2135 learners were enrolled for the NSC examinations, whilst 96.9% of the enrolled learners were able to write examinations, this means that 3.1% of enrolled learners were not retained within the educational system.
- Out of 96.9% of learners who wrote the examinations, 57.8% of learners were able to pass.
- Out of 21 Schools in the Sub Region, 9 Schools were able to record a performance of above 65% pass rate, whilst 12 Schools recorded a performance of under 46% pass rate.
- 2 Schools achieved a 100% pass rate, which is an outstanding achievement, whereas 3 Schools recorded a less than 20% pass rate, which is the poorest performance.

DR. JS Moroka Local Municipality

- The pass rate of the NSC examinations for 2009 is 51.2% in DR. JS Moroka Educational Sub Region.
- 4026 learners were enrolled for the NSC examinations, whilst 97.16% of enrolled learners were able to write examinations, this means that 2.84% of enrolled learners were not retained within the education system.
- Out of 97.16% of learners who wrote the examinations, 51.2% of learners were able to pass.
- Out of 45 Schools in the Sub Region, 36 Schools recorded above 40% pass rate, whilst 9 Schools recorded under 40% pass rate, but above 20% pass rate.

Thembisile Hani Local Municipality

- The pass rate for the NSC examinations in 2009 is 50.2% in Thembisile Hani Educational Sub Region.
- 3651 learners enrolled for the NSC examinations, whilst 96.74% of the enrolled learners were able to write examinations, this means that 3.26% of enrolled learners were not retained within the educational system.
- Out of 96.74% of learners who wrote examinations, 51.8% of learners were able to pass.
- Out of 41 Schools in the Sub Region, 28 Schools recorded above 40% pass rate, whilst 13 Schools achieved less than 40% pass rate, of which 3 of them achieved less than 20% pass rate, which is the poorest performance.

Propositions of the 2009 Performance

The pass rate for the National Senior Certificate examinations in the Nkangala District Municipality was 54% for the academic year 2009. This percentage can be broken down as shown in figure 25 per municipality.

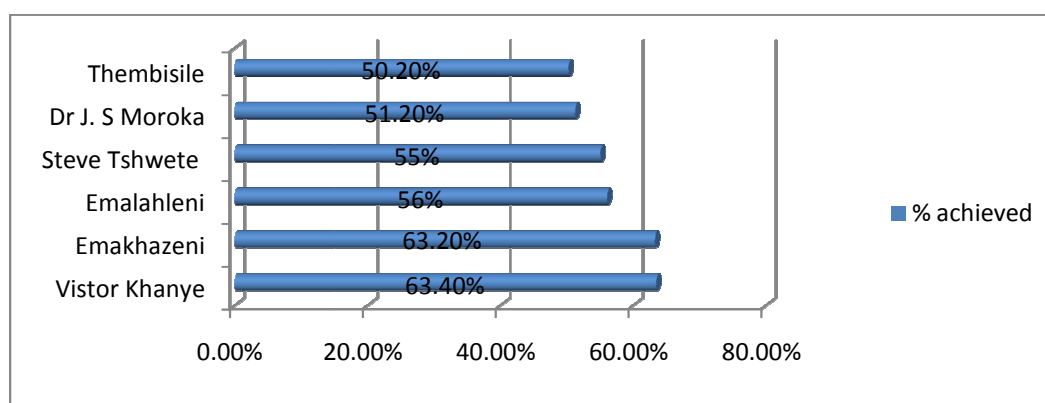


Figure 25: percentage performance per local municipality

Of the four examination centres in the region of Mpumalanga namely, Gert Sibande, Ehlanzeni, Nkangala and Bushbuckridge, the performance percentages are classified as shown in figure 26.

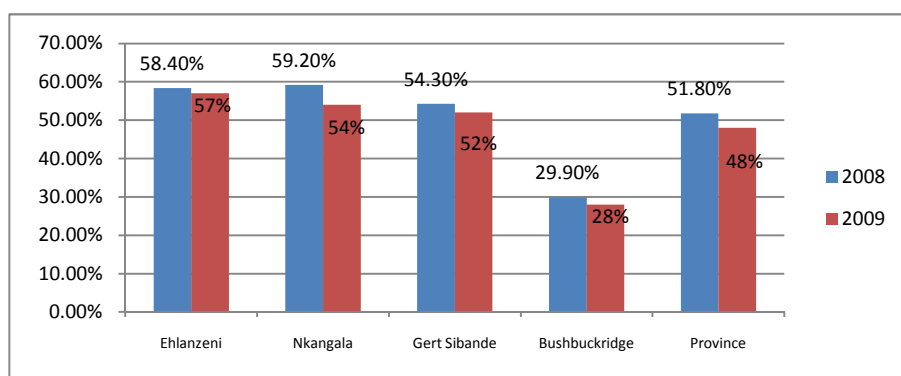


Figure 26: Percentage performance per examination centre

This graph confirms the overall performance drop by all regions with Nkangala having the highest drop of 5.4 % when compared to the 2008 results and the Provincial drop of the same period, which is 3.9%.

In terms of the pass rate on crucial subjects, the (2007-2012) Skills Development Strategy of NDM highlights Artisans, Engineers, Accountant, Town Planners, Doctors to name a few as crucial in bridging the skills gap. In order to fill these gaps, exceptional (bachelors) performance are required in order for learners to be admitted for these subjects. The need to speed up the process of accelerating scarce skills acquisition is even more pressing. Sadly, as far as the Provincial performance is concerned, the totals shown in table 19 were achieved.

Table 19: Provincial grade 12 performance

Subject	2009 Percentage
Mathematics Literacy	57.6%
Mathematics	38.6%
Physical Science	28.9%
Accounting	48.5%
Economics	53.1%

Out of 147 schools in the NDM that wrote examinations, a total of 77 schools achieved a pass rate of above 50%, of these 77 Schools , 21 achieved above 80% pass rate, whereas a total of 70 schools achieved less than 50% pass rate, of which 8 of them achieved a less than 20% pass rate.

Furthermore, the 2009 pass rate confirms the need for re-skilling the youth post the 12 years of study in reading them to enter the job market.

The inputs obtained through the community participation programme of the District begin to outline some of the issues that may be relevant to, *inter alia*, and *explain* the dynamics and modalities of our education system. Key issues that must be addressed per municipality are listed below.

Victor Khanye local municipality

- Inefficient scholar transport, particularly in farm areas (ward 3 and 7)
- Inaccessibility and or lack of schools and schools without access to portable drinking water (ward 3 and 7)
- Overcrowding at some schools (i.e. Sizuzile Primary School in ward 6)
- Need for a bridge to the local school (ward 7)
- Inaccessibility of tertiary institutions in the municipality

Dr Js Moroka local municipality

- Need for refurbishment of schools (ward 14, 21, 25 and 30)
- Shortage of educators (ward 21 and 25)
- Insufficient administration blocks in some schools, with specific reference to ward 29
- School feeding programme not effective (ward 25)

- Need for a library (ward 15)
- Inaccessibility of ABET programmes (ward 15)
- Need for skills development initiatives/programmes (ward 15)

In Emalahleni local municipality the functionality of learner transport and its efficiency needs to be revisited and bus routes need to be reworked, as they are not accessible.

In Steve Tshwete local municipality a need for a technical college at the Hendrina area (ward 19) was identified as well as a need for library (ward 20).

Thembisile Hani local municipality

- Mathipe Primary school is in Mpumalanga Province but secondary school is in Gauteng Province (ward 1)
- Refurbishment and completion of schools (i.e. Nyabela, Buhlebenfundo, Bhundu, Kgantso, Rorhopane School)
- At during the rainy days the classrooms are flooded (ward 11)

6.7.2 Objectives

- To host an education Indaba/ Career Expo day
- Continue engaging Department of Education on the Waterval Boven FET Transfer.
- To increase participation of the region in the Dinaledi schools
- Promote interest in the science subjects by the learners.

6.7.3 Strategies

As education related matters are dealt with at the Provincial level the main role of the will be to offer support and facilitate alignment between the MDoBE and the . Thus, the NDM will ensure support and where necessary coordination of education matters in the region.

6.7.4 Projects

6.7.4.1 NDM projects

Description	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Hosting of Education INDABA	NDM	NDM	Education INDABA held by June 2011	NDM: Manager Social Services	NDM	300 000	0	350 000

6.8 ISSUE 8: WELFARE

Background and Problem Statement

Schedule 4 Part A of the Constitution of the RSA affirms the commissioning and provisioning of the Welfare Services to be the responsibility of both National and Provincial Spheres of government. The NDM in an effort to bring about improved quality of life and sustainable development to all its citizens through Welfare Services is responsible for coordination and provision of support to the Mpumalanga Department of Health and Social Services and the National Department of Social Development in fulfilling their mandate.

Issues of poverty, malnutrition, grants administration, gender, disability, child protection, youth development,

pensioners, orphans and the homeless are some of the key areas of work located within Welfare Service. The HIV/AIDS pandemic and its impact on society in general remains a single principal factor with a huge effect on the work of the Welfare Service Sector. There is greater need to integrate and coordinate the efforts of all the stakeholders in addressing the challenges facing the Welfare Sector.

Protection of Children: Within the , a new phenomenon which has become evident particularly in Emalahleni municipality relating to Welfare is that of Children living on the streets. This phenomenon is indicative of the breakdown in the family system that manifests itself in the public. These increasing numbers requires that certain interventions such as the building of places of safety for children be established. These institution would ensure the protection of children's rights in a safe environment as well as ensuring the schooling thereof. This intervention however requires a multi-disciplinary approach.

Protection of the Elderly: Pay-points for pensioners and other social grants in the District are generally in a poor state and often not easily accessible. However, the has already made progress in addressing this challenge through especially the development of Multi Purpose Community Centres (MPCCs) as outlined in Priority Issue 5: Spatial Restructuring and Service Delivery. These centres continue to amongst others provide services to these elderly persons within close proximity. Be that as may be, some of the challenges that have been identified include lack of necessities and basic facilities such as water, shelter, waiting areas and sanitation facilities at pay points.

In an effort to ensure improved access to government services the District established a forum, which deals with accessibility of Identity Documents (IDs). The forum meets bi-monthly with the objectives to:

- Develop ID accessibility programmes
- Identify service backlogs in municipalities
- Define each party's role (e.g. Processing application, Home Affairs; Mobilisation, Municipalities, Political Parties etc. Assist with school identification - Department of Education)
- Monitor and evaluate the programme
- Mobilise resources for implementation of the programme

Access to Services

Although in terms of access to the Department of Home Affairs and its services has been achieved in that each municipality has a service point, the need to ensure access to these offices is enhanced. That municipalities are widely spread over large geographic areas implies that there is still a lot of travelling to accessing these services. Therefore, engage Sector Department and municipalities to ensure that pay-points and other social services offices are located at the Thusong services centres is essential.

Furthermore, that communities through the IDP consultative meetings continues to raise poor access to services as an issue, warrants that provision of MDoHA's services needs to be enhanced. In addition, that fraudulent certificate such as marriage and death are reported highlights the level of the problem. Nonetheless, a growing dependency on social welfare must be avoided.

Disability

The Statistics South Africa Community Survey of 2007 show that 297 521 people were beneficiaries of various government grants as per the breakdown in figure 27. Overall 6,2% of the population in Nkangala (63 000) indicated some form of disability in 2001.

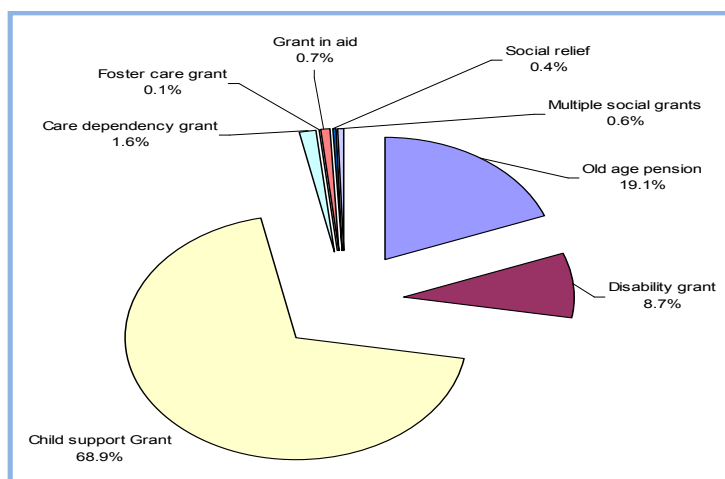


Figure 27: Access to social welfare grants

Within Nkangala, the availability of stimulation centres such to name a few that in Emalahleni, Steve Tshwete and Emakhazeni local municipality is very limited and this result public ignorance to disabled and special persons. Often, such persons are open to abuse and stigma attached to those who are disabled especially amongst school going children. This requires that great awareness and empowering sessions should continuously be arranged. People living with disability continue to be marginalized in that programmes such as sporting tournaments' are hardly created to embrace these groups.

Notably, there is a high dependency on Welfare grants and this risk creating a culture of dependency. Therefore an overgrowing need for creation of projects aimed at adult disabled persons need to be prioritised to ensure their economic upliftment.

The communities have highlighted the following matters:

Victor Khanye local municipality

- Insufficient information dissemination in terms of the process to distribute food parcels (ward 1 and 2)
- Late registration of IDs and birth certificates and inaccessibility of IDs by disabled people (ward 2, 3 and 6)
- Ineffective and inefficient system at local Home Affairs branch which is dysfunctional (wards 2 and 6)
- Slow pace of registration of orphans (ward 4)
- Programmes and special interventions aimed at child headed households must be expanded to reach the targeted beneficiaries (ward 7)

Dr JS Moroka local municipality

- Insufficient information dissemination in terms of the process to distribute food parcels (ward 13)
- Inaccessibility of pay-points for pensioners
- Non-attendance of community meetings by SASSA

In Emakhazeni local municipality the key issue raised related to the need for a reviewal of the stipends provided to home base caregivers as well as a place for home based care initiatives.

In Thembisile Hani local municipality the need for home based caregivers was raised.

6.8.2 Objectives

To continue to support and promote coordinated provision of the social welfare services of the MDHSS by:

- Encouraging development and usage of Thusong Service Centres
- Support, assist and facilitate the implementation of DHSS's programmes
- Facilitate career development and awareness programmes
- Ensure representation by people living with disability in all NDM implemented projects (that is where the nature of the work warrants)
- Hosting of the 2010 Women summit
- Facilitate participation by those living with disability in the Mpumalanga SALGA games

6.8.3 Strategies

The has entrusted itself with the responsibility of supporting the delivery of welfare services including youth development, gender based programmes, disability focused programmes, poverty alleviation, etc.

Through continuous advocacy and promotion of issues affecting the so-called marginalized groups namely, women, children, youth and the disabled the would support the implementation of the programmes of the MDHSS in the area. Special interventions aimed at integrating in particular the disabled and elderly.

3.8.4 Projects

6.8.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Participation by the disabled in SALGA games	NDM	NDM	Participation by the disabled in SALGA games	NDM: Manager Social Services	NDM	50 000	70 000	100 000

6.9 ISSUE 9: CULTURE, SPORT AND RECREATION

6.9.1 Background and Problem Statement

South Africa hosts the 2010 Soccer World Cup and as a result has a major responsibility and opportunity to maximise the economic and social benefits associated with such an event. The Nkangala District Municipality is strategically located between four of the main centres, which will host matches pertaining to the 2010 Soccer World Cup – Joburg, Tshwane, Mbombela and Polokwane.

Apart from its strategic location, the Nkangala region also holds some exquisite environmental and tourism related features, which can accommodate and serve tourists' needs in the area during the tournament. These include existing tourism precincts like the Trout Triangle around Dullstroom in the Emakhazeni Municipality, and the holiday resorts and game reserves around the Loskop Dam precinct in the northern parts of the Steve Tshwete Municipal Area. There is also a huge untapped resource in the Thembeisile and Dr JS Moroka municipalities in the form of the Mabusa, SS Skosana and Mkhombo Nature Reserves.

In order to properly utilise this tourism potential, the Nkangala District Municipality resolved to formulate a 2010 Soccer World Cup Tourism Strategy to ensure that the Nkangala District Municipality community benefit optimally from the economic opportunities to be derived from the 2010 Soccer World Cup. This report represents a first draft pertaining to initiatives that the District could launch in order to benefit from the 2010 Soccer World Cup. According to the Office of the Premier of Mpumalanga Province there are eight distinct objectives pertaining to

the 2010 World Cup, which need to be achieved within the Province. These objectives should serve as guideline within which the local strategy of the Nkangala District Municipality has to be formulated. The objectives are as follows:

- An improved image of the Province
- Fast track sport and football development
- Social capital investment
- Strengthening the partnerships and social accord between public and private sector
- Infrastructure development
- Foreign direct investment
- Wealth creation
- Economic empowerment

Recent research on benefits to be derived by South Africa during the 2010 Soccer World Cup concluded that one mechanism to generate local economies and exploit the tourism market, is to embrace the local culture of South Africa. By doing this it will create an authentic experience for tourists and simultaneously expose the world to South Africa's dynamic culture. Tourists are most interested in experiencing local cultures like tribal lifestyles. These communities can harness this international interest and generate their local economies by marketing their culture. This could create the legacy where tourists will return many times in their lives to revisit the experience of South Africa. Thus, second economies can be generated through local culture and, in so doing, creatively showcase the country.

It does not only increase tourist receipts, income, employment, government revenues, and infrastructural development, but it also raises awareness and knowledge of the host country and the specific region involved. With this in mind the NDM 2010 Tourism Strategy focuses on the following elements, which are discussed at length in the adopted NDM 2010 Strategy:

- Accommodation to tourists
- Recreation, entertainment and arts and culture facilities to keep tourists busy
- Sport facilities and services within the catering for spectators
- Transportation
- Trade and Business Promotion
- Skills development

The 2010 Soccer World Cup poses an enormous opportunity for the revitalisation and upgrading of the Zithabiseni holiday resort to a resort of international status. This resort is part of the Mabusa Nature Reserve, which holds a wide range of game and plant species and an extensive range of tourism infrastructure. The resort and its surrounds thus provide an opportunity for an "African Safari" experience to local and international tourists.

Unfortunately, the holiday resort has been neglected during the past 12 years and need some serious upgrading in order to comply with national standards. It is currently under management of the Mpumalanga Tourism and Parks Agency (MTPA). It does however hold enormous potential, not only to accommodate tourists during the 2010 Soccer World Cup, but to become a prominent holiday destination within the South African resort environment. If developed properly it could attract tourist visitors from Gauteng Province to the area on a weekly basis, and could enhance the local economic activity in the surrounding disadvantaged communities of Thembisile and Dr JS Moroka.

The Zithabiseni Resort is within one and a half hours drive from Gauteng Province, and holds the same environmental qualities as the Pilanesberg provides to Sun City. Apart from the Zithabiseni holiday resort referred to above, there is a range of smaller facilities within the Mdala-Mkhombo-SS Skosana Nature Reserve complex, which can be upgraded/formalised for the 2010 World Cup and beyond.

As stated above the Zithabiseni Precinct can hugely benefit the surrounding communities of Thembisile and Dr JS Moroka in terms of direct and indirect economic development and job creation.

Sports and Recreation

From the Regional Sports and Recreation Master Plan which was done for the Nkangala , the following facilities have been identified as the most appropriate for soccer development in each of the municipal areas:

- Lynnville and Ackerville Stadiums in Emalahleni;
- Mhluzi, Kwazamokuhle and Nasaret Stadiums in Steve Tshwete;
- Simon Ngondwe Sports Centre in Delmas;
- Solomon Mahlangu Stadium in KwaMhlanga and Kwaggafontein C Stadium in Kwaggafontein;
- Ga-Phaahla Stadium near Siyabuswa as well as Kammelrivier, Vaalbank and Nokaneng Stadiums in Dr JS Moroka;
- Siyathuthuka Stadium in Belfast as well as Sakhelwe, Emgwenya and Emthonjeni Stadiums in Emakhazeni.

The Regional Sports and Recreation Master Plan concluded as follows:

- The newly upgraded Solomon Mahlangu stadium in KwaMhlanga presents a hub around which other sports such as tennis, netball, basketball, boxing, gymnastics and wrestling can be developed. For this reason it is strongly recommended that a multipurpose sporting facility be provided on the same grounds.
- The Kammelrivier stadium in Dr JS Moroka Municipality presents similar potential. In this case the hub is being developed with the construction of an impressive multipurpose hall adjacent to the stadium. All that remains to be done is to provide a main pavilion with change rooms for the players and to upgrade the adjacent swimming pool and tennis courts and to add at least two more combi courts.
- The Simon Ngondwe Sports Centre in Delmas should be extended as soon as possible as the residents of especially Botleng have very little access to any sport facilities.
- A new stadium should be considered in Kwaguqa with facilities on a regional level for soccer, athletics, tennis, netball, basketball, and volleyball.
- The Siyathuthuka stadium in Belfast should be upgraded to a major level stadium and facilities such as netball, basketball, volleyball and tennis extended with the addition of more combi courts.

The Sports Master Plan of the NDM outlines the generally poor condition in terms of the state and variety of sporting facilities throughout the . The nature and extent of the challenge is complex and easily noticeable in the rural areas of the . The challenge ranges from a shortage of playing fields and lack of maintenance thereof to unavailability of other sporting codes. The proposals that still need to be pursued per municipality are as follows:

Victor Khanye LM: In the light of the government commitment to expanded access to services, the communities who are located in the periphery should be prioritised in the provision of services. The Simon Ngondwe Sports Centre at Delmas provides the communities of the municipality with access to sport facilities. However, it should be extended in order to accommodate communities in the periphery, particularly communities from areas such as Botleng who have limited access to sport facilities. The need for sport facilities for soccer, netball etc (ward 6) has been highlighted by the communities.

Dr JS Moroka: The Kammelrivier stadium in Dr JS Moroka LM should also be considered for a hub by erecting a multipurpose hall in the vicinity of the stadium. The provision of a pavilion with change rooms and the upgrading of the adjacent swimming pool and tennis courts and at least two more combi courts should also be considered. Upgrading of Nokaneng stadium is also going to be considered. The need to monitor and maintain the local stadium in ward 21 and a new stadium in ward 27. The need for sport facilities was raised in wards 28 and 29. Construction and or maintenance of community halls was raised in wards ward 1, 18, 20 and 28.

Emalahleni LM: In order to promote sport and recreation, particularly the involvement of the youth, in Emalahleni LM, a new stadium should be considered in Kwaguqa with facilities on a regional level for soccer, athletics, tennis, netball, basketball, and volleyball.

Emakhazeni LM: Belfast has been recognised for potential to host a high altitude-training centre. The planning (including feasibility studies) and development of the centre should fast-tracked. The process of upgrading the Siyathuthuka stadium in Belfast to a major level stadium should be taken forward. The existing facilities in the stadium should be extended in order to promote the existence of more sporting codes. The need for sport facilities in ward 4 was raised by the communities as well maintenance of Alfred Mahlangu Park (Ward2)

Steve Tshwete LM: The NDM has identified several areas of potential development in Steve Tshwete local municipality. Among other, the MPCC development in Mhluzi and other areas will seek to ensure broader access to these services. The availability of sporting facilities for the youth is considered as pivotal to youth development. The municipality has a sports academy which is not well publicised. The slow progress in terms of the development at the local stadium (ward 19) was raised as an issue by the communities.

Thembisile Hani LM: The Solomon Mahlangu stadium in KwaMhlanga presents a hub through which other sport codes can be developed including netball, tennis, basketball, boxing and so forth. Thus, with the development of MPCCs underway the report recommends a development of multipurpose sporting facilities in the vicinity of the stadium. In order to fortify the potential of the hub all sporting facilities in the vicinity of the stadium should be upgraded and maintained to be integrated into the hub. It is also recommended that the MPCC at the Verena should be developed further in order to realise the full potential. The Bundu community has also identified a need for community hall in the area (ward 11).

The undertaking of the NDM is to ensure that emphasis is placed on the provision of these facilities in the identified MPCCs and in the rural areas, especially codes such as rugby, hockey, cricket, etc throughout the .

The NDM has committed itself to work closely with the MDCSR. Some of the programmes the Department is involved in include the upgrading and renovating sports and recreation facilities, the promotion of Sports Letsema and the spirit of volunteerism, facilitation of capacity building programmes, promotion of indigenous games in communities, facilitation of Farm and Rural recreation and promotion of mass participation programmes.

Cultural Historic Heritage Sites

Emanating from the -wide assessment of cultural-historic facilities there is a wide range of cultural-historic facilities and services available within each of the municipal areas in the Nkangala . It is suggested that the Nkangala District Municipality facilitate the formalisation of a cultural-historic route in each of the municipal areas. The formalisation of these routes will make the facilities/sites more accessible to tourists.

Although signage is noted as very poor in the region, NDM continues to point out to its strategic location against other destinations as a springboard to attract tourists. According to the LED marketing strategy 2008, NDM must build a consistent brand image to attract tourists in a focused approach.

Each of these proposed cultural-historic routes should be properly branded and provided with standard signage in order to announce the theme and guide tourists to access the facilities easily. This initiative would require the proper formalisation and upgrading of each of the facilities along the routes. It could also be accompanied by a brochure highlighting the main features of each of the sites along the route.

The NDM has finalised its study on the formalisation of Historic and Heritage Sites. Key in this activity is the preservation and development of these sites. There are short, medium and long-term proposals that are put forward as outlined below.

Short-term: The NDM should take the process of familiarising itself with Heritage Impact Assessment process in association with SAHRA forward. The s seeks to explore measures that allow for protection and conservation of sites that are threatened. This should be followed by information sessions to create awareness and encourage community participation in the usage, and maintenance of the sites. In order to avoid ambiguity and confusion the conditions of use for cultural historic heritage sites should be regulated by Council by-laws.

Medium-term: This initiative is centred on applying proactive protective measures. The initial phase on this initiative should entail the implementation of basic conservation mechanisms such as erecting interpretative plaques, road signage, repairing fences and allow local communities and schools to act as custodians of the sites. This brings into the fore the significance of community participation in order to promote a sense of ownership within communities.

Long-term: The thrust of this strategy is on developmental and it is based on informed prioritisation. This entails analysis of the existing data to prioritise further investigation, feasibility analysis, and assessment of tourism potential, identification of the host community and benefiting parties at specific prioritised sites and the development of business plans for prioritised sites. The list below indicates the number of classified cultural sites per local municipality:

- Steve Tshwete Local Municipality : 18
- Emakhazeni Local Municipality : 16
- Emalahleni Local Municipality : 10
- Dr JS Moroka Local Municipality : 6
- Victor Khanye Local Municipality : 5
- Thembisile Local Municipality : 3

In line with the above initiative, a business plan for development heritage sites in the was developed. Initially this was done as part of the Mpumalanga Provincial Flagship programme. However, the had since taken the responsibility of funding and implementing the projects. The business plan focuses on the development of five selected heritage sites within the NDM.

The business plan for development of heritage sites will involve the development of the following heritage sites:

- Erection of Memorial Monument in honour of ordinary South Africans who perished in the struggle for democracy. This will involve developing a memorial plaque and monument in Delmas Town on the death site of Marco Mahlangu.
- Declaration of the Delmas Magistrate Court Buildings as National Heritage Site and installation of memorial plaque – Scene of the longest court case in South African legal History (3 years) of the struggle for democracy.
- The archival restoration and restoration of historical buildings of Ikageleng School, Marapyane, in Dr. J.S. Moroka Local Municipality.
- Erection of a bronze memorial statue of an apartheid struggle hero/heroine posthumously (A struggle icon to be identified). The statue will be erected at Emalahleni Local Municipality at a place to be identified
- Development of the Iron Age Archaeological Site in Emakhazeni Local Municipality

Amongst other significant findings, the Cultural Historical Sites Study highlighted the importance of Church Street

in Lynnville as one of the street with a large conglomerate of churches within about 1.2 kilometer length in the region. The significance therefore was further elevated by the cenotaph precincts which has made it a potential hub for urban renewal. Given all the attributes that these vicinity possess not only for its strategic location as a major link between location and town but strategic and ideal to:

- Promote local economic development to relieve poverty and unemployment
- Provide a safe and secure environment
- Create a quality urban environment where people can live with dignity and pride
- Develop efficient, integrated and user-friendly transport systems
- Create job opportunities through the Extended Public Works Programme (EPWP)

NDM has since prioritized the development of this route as a catalyst for infrastructure development, heritage preservation as well as urban renewal.

In line with the findings of the Sports Master Plan, communities have also highlighted the following challenges:

- Shortage of sport grounds
- Maintenance and upgrading of the existing sport grounds
- There is a need for resuscitation of Sport Councils
- Non attendance of the community meetings by the Department
- Lack of recreation facilities and other sport codes in most areas including townships and rural areas

Geographical name changes function is a national programme that is facilitated by the District Municipalities. It seeks to rename and rename public facilities with as much public involvement as possible. There is however a challenge that the new names that have been effected are not being used or promoted. The needs to take the lead in ensuring that the new names are promoted and the information is disseminated.

6.9.2 Objectives

- Construct priority sports and recreation facilities in the in line with the Sports Master Plan recommendations
- Align the sports, arts and culture issues with the 20 World Cup event
- Align the local soccer mayoral cup with the Mayoral Cup
- Support the 2010 establishment of FAN Parks and Public Viewing sites within the
- Encourage tour guide training and development for the 2010 World Cup and beyond
- To promote and develop local , Provincial and National monuments and heritage sites
- To rotate the regional moral regeneration movement to all the local municipalities
- Support marketing of the MacFest as a wide event
- Explore funding opportunities for the construction and expansion of the sport and recreation facilities
- Facilitate equitable geographical distribution of sports and recreation, and arts and culture facilities and services in order to improve accessibility
- Develop a programme for the formalisation of historical and cultural sites within the District.
- Host a Culture and Heritage Indaba in the
- Review the existing Sport Master Plan
- Facilitate the implementation of the identified 20 Soccer World Cup Projects and identification of other opportunities linked to the event
- Facilitate the updating of names of Heroes and heroines on Emalahleni Cenotaph and investigate the

possibility of the establishment of the municipal cenotaphs and heritage sites

- Facilitate the establishment and resuscitation of Sports and Arts councils
- Develop a programme for the maintenance of cenotaph as cultural and heritage site
- Facilitate ease of location/access to tourism centres/establishments with GIS coordinates
- Facilitate the classification of sixty (60) nodal tourism assets in each of the local municipalities in the
- Develop a plan for the linking of historical and cultural tourism sites with or along tourism routes in the

6.9.3 Strategies

Coordinating the development of sport and recreation, arts and culture programs in collaboration with other stakeholders. A Project Management Plan for the identified sports facilities should also be compiled. Implement the recommendations from the integrated Sports Master Plan by way of compilation of an Implementation Programme. This then needs to be linked to MIG funding which should fund the project.

The second phase of the project on formalization of historical/cultural sites entailed planning for the management of the historical/cultural sites identified and makes recommendations on the management, conservation and utilization of the historical resources. The NDM should focus on the following programmes/capital projects to efficiently deal with cultural & historical strategies:

- As part of this programme, funding should be allocated towards the formalisation of graves of historic heroes in the District.
- Appropriate support is directed towards site significance classification and grading for declaration.
- Clear management plans for selected significant sites in the District.
- The Province should budget and take full fiscal responsibility for arts and culture programmes such as Siyadlala, MacFest, etc.
- Sport for the disabled must be promoted.
- The NDM should participate in the Social Cluster to elevate the issues and concerns highlighted by the District's Communities.

6.9.4 Projects

6.9.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Moral Regeneration Movement	NDM	NDM	Moral Regeneration Movement launched by December 2010	NDM: Manager Social Services	NDM	300 000	300 000	500 000
Culture and Heritage Indaba in the	NDM	NDM	Hold a Cultural and Heritage Indaba in the by September 2010	NDM: Manager Social Services	NDM	500 000	-	-
Sport Master Plan	NDM	NDM	Sport Master Plan reviewed by March 2011	NDM: Manager Social Services	NDM	300 000	-	-
Renewal of the Lynnville Church Street Precinct	Emalahleni	Lynnville	Renewal of Church Street Lynnville	NDM: Manager Social Services	NDM	20 000 000	0	0
Upgrading of Atlantic Stadium	NDM	Emalahleni	Atlantic Stadium upgraded by June 2011	NDM: Manager Social Services	NDM	5 000 000	0	0
Historical & cultural signage	NDM	NDM	Signage to cultural & historical sites installed by June 2011	NDM: Manager Social Services	NDM/DoSS	2000 000	1000 000	0
Develop Historical/cultural sites in line with	NDM	NDM	Historical/cultural sites linked with tourism routes by June 2011	NDM: Manager Social Services	NDM/MTPA	500 000	500 000	500 000

tourism routes in the								
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6.10 ISSUE 10: SAFETY AND SECURITY

6.10.1 Background and Problem Statement

The responsibility to ensure provision of safety and security lies with the South African Police Services (SAPS). The Constitution of the Republic of South African, 1996 (Act 108 of 1996) lays down that the South African Police Service has a responsibility to:

- prevent, combat and investigate crime
- maintain public order
- protect and secure the inhabitants of the Republic and their property
- uphold and enforce the law
- create a safe and secure environment for all people in South Africa
- prevent anything that may threaten the safety or security of any community
- investigate any crimes that threaten the safety or security of any community
- ensure criminals are brought to justice
- participation in efforts to address the causes of crime

One of the escalating statistics in the country is that of crime related incidents. This is being manifested through violent crimes directed to women such as rape, robbery, murder of farmers, house breakings etcetera many of which involves the usage of force. This status quo affirms that community policing can no longer be left to the police alone but requires the active involvement of the community through Community Policing Forums.

Through the District meetings, the communities have raised the following concerns relating to services provided by SAPS:

- Police stations being located far and therefore remaining inaccessible. This is resulting in a number of incidents not being reported.
- Poor response by the police to household calls normally citing lack of sufficient vehicles or personnel.
- Loss of files resulting in cases fading.
- The involvement of young children in crime is noted and this seeks to validate that the moral fibre of the community is slowly eroding.

In dealing with these safety issues, NDM has adopted the Moral Regeneration Movement (MRM) as both a crime preventative strategy as well as a nation building initiative. The 1997 meeting between the then President Dr. N. Mandela with the key South African leaders wherein the role of religious groups in rebuilding the country and working together with the state was discussed can be seen as critical in the origination of the MRM. Furthermore, the 1996 National Crime Prevention Strategy considers the strengthening of moral values as a crucial aspect in reducing crime.

As such, MRM is at the centre of collective activism for moral renewal initiatives whose vision is to build an ethical and moral community and the mission is to promote positive community values. This approach by the region points out to a multi faceted approach towards dealing with crime. To that end, a charter of positive values has been developed and adopted by the National MRM executive committee as follows:

- Respect Human Dignity and Equality;
- Promote Freedom; the Rule of Law and Democracy;
- Improve Material Well-being and Economic Justice;
- Enhance Sound Family and Community Values;

- Uphold Honesty, Integrity and Loyalty;
- Ensure Harmony in Culture; Belief and Conscience;
- Show Respect and Concern For all People;
- Strive for Justice, Fairness and Peaceful Co-existence;
- Protect the environment;

The ultimate objective of the MRM is to assist in the development of a caring society through the revival of the spirit of botho/ubuntu and the actualization and realization of the values and ideals enshrined in our constitution, using all available resources and harnessing all initiatives in government, business and civil society. It is therefore the responsibility of both civil society and government to ensure that the charter of positive values is communicated to our society through the Moral Regeneration movement.

Nkangala has established a Regional MRM committee, which is charged with the responsibility of ensuring that programmes and projects are developed and implemented successfully. The region has been successful in hosting the cross over function, which is normally held on the 31 December in welcoming the New Year. These events have not only grown in their attendance, popularity but have proven to be effective in bring communities together.

The need for the Regional MRM to strengthen its role particularly on other events and throughout the year has however been noted. Nevertheless, the high prevalence and increasing crime rates is but an indication of the need for such a structure in restoration of the communities.

Through the 2009/10 community consultation programme, the communities have identified the following matters as priority issues:

Victor Khanye local municipality

- Drugs and substance abuse (wards 1, 2, 6, and 7)
- High crime rate (ward 7)
- Inadequate visibility of police in farms areas (ward 7)

Dr JS Moroka local municipality

- Need for a 24 hour police station and increased personnel (wards 20 and 30)
- Community members (ward 20, 25) are not serviced by police stations from the neighbouring Gauteng Province
- Poor service at local police station (ward 29)

Thembisile Hani local municipality communities highlighted the challenge of crime (ward 27 and 29)

6.10.2 Objectives

- To ensure that the Regional MRM structure is formally established and launched
- Adopt a programme of action in order to guide the regional events.

6.10.3 Strategies

It is NDM's position that various interventions are required in dealing with crime in the region and that ensuring public safety cannot be left to SAPS alone. To that end, the promotion of Community Policing Forums and involvement by way of reporting crime cannot be undermined. Additionally, deterring strategies such as by way of awareness raising and proving platforms for prisoners to caution especially the youth about the implications of crime cannot be underestimated.

With regard to the Regional MRM to be rooted, it needs to be formally constituted with clear Terms of Reference to guide and inform the role of each structure represented. Once formalised, allocation of resources towards programmes and publicity of the structure's activities would be strengthened.

6.10.4 Projects

6.10.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Social Crime Prevention Programme	NDM	NDM	School visits and motivational talks held by June 2011	NDM: Manager Social Services	NDM	R10 000	R10 000	R10 000
Awareness raising	NDM	NDM	Debate on moral issues held by June 2011	NDM: Manager Social Services	NDM	R50 000	0	0

6.11 ISSUE 11: EMERGENCY SERVICES

6.11.1 Background and Problem Statement

In terms of Section 54 (1) b of the Disaster Management Act, "the *council of a District municipality, acting after consultation with the relevant local municipality, is primarily responsible for the co-ordination and management of local disasters that occur in its area*". Furthermore, Section 54 (2) states that *a District municipality and the relevant local municipality may, despite subsection 54 (1) (b), agree that the council of the local municipality assumes primary responsibility for the coordination and management of a local disaster that has occurred or may occur in the area of the local municipality*". Within the region, the primary responsibility of coordination rest with local municipalities.

Furthermore, as legislated by Sec 43 of the Management Act of 2000 that "*each District municipality must establish in its administration a disaster management centre for its municipal area in consultation with and operate such a centre in partnership with local municipalities*", the District has constructed a Disaster Centre which is being upgraded with the information technology systems to communication with the various local municipalities as well as the Provincial Disaster Centre.

Given that 50% of the local municipalities under Nkangala District namely Thembisile, Dr. J S Moroka and Emakhazeni) are classified as low capacity as per the 2003 MECs determination. This is indicative to the fact that these municipalities are unable to run their emergency services effectively. The current capacity of the District is reflected in table 20 below.

Table 20: Emergency capacity per municipality

Institution	Steve Tshwete	Emalahleni	Victor Khanye	Emakhazeni	Thembisile Hani	Dr. J. S Moroka	NDM
Disaster Management Plan	Awaiting Council approval	Risk profile conducted	Draft format	Risk profile	No	No	In process of development
No of personnel	44 Fire personnel	41	6	4 fire personnel	See NDM	See NDM	22 fire personnel
SLA/Mutual aids	Yes	Yes	3 informal	Yes	No	No	Not yet
Volunteers	No	No	5	No	No	No	No
Hrs of service	24 hrs	24hrs	24 hrs	8 hrs service then after on stand by	See NDM	See NDM	24 hrs service
Fire Protection Association	Yes	Yes	In the process of establishing	Yes but not registered	No	No	No

Hence forth, in the 2009/10 financial year, the prioritised strengthening of capacity in the region. Therefore, the following projects were implemented, these are, the acquisition of emergency vehicles and equipment for KwaMhlanga Fire Station (to serve both Dr. J S Moroka and Thembisile), Steve Tshwete and Emakhazeni. Furthermore, a 10 000-litre Water Tanker for Victor Khanye Local Municipality was also procured. Unfortunately, given the pressing lack of equipments, the need to continue procuring equipments for the local municipality is eminent.

However, that the communities remain exposed to floods and veld fire in particular, that requires the emergency services to be brought closer to the people. The strategic location of firehouses and sub-stations would greatly extend services to especially those located on the periphery.

Objectives

- Ensure efficient and effective coordination of disaster management within the
- Coordinate the ongoing capacitation of local municipalities through the acquisition of additional equipments and skills development
- Fully operationalize the Disaster Management Centre in order to carry out all the disaster management functions in light with the Disaster Management Plan
- To develop a Fire Prevention Strategy, this would enable effective response and reduce the impact of fires in the region
- Enter into service level agreements for the provision of fire fighting services between local municipalities within the and neighbouring municipalities to ensure that resources will be made available when needed
- Facilitate formation of fire protection associations to ensure effective and integrated fighting of veld fires
- Facilitate a process that will seek to ensure that all fire fighting stations in the are operational
- Facilitate and support the compilation and review of the Disaster Management Plans of the local municipalities

6.11.3 Strategies

The coordination functions of disaster management within a region rest with the District. To date, this coordination is hampered by the lack of Communication Control System in the Disaster Centre, project that is underway. When completed, this project would enable effective communication

Due to the geographic spread of some communities, which renders them vulnerable, this necessitates the prioritization of construction of Firehouses in strategic areas. To date, the Sakhelwe/Dullstroom Fire station is completed whilst the Emgwenya Station is still under construction. These stations, once commission, would drastically improve service delivery to the public.

Disaster Management: In accordance with section 26 of the Systems Act, the development of the Disaster Management Plan is a core component of the IDP. To that effect, Nkangala District Municipality has adopted a Disaster Management Framework and has progressed to the development of the Disaster Management Plan, which is due for adoption by Council.

In addition, the development of the Disaster Management Plan would further pave a way for the establishment of the District Management Advisory Forum. This is highly essential particularly to award all key stakeholders a platform for engaging. These sectors include but are not limited to all six Local Municipalities, NGO's Private Sector and other Government departments as provided for by the Disaster Management Act of 2000.

Fire and Rescue: The NDM has completed the construction of the KwaMhlanga Fire Station that mainly services the communities of Thembisile Hani and Dr. J S Moroka municipalities. Through this station, the services provided to the communities confirm the need to proceed to Phase 2 of the Fire Station. Furthermore, that the station has in the period of 2009/10 dedicated approximately 30% of the station time to fire related incidents both structural and veld affirms the need to expand the station to increase its capacity. Furthermore, in the same period, motor vehicle accidents consumed approximately 60 % of the response time. This is largely due to the notorious R 573 Moloto road, which again confirms the need and relevancy of the Phase 2 & 3 of the KwaMhlanga Fire Station to be completed. This coupled with the continuous capacitation of fire personnel should reduce the negative impact of fires and other rescue related operations.

6.11.4 Projects

6.11.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Fire Station Operations	Thembisile Hani	Thembisile Hani	Fire fighting services provided effectively and efficiently	NDM: Manager Social Services	NDM	1 500 000	1 650 000	1 850 000
Construction of Phase II KwaMhlanga Fire Station	Thembisile Hani	Thembisile Hani	Building of phase II & III of Thembisile Hani Fire Station completed by June 2011	NDM: Manager Social Services	NDM	7 500 000	0	0
Acquisition of emergency vehicles and equipment	Thembisile Hani	Thembisile Hani	Emergency vehicles and equipment acquired by June 2011	NDM: Manager Social Services	NDM	1 200 000	1 300 000	1 400 000
Development of Fire Prevention Plan	NDM	NDM	Fire Prevention Plan compiled and presented to Council by June 2011	NDM: Manager Social Services	NDM	R300 000	0	0
Operationalisation of the Disaster Management Centre	NDM	NDM	Disaster management Centre fully operational	NDM: Manager Social Services	NDM	1 000 000	0	0

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Acquisition of emergency vehicles and equipment	Dr JS Moroka	Dr JS Moroka	Emergency vehicles and equipment acquired by June 2011	NDM: Manager Social Services	NDM	1 500 000	2 000 000	2 200 000
Acquisition of emergency vehicles and equipment	Steve Tshwete	Steve Tshwete	Emergency vehicles and equipment acquired by June 2011	NDM: Manager Social Services	NDM	1 200 000	1 300 000	1 400 000
Acquisition of emergency vehicles and equipment	Emalahleni	Emalahleni	Emergency vehicles and equipment acquired by June 2011	NDM: Manager Social Services	NDM	1 200 000	1 300 000	1 400 000
Acquisition of emergency vehicles and equipment	Emakhazeni	Emakhazeni	Emergency vehicles and equipment acquired by June 2011	NDM: Manager Social Services	NDM	1 200 000	1 300 000	1 400 000
Procurement of Pumper water Tanker	Emakhazeni	Emakhazeni	10000L water tanker; Hazmat Unit and Major Pumper acquired by June 2012	NDM: Manager Social Services	NDM	-	5000 000	
Veld fires and accidents	Emakhazeni	Emakhazeni	Fire houses/sub-stations to enhance coordinated response to veld fires and accidents along the N4 (Emakhazeni) installed by June 2011	NDM: Manager Social Services	NDM	1 200 000	1 300 000	1 400 000
Water carrier	Victor Khanye	Victor Khanye	10 000 litre Water carrier and Fire engine acquired by June 2011	NDM: Manager Social Services	NDM	1 200 000	2 500 000	1 400 000
Fire engine and Response Vehicle	Victor Khanye	Victor Khanye	Major pumper; hazmat unit and one response vehicle with rescue tools acquired by June 2012	NDM: Manager Social Services	NDM	-	3500 000	
N4 emergency response plan	NDM	NDM	N4 and other critical routes emergency response plan compiled and presented to Council by June 2011	NDM: Manager Social Services	NDM	500 000	-	-
Mobile Disaster Management Centre	NDM	NDM	Mobile Disaster Management Centre acquired by June 2012	NDM: Manager Social Services	NDM	-	2 500 000	-
Disaster management response vehicles	NDM	NDM	Disaster management response vehicles acquired by June 2012	NDM: Manager Social Services	NDM	-	1 200 000	-
Disaster management awareness	NDM	NDM	2 Disaster management awareness campaigns conducted by June 2012	NDM: Manager Social Services	NDM	-	500 000	-
Relief material for Disaster management	NDM	NDM	Relief tents ; blankets and provision of other disaster related issues procured by June 2012	NDM: Manager Social Services	NDM	-	1200 000	-
Compilation of Local municipalities disaster management plans	Dr JS Moroka; Thembisile; Emakhazeni; Victor Khanye	Dr JS Moroka; Thembisile; Emakhazeni; Victor Khanye	Local municipalities disaster management plans completed by June 2012	NDM: Manager Social Services	NDM	-	200 000	-
Building of Fire Substation at Dr JS Moroka	Dr JS Moroka	Dr JS Moroka	Phase 1 of Dr JS Moroka Fire Substation completed by June 2012	NDM: Manager Social Services	NDM	-	500 000	-

6.12 ISSUE 12: WATER AND SANITATION

3.12.1 Background and Problem Statement

There District is commitment to the improvement of the physical, socio-economic and institutional environment in order to address poverty and promote infrastructure development. In the 2007/08 financial year, the NDM assisted all its local municipalities to compile Water Service Development Plans (WSDPs). This culminated to the aggregation of the main issues in the Regional Water Master Plan (RWMP), which was adopted by Council in June 2008. The RWMP outlines service level profile, resources profile and future bulk needs, as well as programmes that must be pursued to address the identified challenges. The RWMP provides a holistic integrated view of the water and sanitation service requirements and planning within the District. However, capacity to implement these plans, particularly at the level of local municipalities is a challenge that must be carefully explored. In terms of the 2008 RWMP, main dams in the NDM per catchments area are as follows (see table 21).

Table 21: Main Dams in NDM per Catchments area

Name	Live Storage (10 ⁶ m ³)	Capacity	Firm Yield (10 ⁶ m ³ /a)	Owner
Upper Olifants Catchment				
Doornpoort	5.22		Minimal	Private
Middelburg	47.90		12.90	Municipality
Rietspruit	4.50		2.40	Private
Trichardtfontein	15.20		112.70	DWAF
Witbank ¹	104.14		30.70	Municipality
Wilge River Catchment				
Bronkhorstspuit	58.90		19.00	DWAF
Wilge River (Premier Mine Dam)	5.04		5.70	Private
Elands River Catchment				
Rhenosterkop	204.62		8.90	DWAF
Olifants River Catchment between confluences with Wilge and Elands Rivers				
Loskop	348.10		145.20	DWAF
Rooikraal	2.12		0.64	DWAF
Steelpoort River Catchment				
Belfast	4.39		2.04	Municipality

Table 22 contains the different schemes within the six local municipalities indicating the sources supplying the different schemes together with current and future demands where available.

Table 22: Water Resources for the Schemes

LM	Scheme	WTW/ Source of Potable water			Current Use (mill m ³ / a)	Future Use		Current Surplus or Shortfall (mill m ³ / a)
		WTW	Source	Allowable Abstraction (mill m ³ / a)		2010	2015	
Victor	Delmas-Botleng	-	Boreholes	3.345	5.206	6.17	7.88	-0.565
Khanye	Eloff-Sundra	-	Rand Water	1.296		6	0	
Emalahleni	Witbank	Witbank	Witbank Dam	27.375	31.025	38.6	50.0	-5.100
		WTW				90	05	
	Phola & Ogies				1.453	1.80	2.11	
						0	7	
	Kriel-Thubelihle	Kriel WTW	Jericho Dam	6.200	2.299	2.51	2.73	3.901
						0	8	
	Wilge	Kendal Power Station		0.07	0.07	Not Available		0
	Rietspruit	Rietspruit	Rietspruit Dam	1.095	1.095	Not Available		0
		WTW						

Steve Tshwete	Middelburg-Mhluzi	Vaalbank WTW	Middelburg Dam	13.300	9.920	12.3 2	15.4 9	3.380
		Kruger WTW	Athlone Dam	2.190	2.190	Not Available		
	Hendrina-Kwazamokuhle	Hendrina WTW	Komati Pipeline from the Nooitgedacht Dam	1.280	1.971	Not Available		-0.691
		Arnot-Rietkuil	Arnot-Rietkuil WTW	ESKOM	0.547	0.390	Not Available	
	Pullenshope	Pullenshope WTW	ESKOM	0.547	0.406	Not Available		0.141
	Komati	Komati WTW	ESKOM	0.547	0.248	Not Available		0.299
	Presidentsrus	Presidentsrus WTW	Olifants River	0.117	0.034	Not Available		0.083
	Doornkop CPA	-	Boreholes	0.039	0.039	Not Available		0
	Doornkop 2	-	Boreholes	0.091	0.091	Not Available		0
Emakhazeni	Belfast - Siyathuthuka	Belfast WTW	Belfast Dam	3.073	1.460	Not Available		1.613
	Machadodorp - Emthonjeni	Machadodorp WTW	Elands River Weir	0.532	0.730	Not Available		-0.198
	Dullstroom - Sakhelwe	Dullstroom WTW	Dullstroom Dam	0.536	0.730	Not Available		-0.194
	Waterval Boven – Emgwenya	Waterval Boven WTW	Elands River Weir	0.198	1.095	Not Available		-0.897
Thembisile	Regional scheme: DWAF Scheme KwaNdebele-Bronkhorstspruit	Bronkhorstspruit WTW	Bronkhorstspruit Dam	14.400	5.475	Not Available		8.925
		Rand Water Pipeline	Rand Water	11.000	Not Applicable			
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele-Rhenosterkop	Weltevreden Weir	Rhenosterkop Dam	9.650	22.00	Not Available		-12.35
			Kammelrivier					

The Nkangala District Municipality has high RDP water service levels, with 91.6% of the households receiving RDP water services. Emalahleni local municipality (MP312) has the highest RDP water service levels (98.1%). This is largely because the municipality is mostly urban and therefore the households have access to acceptable water services. Dr J.S Moroka local municipality (MP316) has the lowest RDP water service levels in the District (70.8%), and this may be attributed to its mostly rural nature. With the exception of Dr J.S Moroka local municipality (MP316), all the local municipalities in the District have generally high RDP water service levels.

Dr J.S Moroka local municipality (MP316) has the largest water backlog, contributing 64.8% to the District backlog and 19.7% to the provincial backlog. In relation to the District and provincial backlogs, Emakhazeni local municipality (MP314) has the smallest RDP water backlog and contributes only 3.2% to the District backlog and 0.9% to the provincial backlog. With the exception of Dr J.S Moroka local municipality (MP316), all the local municipalities in the District have generally low RDP water backlogs (see table 23).

Table 23: CS2007 service levels for the core function – water

Municipality	RCP Water service levels) CS2007	HH RDP Water service level (%)	RDP water backlog (%) within municipality	RDP water backlog as % of total	RDP water backlog as % Province total
Nkangala District Municipality	280016	91.6	8.3	100	30.3
Victor Khanye Local Municipality	13744	90.8	9.1	5.4	16
Emalahleni Local Municipality	103650	98.1	1.5	7.6	2.3
Steve Tshwete Local Municipality	47979	95.1	4.8	9.6	2.9
Emakhazeni Local Municipality	11301	93.1	6.8	3.2	0.9
Thembisile Local Municipality	63035	96.3	3.5	9.2	2.8
Dr. JS Moroka Local Municipality	40307	96.3	29.1	64.8	19.7

As shown in table 24 Nkangala District Municipality accounts for 17.4% of the provincial RDP sanitation backlog. Victor Khanye local municipality (MP311) has the largest RDP sanitation backlog, with a backlog of 10.4%. This accounts for 11% of the District backlog and 1.9% of the provincial backlog. Thembisile local municipality (MP315) has the smallest RDP sanitation backlog (1.7%), with 8.1% of the District backlog and 1.4% of provincial backlog.

The statistics show that 95.3% of the households in Nkangala District Municipality have access to sanitation. The Community Survey of 2007 indicates that Victor Khanye local municipality (MP311) has the lowest RDP sanitation service levels in the District. Only 89.5% of the households have access to sanitation. More than half of the households in these municipalities have access to sanitation. Thembisile local municipality (MP315) has the highest RDP sanitation service levels in the District, with 98.2% of its households having access to sanitation.

Table 24: CS2007 service levels for the core function – sanitation

Municipality	RDP Sanitation levels CS2007	RDP Sanitation service levels %	RDP Sanitation backlog %	RDP Sanitation backlog as % of	RDP Sanitation backlog as % of Province
Nkangala District Municipality	291348	95.3	4.6	100	17.4
Victor Khanye Local Municipality	13554	89.5	10.4	11	1.9
Emalahleni Local Municipality	98780	93.5	6.4	47.9	8.3
Steve Tshwete Local Municipality	47466	94	5.9	20.9	3.6
Emakhazeni Local Municipality	11575	95.4	4.5	3.8	0.6
Thembisile Local Municipality	64236	98.2	1.7	8.1	1.4
Dr. JS Moroka Local Municipality	55737	97.9	2	8	1.3

The great challenge that the faces in terms of the availability of water resources as well as the distribution and management of water services is in the former homeland areas currently located in Dr JS Moroka and Thembisile. Extremely high water losses are experienced in the region, especially in the jurisdiction of DR JS Moroka, Emalahleni and Thembisile Hani LMs due to inadequate operation and maintenance. It must be noted that the amount of R464 766 339 and R198 333 000 for sanitation and water respectively indicated in table 25 only refers to reticulation requirements.

Table 25: Summary of Service Backlogs per Households and required budget to meet MDGs

Municipality	Water		Sanitation	
	Backlogs HH	Required Budget (R)	Backlogs HH	Required Budget (R)
Victor Khanye	2 148	19,332,000	4 356	16,552,800
Dr JS Moroka	6 220	55,980,000	43 457	165,136,600
Emakhazeni	743	6,687,000	3 563	13,539,139
Emalahleni	8 347	75,123,000	14 000	53,200,000
Steve Tshwete	215	1,935,000	512	1,945,600
Thembisile	4 364	39,276,000	56 419	214,392,200
Total - NDM	22 037	198,333,000	122 307	464,766,339

(Source: NDM Water Master Plan – 2007)

Between 2004/5 and 2008/9 financial years the NDM has made significant financial commitments in terms of infrastructure development. An amount of R 706,741,789 was been spend during the period under consideration. Despite the enormous capital investments committed as depicted in table 26 the District is still confronted with huge backlogs in levels of service, which will require vast amounts of money to eradicate. The availability of water resources, distribution and management thereof, is a challenge in the former homeland areas in Dr JS Moroka and Thembisile LMs. In the case of Victor Khanye Local Municipality, this challenge of poor water quality becomes evident in the persistence of water related disease out breaks.

Table 26: NDM Infrastructure Development special interventions – budget spent 2004/5 – 2008/9

ITEM	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010 (Budget)	TOTAL
WATER	R 68,662,410	R 51,037,408	R 26,237,262	R 29,442,225	R 47,517,985	R 93,128,607	R 222,897,290
SEWERAGE	R 16,238,096	R 28,728,998	R 14,388,690	R 24,250,446	R 23,306,416	R 56,893,318	R 106,912,646
ROADS & SW	R 64,555,255	R 65,163,605	R 28,590,994	R 21,989,148	R 19,746,310	R 120,145,667	R 200,045,312
ELECTRICITY	R 16,670,133	R 13,270,878	R 6,369,906	R 6,168,241	R 2,145,882	R 6,938,986	R 44,625,040
URBAN DEVELOPMENT	R 9,490,579	R 4,740,774	R 5,390,172	R 3,431,710	R 1,792,477	R 3,732,906	R 24,845,712
WASTE DISPOSAL	R 0	R 0	R 0	R 0	R 366,641	-	R 366,641
OTHER	R 0	R 0	R 0	R 0	R 2,859,329	R112,493,484	R 2,859,329
Total	R 175,616,473	R 162,941,663	R 80,977,024	R 85,281,770	R 97,735,043	R393,332,971	R 602,551,973

Municipalities also facilitate the betterment of the quality of the poor through targeting the poor households with provision of free basic services through registering all the qualifying beneficiaries in the indigent registers. It is pivotal that municipalities ensure that these registers are updated frequently. For the standardisation process of the registers, the District will finalise the development of a District Framework, which will assist and guide local municipalities in this task. The status of FBS in the municipalities is sketched out in table 27 below.

Table 27: Status of FBW Provision

Municipality	Capital Expenditure (RM)	Operating Expenditure (RM)	FBW policies, by- laws	Block Tariff	% UAW	% Water Billed	% Cost recovery - billed water
Victor Khanye	16,579	16,319	No	Yes	39	63.6%	90%
Dr. JS Moroka	30,575	9,686	No	No	81	3.2%	4%
Emalahleni	98,264	65,292	No	Yes	43	57%	92%
Emakhazeni	10,810	6,572	No	Yes	20	52%	48%
Steve Tshwete	46,789	44,177	Yes	Yes	20	75%	99%
Thembisile	32,890	10,396	No	Yes	41	23%	4%

In terms of the above table, key issues that must be resolved by each municipality are outlined below:

Victor Khanye LM: Review of water services bylaws
Unaccounted for water is very high

Dr JS Moroka LM: Implementation of water services bylaws
FBW policy and promulgate tariff structures
Unaccounted for water is as high at 70-80%
Completely dependant on equitable share as operating income
The indigent policy and register must be updated
Water Conservation (WC) and Water Demand Management (WDM) strategies must be in place.

Emalahleni LM: Implementation of Water Demand Management

Emakhazeni LM: Implementation of water services bylaws

Steve Tshwete LM: On track

Thembisile LM: Development and implementation of the FBW policy.
Promulgation of water services bylaw
Development and implementation of Water Demand Management and WC strategies

Completely dependant on equitable share for operating income
The indigent register must be updated.

In addition to the above-mentioned backlog, the communities have highlighted the following issues as their priorities:

- Poor quality of water (i.e. Victor Khanye LM)
- Water supply disruptions in some areas
- In some farm areas communities do not have access to clean portable water
- Water and sanitation service backlogs

Capacity of personnel and Training

Table 28 below presents a summary of the main aspects of the institutional capacity of all the six local municipalities (LMs) within the Nkangala District Municipality (NDM). All these municipalities are water services authorities with a mandate of providing effective management of the water services function and ensure that water services are efficiently and effectively delivered. There is a reported varying level of institutional capacities in water services management functions, associated organizational structure within the text portion of the WSDP, and in the interests of good planning.

Table 28: Main aspects of the institutional capacity

REQUIRED WATER & SANITATION COMPETENCIES	
COMPETENCE AREA	DESCRIPTION
Applied Mathematics	Practical applications of mathematics to conduct and solve problems
Quality Control	Understanding of the basic requirements for water and solids in the system
Water Treatment	Operate, monitor, maintain and troubleshoot, and assist in the design of water treatment systems
Waste Water Treatment	Operate, monitor, maintain and troubleshoot, and assist in the design of wastewater treatment systems
Water Distribution	Operate, monitor, maintain and troubleshoot, and assist in the design of water distribution systems
Chemistry Fundamentals	Basic concepts of chemistry required by technicians for an understanding of their discipline
Wastewater Collection	Operate, monitor, maintain and troubleshoot, and assist in the design of wastewater collection systems
Water and Wastewater Laboratory	To test and monitor the operation of water treatment, wastewater treatment, water distribution and wastewater collection systems
Computer Applications	In addition to the basic computer skills required by all technicians, those in this occupational group require additional computer abilities
Management	Basic management/ supervisory skills to operate water treatment, wastewater treatment, water distribution, and wastewater collection systems
Construction Practice	An understanding of estimating, contracts, project management and construction processes
Graphical Communication	Read, interpret, prepare and work with a variety of sketches, maps and drawings
Hydraulics	An understanding of hydraulics
Physical Science	Require additional skills in the physical science
Statistics	Basic statistical data collection, calculations and interpretation
Survey Fundamentals	Perform basic surveying operations with standard field equipment, as well as to record and interpret basic survey data
Technical Communications	Fundamental communication skills required by all technicians, those in this occupational group required additional specific skills
Environmental Water	Perform a variety of environmental monitoring and testing procedures
Environment Ethics & Society	Environmental and social impacts of technology are becoming more important every day. All technicians are expected to have an understanding of how the work they do impacts on these areas
Operations and Maintenance	An approved operation and maintenance plan needs to be in place
Health and Safety	Health and safety legislation should be in place

Communities have raised various service delivery challenges throughout the District pertinent to water and sanitation. Issues raised are highlighted below per local municipality.

Victor Khanye local municipality

- There are areas without water (ward 3, 5 and 7)
- Bucket sanitation system is utilised in some areas (wards 4 and 7) and toilets are not cleaned as required
- Water supply to the community is frequently interrupted and sometimes for longer periods of time (ward 4 and 7)
- Some water meters are leaking (ward 7)
- In some area there are water supply interruptions due to bursting of asbestos pipes (extension 3, 4 and 5)

Dr JS Moroka local municipality

- There are areas without water and water supply in other areas is frequently interrupted and sometimes for longer periods of time (ward 11, 13, 14, 15, 16, 18, 21, 22, 23, 28 and 30)
- Poor quality and poor workmanship of VIP toilets in some areas (ward 5, 6 and 19)
- There is a need for toilets (ward 6, 13, 15, 16, 18, 19, 25, 26 and 29)
- There are outstanding projects that are not completed throughout the municipality

Emalahleni local municipality

- Water shortages (wards 15 and 19) and sanitation are key challenges facing the municipality
- Bucket toilets are not cleaned as required (ward 19)

Emakhazeni local municipality

- There are no toilets in the other sections of the ward (ward 1, 5 and 7)
- There is no water in other sections of the ward (ward 2 and 3)
- Farmers do not allow installation of boreholes in their farms (ward 2)

Steve Tshwete local municipality

- Incomplete sanitation project (ward 19)
- There is a need for water in farm areas (ward 22)

Thembisile Hani local municipality

- Incomplete sanitation project (ward 2 , 11and 23)
- Need for toilets (ward 23)
- Need for portable water (ward 2, 27 and 29)
- Incomplete water project (ward 3)
- Poor workmanship and quality in completed toilets (ward 12)

6.12.2 Objectives

- Establish and quantify water and sanitation backlog and formulate strategies to address identified challenges
- Reduce the percentage of households without access to basic level of sanitation

- Reduce the percentage of households without access to basic level of water
- Conduct assessment on the progress on backlog reduction
- To gradually facilitate replacement of asbestos pipes
- Assess the impact of Water Demand Management Systems implemented
- Manage and monitor the implementation of projects/programmes

3.12.3 Strategies

As part of a comprehensive strategy to deal with water and sanitation related challenges facing the Nkangala District, the following range of initiatives are currently prioritised. The priority area that the NDM will focus on is the operation and maintenance failure in areas where the infrastructure exists but inadequate service is provided. The council resolved to utilise MIG funding towards the MDG targets, particularly on water and sanitation.

Discussed below are the key strategic trusts and initiatives emanating from the Water Master Plan that have been on consideration, which include:

- Collaboration,
- Institutional Arrangements,
- Cullinan and the Western Highveld Region Emergency Augmentation Scheme,
- Rand Water Augmentation Scheme (Bloemendal pipeline),
- Reclamation of Mine Water (Emalahleni & Steve Tshwete LMs),
- Raw Water Supply to Industries (all LMs),
- Brugspruit Treatment Plant, and
- Recycling of Sewer Effluent

COLLABORATION: The identified challenges are solvable by having all the sector stakeholders working together in an aligned, efficient and productive manner. Key in this exercise would be the alignment of programmes and resources, integrated planning at all levels, linking to Project Consolidate, implementation of WMP and WSDPs, development of appropriate community links as well as development and implementation of a monitoring and reporting system. The implementation of water and sanitation programmes must be in line with the developed WSDPs.

The NDM has taken its leadership and co-ordination role to champion the NDM Water Services Collaboration Forum which consist of Sector Departments (including DWAF, DoH, DME, DALA and DLGH), SALGA, Organised Water users (including ESKOM, mines, Irrigation Boards and Water Boards) and Water Services Authorities (Local Municipalities) within the . This is the platform where integrated water sector planning take place taking into account the WSDPs of the WSAs to inform the IDP process. The District will also engage with DWAF finalisation for user associations.

INSTITUTIONAL ARRANGEMENTS

This section presents a summary of the main aspects of the institutional capacity of all the six local municipalities (LMs) within the Nkangala District Municipality (NDM). The need is to analyse the WSA functions, determine needs, design support and align NDM and other support institutions activities with ultimate goal of improved service delivery.

All LMs under the jurisdiction of NDM are water services authorities with a mandate of providing effective management of the water services function and ensure that water services are efficiently and effectively delivered. There is a reported varying level of institutional capacities in water services management functions, associated organizational structure within the text portion of the WSDP, and in the interests of good planning.

It is important to state that a study was conducted and it revealed that institutional capacity is the primary constraining factor. Delivering new infrastructure, operation, and maintenance of existing networks are key business complex activities that require competent skilled persons that are in short supply and municipalities' attempts to strive towards establishing institutional environment are met with little or no success in building internal capacities in specific water and sanitation service delivery projects.

There is further a capacity problem as far as there is no dedicated unit in the finance departments who specifically manage consumer credit. The municipalities do not have a dedicated legal section to undertake debt collection on behalf of council and legal proceedings against defaulting debtors are non-existent and this impact on municipal financial viability as they are unable to implement cost recovery.

Employees employed in most of the technical departments do not have job descriptions, which further indicate that no job evaluations and targeted skills assessments have been done. All municipalities have concluded workplace skills plans for 2006 / 2007 but no provision for training of water-and sanitation employees were made. The aspect of training cannot be over-emphasised as the lack of training has a negative impact on matters such as asset management, quality of service and productivity.

The institutional reform in the Western Highveld requires special attention in the light of the continued challenges over many years related to poor service delivery and the historical problems associated with the fact that this area comprised the previous homeland of KwaNdebele. DWAF has also been responsible for the O&M of the regional water scheme until it was handed over to the WSAs of Thembisile and Dr JS Moroka LMs.

During November / December 2006, the Western Highveld Crisis Committee was formed to address the service delivery crisis. The committee is chaired by DWAF and consists of representatives from the provincial departments of local government (3 Provinces); Nkangala DM and four Water Services Authorities (WSA) – Thembisile LM; Kingpin LM; Dr JS Moroka LM and Greater Sekhukhune DM.

Support activities included the following:

- The implementation of short term draw-down management arrangements with Rand Water and Magalies Water to stabilise operations at the water treatment works in Kungwini LM and Dr JS Moroka LM;
- The efficiencies at the WTWs improved with operations close to optimum levels, while the water quality is monitored on a daily basis. Refurbishment needs of R 18, 5 million have been identified by the water boards.
- The assessment of an optimal institutional mechanism to ensure sustainable service delivery

Significant amounts of capital finance are also being provided to the WHR through MIG. For socio-economic reasons, it is likely that the Western Highveld area will continue to rely on grant funding to cover operational and capital expenditure.

The independent feasibility study provided recommendations around necessary institutional arrangements that will put in place effective management of the Western Highveld Scheme (WHS). The key objective is to ensure water is managed in the most effective and efficient way for the benefit of all the communities receiving water supply from the WHS.

There are a number of different types of WSA, which could fulfil the WSP retail functions. Steve Tshwete and Emalahleni are typically associated with bulk water supply, but in some areas also provide retail services, and private companies are appointed to support the service, for example meter reading, billing, etc. through service contracts. In this case, the WSA remains the WSP with the assistance of service contracts.

There are no current audit reports available on the condition of water and sanitation infrastructure for each of the municipalities. Thembisile and Victor Khanye Municipalities last conducted an audit in 2002.

Municipalities in the region indicated challenges surrounding the implementation of policies, especially credit control policies and reasons cited is because no specific person or dedicated unit is responsible for this function. Not all municipalities are implementing indigent policies and not all indigent registers are regularly updated. The effectiveness of a policy can only be measured against the results obtained from enforcing the policy. Crucial to the functionality of a Water Service Provider is the policies regulating water.

RAND WATER AUGMENTATION SCHEME FOR VICTOR KHANYE: Currently Rand Water is currently conducting the Environmental Impact Assessment (EIA) on the bulk line from Bloemendal to Delmas. This initiative is intended to augment the water demand in Victor Khanye local municipality. At the early stage the indications are that the provision of approximately 35km pipeline will cost approximately R54 million. The Provincial government has committed to fund the project and Victor Khanye local municipality has entered into a contract with Rand water for bulk provision. To thwart the high cost of water, the municipality must put in place a workable operation and maintenance plan.

RECLAMATION OF MINE WATER: Emalahleni Water Reclamation Project (EWRP) is one of the initiatives, which are undertaken jointly with the mining industry. The current capacity (Phase 1) of the EWRP is 25ML per day and it supplies ELM with 10ML per day. In order to meet demand supply must be increased to at least 20ML per day. Potential mine supply and costs in Emalahleni is indicated to be R300 million per annum.

The EWRP is designed such that its capacity can be increased to 75ML per day. It is currently constructed to treat 25ML per day purely for sustainability of the mining operations, that is, the water being treated ensures that the water level is kept constant to allow mining operations. Should higher amount of water be extracted, there will be a substantial drawdown of the water level and the water reserve may be depleted.

The District will also investigate possibilities of including Victor Khanye in the water reclamation programme.

Optimal water management at Optimum Colliery (OWRP) for Steve Tshwete Local Municipality. The project is in progress and expected to be commissioned by April 2010. The District municipality is indeed part of the technical steering committee for the project. The OWRP is designed yield 15ML per day but will supply in 13ML per day to the Local Municipality (Hendrina and Kwazamokuhle). The remaining 2 ML per day will be discharged back into the streams that support the aquatic reserve.

RAW WATER SUPPLY TO INDUSTRIES: Most of the industries in ELM are supplied with potable water for their operation albeit they do not require potable water for this activity. Some of these industries have already indicated their willingness to accept raw water from ELM as this will be both cost effective for the industries and will alleviate the pressure on ELM with regard to the supply of potable water. Discussions are currently underway with other firms. If this is realised, approximately 220 000 litres of potable water will be recovered per day; which translates to the availability of water to supply approximately 1 050 households at the current supply norms.

BRUGSPRUIT TREATMENT PLANT: The ELM is currently negotiating with the Department of Water Affairs and Forestry (DWAF) regarding the Brugspruit Treatment Plant. The intention is to request DWAF to transfer the plant to ELM. This will assist with the supply of water to the western areas of ELM. Although the plant requires some modifications to bring it to potable water purification standards, it is deemed a worthwhile exercise. The mines at the area will be persuaded to come on board and supply raw water from their mining operations to this plant for purification to potable water standard for distribution to the communities.

RECYCLING OF SEWER EFFLUENT: The sewer treatment works are currently discharging the resultant effluent into the natural watercourses. One of the proposals indicated in the Water Master Plan is the recycling of sewer effluent and reuse as raw water supply to industry.

One of the projects to be undertaken in this financial year is the upgrading of the Ferrobank Sewer Treatment Plant to supply industry with approximately 23ML per day of raw water. Boskrans Wastewater in Steve Tshwete Municipality treats on average about 25ML/day of raw sewage water, an average of 1704Kl/day is supplied to Columbus-Samancor and an average of 248Kl/day to Kanhyam Estates of effluent water.

In addition to the strategies outlines above, the District will further pursue recommendations of the Short Term Regional Intervention Project (STRIP), which highlights the following matters as requiring urgent attention:

- Active leakage management
- Pressure Management
- Meter reading
- Use of the telemetry systems to monitor water flow
- Water quality management
- Training / Skills development of water operators and technicians

The overview of the utilization of the STPs in the NDM presents a disturbing picture as shown in table 29. Several of the plants are currently utilised at maximum or more than the design capacities, while the effluent is reported to be either unknown or poor. The only municipalities where the functioning of the STPs is reported to be good are Steve Tshwete and Emakhazeni LMs, while the STP at Siyabuswa in Dr JS Moroka LM has recently been refurbished.

Table 29: O&M of Sewage Treatment Plants

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	Delmas STP	110%	Unknown
		Botleng STP	75%	Unknown
Emalahleni	Witbank	Naaupoort STP	50%	Good
		Ferrobank STP	99%	Poor (No de-nitrification or phosphorus removal)
		Riverview STP	100-130%	Very poor

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
		Klipspruit STP	99%	Sub-standard (nitrates high)
	Ogies	Phola STP	62%	Good
	Kriel-Thubelihle	Kriel STP	130-160%	Very poor
Steve Tshwete	Middelburg	Boskrans STP	60%	Yes
	Hendrina-Kwazamokuhle	Kwaza STP	50%	Yes
	Presidentsrus	Not applicable	Not applicable	Not applicable
	Doornkop	Not applicable	Not applicable	Not applicable
Emakhazeni	Belfast - Siyathuthuka	Belfast STP	45%	Conform 80% of the time
	Dullstroom - Sakhelwe	Dullstroom STP	41%	
	Machadodorp - Emthonjeni	Emthonjeni STP	33%	
		Machadodorp STP	To be discontinued	Effluent not good
	Waterval Boven – Emgwenya	Waterval Boven STP	56%	Effluent very good
Thembisile	Regional scheme: DWAF Scheme KwaNdebele-Bronkhorstspuit	KwaMhlanga Oxidation Ponds	Unknown	Unknown
		Tweefontein K STP	More than 150%	Very poor
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele-Rhenosterkop	Siyabuswa STP	Up to 100%	Yes

Some problems remain and the capacity of the plant is under pressure from increased flows. Major problems exist at the following STPs:

- Emalahleni LM – Ferrobank, Riverview, Klipspruit and Kriel STPs
- Thembisile LM – Tweefontein K STP

The most common immediate cause of effluent not meeting DWAF standards is a breakdown of plant and / or length of time that it takes to have plant repaired, both of which are largely attributable to inadequate budgets or operator error or both.

The situation depicts a lack of planning and budgeting for the upgrading and the O&M of these plants as shown in table 30. It is considered to constitute major health risks to downstream communities and negative sources of pollution to the natural environment.

Table 30: Condition of Schemes and Planned Maintenance

WSA	Scheme	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	"Life expectancy of equipment and infrastructure is of great concern."		No
Emalahleni	Witbank	Infrastructure more than 30 years old in some cases. O&M not acceptable		No
	Ogies			
	Kriel-Thubelihle	Generally not good with specific items requiring urgent attention.		
Steve Tshwete	Middelburg	In general the existing O&M of the water and sewage infrastructure is satisfactorily		Yes
	Hendrina-Kwaza-mokuhle			
	Presidentsrus			
	Doornkop			
Emakhazeni	Belfast – Siyathuthuka	Generally good	Generally good with some sections old and needing replacement	No
	Dullstroom – Sakhelwe	Generally good	Generally good with some sections old and needing replacement	No
	Machadodorp – Emthonjeni	Generally good	Generally good	No
	Waterval Boven – Emgwenya	Generally good	Poor with leaks and needing replacement	No
Thembisile	Regional scheme: DWAF Scheme KwaNdebele-Bronkhorstspuit	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Moloto Corridor; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele-Rhenosterkop	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Siyabuswa and Libangeni; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No

It is evident that the only WSA where planned maintenance is being done is at the schemes of the Steve Tshwete LM. Their O&M budget is, therefore, utilised in a cost effective way, as this practise is deemed to best promote the efficient use of and contributing to the best life-cycle cost effectiveness of their infrastructure. This WSA also reports that the condition of the infrastructure is considered satisfactory.

The current level of operation and maintenance regarding water services in all the LMs is not acceptable and the assets are deteriorating. There is a general lack of planning, manifesting it through the absence of official documentation such as an Asset Management Plan (AMP) or a detailed WSDP in this regard. The schemes are also getting older and require increased maintenance and attention. The lack of planning has been exacerbated by the almost exclusive drive to meet the backlog-eradication targets by some WSAs. The addition of new infrastructure and consumers to the existing schemes and the redirection of budgets away from the O&M to the construction of new connections compound the problem.

6.12.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Provision of water in rural areas	Victor Khanye	Rural areas	Provision of water in rural areas completed by June 2011	Manager: Technical Services	NDM	500 000	-	-
Replacement of asbestos pipes: Delmas	Victor Khanye	Delmas	Replacement of asbestos pipes: Delmas completed by June 2011	Manager: Technical Services	NDM	2600 000	-	-
Provision of Sanitation in Rural Areas	Victor Khanye	Rural Areas	Provision of Sanitation in Rural Areas completed by June 2011	Manager: Technical Services	NDM	1000 000	-	-

Construction of roads and Storm water drainage: Botleng Ext 5	Victor Khanye	Botleng Ext 5	Construction of roads and Storm water drainage: Botleng Ext 5 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Rebuilding of main roads around Delmas and Botleng Town	Victor Khanye	Delmas & Botleng	Rebuilding of main roads around Delmas and Botleng Town completed by June 2011	Manager: Technical Services	NDM	4 500 000	-	-
Upgrading of waste water treatment Plant 1 st Phase: Dullstroom	Emakhazeni	Dullstroom	Upgrading of waste water treatment Plant 1 st Phase: Dullstroom	Manager: Technical Services	NDM	5 000 000	-	-
Upgrading of water treatment plant and rising main in Waterval Boven, phase 1	Emakhazeni	Waterval Boven	Upgrading of water treatment plant and rising main in Waterval Boven, phase 1 completed by June 2011	Manager: Technical Services	NDM	3 000 000	-	-
Installation of VIP toilets in the rural areas	Emakhazeni	Rural Areas	Installation of VIP toilets in the rural areas completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Installation of boreholes in Rural Areas	Emakhazeni	Rural Areas	Installation of boreholes in Rural Areas completed by June 2011	Manager: Technical Services	NDM	1 000 000	-	-
Installation of engineering Services: Dullstroom	Emakhazeni	Dullstroom	Installation of engineering Services: Dullstroom completed by June 2011	Manager: Technical Services	NDM	500 000	-	-
Outfall Sewer 600 mm pipeline: Nasaret	Steve Tshwete	Nasaret	Outfall Sewer 600 mm pipeline: Nasaret completed by June 2011	Manager: Technical Services	NDM	13 000 000	-	-
Bulk water supply line and elevated storage reservoir	Steve Tshwete	Steve Tshwete	Bulk water supply line and elevated storage reservoir completed by June 2011	Manager: Technical Services	NDM	8 000 000	-	-
Completion of water Reticulation Mountain View: 8400 h/h	Thembisile Hani	Mountain View	Completion of water Reticulation Mountain View: 8400 h/h completed by June 2011	Manager: Technical Services	NDM	2 310 000	-	-
Completion of water Reticulation Zakheni: 5024 h/h	Thembisile Hani	Zakheni	Completion of water Reticulation Zakheni: 5024 h/h	Manager: Technical Services	NDM	1 155 000	-	-
Marapyane Water Reticulation, Ward 22	Dr JS Moroka	Marapyane	Marapyane Water Reticulation, Ward 22 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Nokaneng Water Reticulation, ward 27	Dr JS Moroka	Nokaneng	Nokaneng Water Reticulation, ward 27 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP Toilets Masobye, Ward 30	Dr JS Moroka	Masobye	Construction of VIP Toilets Masobye, Ward 30 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP Toilets Mthambothini Ward 08	Dr JS Moroka	Mthambothini	Construction of VIP Toilets Mthambothini Ward 08 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP toilets at Matsemadiba Ward 10	Dr JS Moroka	Matsemadiba	Construction of VIP toilets at Matsemadiba Ward 10 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP toilets at Pietieskraal & Skimming Ward 13	Dr JS Moroka	Pietieskraal & Skimming	Construction of VIP toilets at Pietieskraal & Skimming Ward 13 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP toilets at Lefiso Ward 21	Dr JS Moroka	Lefiso	Construction of VIP toilets at Lefiso Ward 21	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP toilets at Lefisoane Ward 21	Dr JS Moroka	Lefisoane	Construction of VIP toilets at Lefisoane Ward 21 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-

Construction of VIP toilets at Mabuyeni Ward 08	Dr JS Moroka	Mabuyeni	Construction of VIP toilets at Mabuyeni Ward 08 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Construction of VIP toilets at Molapoamogale Ward 15	Dr JS Moroka	Molapoamogale	Construction of VIP toilets at Molapoamogale Ward 15 completed by June 2011	Manager: Technical Services	NDM	2 000 000	-	-
Upgrading of the water purification plant	Emalahleni	Ward 22	Upgrading of the water purification plant	Manager: Technical Services	NDM	R 2,000,000	-	-
Witbank pump station	Emalahleni	Ward 18	Witbank pump station	Manager: Technical Services	NDM	R 1,600,000	-	-
Replacement of AC pipes at Emalahleni Ext 8	Emalahleni	Ward 19	Replacement of AC pipes at Emalahleni Ext 8	Manager: Technical Services	NDM	R 0	-	-
Replacement of AC pipes at Die Heuwel Ext 1	Emalahleni	Ward 20	Replacement of AC pipes at Die Heuwel Ext 1	Manager: Technical Services	NDM	R 1,000,000	-	-
Installation of bulk water supply line from Phola to Welge	Emalahleni	Ward 28, 30	Installation of bulk water supply line from Phola to Welge	Manager: Technical Services	NDM	R 500,000	-	-
Replacement of AC pipes at Del Judor Ext 4	Emalahleni	Ward 20	Replacement of AC pipes at Del Judor Ext 4	Manager: Technical Services	NDM	R 1,000,000	-	-
Replace bulk supply to Paxton	Emalahleni	Ward 12	Replace bulk supply to Paxton	Manager: Technical Services	NDM	R 1,200,000	-	-
Replace reticulation Blanchville	Emalahleni	Ward 23	Replace reticulation Blanchville	Manager: Technical Services	NDM	R 1,200,000	-	-
Replace reticulation Zeekoewater	Emalahleni	Ward 23	Replace reticulation Zeekoewater	Manager: Technical Services	NDM	R 1,400,000	-	-
Ring feed to Vosman	Emalahleni	Ward 8,9	Ring feed to Vosman	Manager: Technical Services	NDM	R 500,000	-	-
Replace bulk supply Ackerville to Lynnville	Emalahleni	Ward 17	Replace bulk supply Ackerville to Lynnville	Manager: Technical Services	NDM	R 2,400,000	-	-
Replace AC pipes Phola Ph. 2	Emalahleni	Ward 28	Replace AC pipes Phola Ph. 2	Manager: Technical Services	NDM	R 2,000,000	-	-
Replace steel pipe Steenkamp ph. 2	Emalahleni	Ward 24	Replace steel pipe Steenkamp ph. 2	Manager: Technical Services	NDM	R 1,200,000	-	-
Upgrade B/line N4 to Casino	Emalahleni	Ward 20	Upgrade B/line N4 to Casino	Manager: Technical Services	NDM	R 800,000	-	-
Enkanini: Water reticulation	Emalahleni	Ward 3, 23, 29	Enkanini: Water reticulation	Manager: Technical Services	NDM	R 4,800,000	-	-
Main bulk supply line Enkanini ph. 1	Emalahleni	Ward 3, 23, 29	Main bulk supply line Enkanini ph. 1	Manager: Technical Services	NDM	R 2,000,000	-	-
Bulk main line Wildebeesfontein	Emalahleni	Ward 31	Bulk main line Wildebeesfontein	Manager: Technical Services	NDM	R 500,000	-	-
Construction of sewer reticulation at Kwa-guqa Ext 16	Emalahleni	Ward 9	Construction of sewer reticulation at Kwa-guqa Ext 16	Manager: Technical Services	NDM	R 0	-	-
Provision of basic sanitation VIP's (ph.2)	Emalahleni	All wards	Provision of basic sanitation VIP's (ph.2)	Manager: Technical Services	NDM	R 2,000,000	-	-
Provision of sewer reticulation at Emsagweni	Emalahleni	Ward 7	Provision of sewer reticulation at Emsagweni	Manager: Technical Services	NDM	R 600,000	-	-

Upgrading of main outfall line Wilge to Phola& pump station	Emalahleni	Ward 28, 30	Upgrading of main outfall line Wilge to Phola& pump station	Manager: Technical Services	NDM	0	-	-
Sewer main outfall line : Enkanini	Emalahleni	Ward 3, 29	Sewer main outfall line : Enkanini	Manager: Technical Services	NDM	R 2,000,000	-	-
Upgrading of outfall sewer line at Vulture street in Reyno ridge Ex 5	Emalahleni	Ward 18	Upgrading of outfall sewer line at Vulture street in Reyno ridge Ex 5	Manager: Technical Services	NDM	R 3,000,000	-	-
Upgrading of outfall sewer line at Hlalani-kahle	Emalahleni	Ward 1, 2 & 4	Upgrading of outfall sewer line at Hlalani-kahle	Manager: Technical Services	NDM	R 4,000,000	-	-
Upgrading of storage quarry at point D reservoir	Emalahleni	Ward 24	Upgrading of storage quarry at point D reservoir	Manager: Technical Services	NDM	R 2,500,000	-	-
Replacement of pumping main from point B to point C	Emalahleni	Ward 24	Replacement of pumping main from point B to point C	Manager: Technical Services	NDM	R 6,000,000	-	-
Upgrading of bulk water line Middleburg road	Emalahleni	Ward 20	Upgrading of bulk water line Middleburg road	Manager: Technical Services	NDM	R 1,500,000	-	-
Recycling of treated effluent from waste water treatment plants to Emalahleni Dam	Emalahleni	ALL Wards	Recycling of treated effluent from waste water treatment plants to Emalahleni Dam	Manager: Technical Services	NDM	R 50,000,000	-	-
Upgrading of a link line between point A and B/Moses Kotane	Emalahleni	Ward 13	Upgrading of a link line between point A and B/Moses Kotane	Manager: Technical Services	NDM	R 1,000,000	-	-
Implement Dam safety report	Emalahleni	Ward 24	Implement Dam safety report	Manager: Technical Services	NDM	R 16,000,000	-	-
Provision of water reticulation at Phola extensions	Emalahleni	Ward 28 & 30	Provision of water reticulation at Phola extensions	Manager: Technical Services	NDM	R 1,000,000	-	-
Replacement of a bulk water Main at Ga-Nala	Emalahleni	Ward 26	Replacement of a bulk water Main at Ga-Nala	Manager: Technical Services	NDM	R 3,000,000	-	-
Replacement of AC pipe at eMalahleni Ext 5,& 10	Emalahleni	Ward 24	Replacement of AC pipe at eMalahleni Ext 5,& 10	Manager: Technical Services	NDM	R 1,500,000	-	-
Replacement of steel pipes at eMalahleni CBD	Emalahleni	Ward 20	Replacement of steel pipes at eMalahleni CBD	Manager: Technical Services	NDM	R 2,000,000	-	-
Replacement of AC pipe at eMalahleni Ext 8 Phase 2	Emalahleni	Ward 22	Replacement of AC pipe at eMalahleni Ext 8 Phase 2	Manager: Technical Services	NDM	R 1,200,000	-	-
Upgrading of outfall sewer line at Da Vinci Street Ben Fleur	Emalahleni	Ward 18	Upgrading of outfall sewer line at Da Vinci Street Ben Fleur	Manager: Technical Services	NDM	R 1,000,000	-	-
Upgrading of sewer collector line at Luthuli Street/ Lynnville Ext 7	Emalahleni	Ward 16	Upgrading of sewer collector line at Luthuli Street/ Lynnville Ext 7	Manager: Technical Services	NDM	R 1,000,000	-	-
Upgrading of outfall sewer line at Ga-Nala Ext 10	Emalahleni	Ward 26	Upgrading of outfall sewer line at Ga-Nala Ext 10	Manager: Technical Services	NDM	R 1,000,000	-	-
Upgrading of outfall sewer line at Pap and vleis/Main Street	Emalahleni	Ward 12	Upgrading of outfall sewer line at Pap and vleis/Main Street	Manager: Technical Services	NDM	R 1,500,000	-	-
Construction of sewer reticulation at Kwa-Guqa ext 16	Emalahleni	9	Construction of sewer reticulation at Kwa-Guqa ext 16	Manager: Technical Services	NDM	R 1,500,000	-	-
Provision of basic sanitation (Mpondo-zankomo, Old Coronation, Santa Village & Hostel 1/Khonzimfundo	Emalahleni	10,13,14 & 15	Provision of basic sanitation (Mpondo-zankomo, Old Coronation, Santa Village & Hostel 1/Khonzimfundo	Manager: Technical Services	NDM	R 2,500,000	-	-
Upgrading of outfall sewer line at Phola	Emalahleni	28,30 & 31	Upgrading of outfall sewer line at Phola	Manager: Technical Services	NDM	R 2,000,000	-	-
Upgrading Lynnville pump station	Emalahleni	Ward 16	Upgrading Lynnville pump station	Manager: Technical Services	NDM	R 1,000,000	-	-
Upgrading of sewer net work at Hostels	Emalahleni	Ward 10 & 13	Upgrading of sewer net work at Hostels	Manager: Technical Services	NDM		-	-

purchase over pump/sewer jet	Emalahleni	All Wards	purchase over pump/sewer jet	Manager: Technical Services	NDM	R 2,000,000	-	-
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6.13 ISSUE 13: ELECTRICITY SUPPLY

6.13.1 Background and Problem Statement

Communities in the Nkangala District are fairly well supplied with electricity. From this it is evident that about 215 911 of the 246 049 households in the District have access to electricity. The largest backlogs seem to be in Emalahleni (about 20 000 units). The total electricity backlog in the District is in the order of about 30 000 units. The Community Survey 2007 statistics indicate that 81.5% of the households in Nkangala District Municipality have access to electricity. Thembisile local municipality (MP315) has the highest percentage of households with access to electricity at 95.8%. Emalahleni local municipality (MP312) has the lowest percentage of households that have access to electricity (60%).

Emalahleni local municipality (MP312) has the largest electricity backlog of 39.9% and it contributes 74.6% to the District backlog and 25.1% to the provincial backlog. Thembisile local municipality (MP315) has the lowest electricity backlog of 4.1% and it contributes 4.7% to the District backlog and 1.6% to the provincial backlog. The Nkangala District Municipality as a whole contributes 33.6% to the provincial backlog (see table 31).

Table 31: CS2007 service levels for the core function – Electricity

Municipality	RDP Electricity CS 2007 (actual)	RDP Electricity %	RDP Electricity backlog %	RDP Electricity backlog as % or	RDP Electricity backlog as % of Province
Nkangala District Municipality	249101	81.5	18.4	100	33.6
Victor Khanye Local Municipality	12125	80.1	19.8	5.3	1.7
Emalahleni Local Municipality	53437	60	39.9	74.6	25.1
Steve Tshwete Local Municipality	45623	90.4	9.5	8.5	2.8
Emakhazeni Local Municipality	10816	89.1	10.8	2.3	0.7
Thembisile Local Municipality	62687	95.8	4.1	4.7	1.6
Dr. JS Moroka Local Municipality	54413	95.6	4.3	4.3	1.4

In promoting environmental sustainability, the NDM has realized the need to explore other energy forms, which are renewable, beyond focusing on coal-generated electricity as the main supply of energy.

The following electricity related issues emanated from the IDP process:

Dr JS Moroka local municipality

- Dysfunctional installed high mast lights (ward 1, 19 and 20)
- There is a need for high mast lights and street lighting (wards 20, 22, 23 and 30)
- Need for electricity (ward 4, 7, 12, 14, 19, 21, 25, 28 and 30)
- There is need for electrification (ward 4, 7, 12, 14, 19, 21, 25, 28 and 30)

Emalahleni local municipality

- Lack of electricity in informal settlements (ward 19)
- There is a need for high mast lights (ward 19)

Emakhazeni local municipality

- Lack of electricity (ward 2)
- Need for high mast lights (Ward 3)

Thembisile Hani local municipality

- Lack of electricity (ward 2, Bundu, 11 and 14) and farm areas
- Need for high mast lights and street lighting (ward 6, 14, 27 29)
- Some schools do not have electricity
- Clarity is needed regarding the Department of Minerals and Energy's (DMEs) subsidies and funding procedure.
- Varying quality of electrical current and supply - especially in the Western Region.
- Street lighting, high mast lights and maintenance thereof
- Illegal electricity connections
- The provision of free basic electricity does not reach all the qualifying members of community

6.13.2 Objectives

- Reduce the percentage of households without access to basic level of electricity
- Ensure that the electricity supply network expands to serve the entire NDM community, including rural communities and farm workers
- Expand the pre-paid metering system and vending machines to meet the needs of communities
- Engage Eskom to improve quality of electricity provided to communities
- Participate in the National Energy Conservation programme
- Facilitate provision of Free Basic Services by ESKOM and other Service Providers
- Investigate alternative sources of energy other than electricity
- Establish a Energy Forum

6.13.3 Strategy

To establish an Energy Forum comprising representatives of all municipalities within NDM, DME, DLGTT and DPLG, SALGA and ESKOM to:

- work out/refine a detailed ESKOM Operational Plan including a rollout plan. This is to be monitored by the Energy Forum and the NDM;
- sort out/negotiate matters regarding the supply of electricity (license) with ESKOM in the short term;
- conduct some preparatory work regarding the future implementation of the REDS initiative;
- coordinate the planning of electricity supply and project initiatives and implementation within the NDM area.

Through this forum, local authorities should submit project proposals, which will inform the capital budgets of

ESKOM and the NER during the next year.

As one of the major programmes designed to address electricity challenges confronting the country, the Minister of Finance announced in his 2008 budget speech that:

"Over the next five years Eskom's capital expansion plans will amount to R343 billion, with about 73 percent earmarked for power generation projects. The return-to-service of previously mothballed power stations, Camden, Grootvlei and Komati, will add a combined 3 677 MW of generating capacity by 2011 and other smaller projects will produce about 2 000 MW. Two major new coal-fired plants, Medupi in Lephalale and Bravo near Emalahleni, will each cost in excess of R80 billion and produce about 4 500 MW each".

The Bravo project, which is now known as Kusile Project valued at about R 111 billion and the Komati power station, which is to have a major revamp, are in the District area of jurisdiction. The Kusile Project is a new coal fired power station located to the West of the R545 between the N4 and N12 freeways near the existing Kendal power station. It comprises of six units rated at approximately 4 800 MW installed capacity. The first unit is planned for commercial operation in 2012 with the last unit in operation by 2015/16.

6.13.4 Projects

6.13.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 11/13 (R)
Electricity provision plan	Emalahleni	Emalahleni	Development of electricity provision plans for local municipalities completed by June 2011	NDM: Manager Technical Services	NDM	2 000 000	-	-
Electricity backlog study	NDM	NDM	Backlog study on household electricity provision completed by June 2011	NDM: Manager Technical Services	NDM	500 000	-	-
"Klarinet" Sub-Station	Emalahleni	Empumelelweni	Provision of a new reticulation at Empumelelweni completed by June 2011	NDM: Manager Technical Services	NDM	7,000,000	-	-
"Klarinet" Electrically feeder mains	Emalahleni	Klarinet	"Klarinet" Sub-Station completed by June 2011	NDM: Manager Technical Services	NDM	3,500,000	-	-
Provision of a new reticulation at Empumelelweni	Emalahleni	Klarinet	"Klarinet" Electrical feeder mains completed by June 2011	NDM: Manager Technical Services	NDM	2,500,000	-	-
Ferrobank 6.6 Kv circuit breakers phase 2	Emalahleni	Empumelelweni	Provision of a new reticulation at Empumelelweni completed by June 2011	NDM: Manager Technical Services	NDM	1,500,000	-	-
New electrical connections Emsagweni	Emalahleni	Ferrobank	Ferrobank 6.6 Kv circuit breakers phase 2 completed by June 2011	NDM: Manager Technical Services	NDM	700,000	-	-
Highmast lights/Street lights Kwa-Guqa extensions	Emalahleni	Emsagweni	New electrical connections Emsagweni	NDM: Manager Technical Services	NDM	15,000,000	-	-
Highmast lights/Street lights Kwa-Mthunzi Vilakazi	Emalahleni	Kwa-Guqa extensions	Highmast lights/Street lights Kwa-Guqa extensions completed by June 2011	NDM: Manager Technical Services	NDM	0	-	-
Vosman Electrical reticulation	Emalahleni	Kwa-Mthunzi Vilakazi	Highmast lights/Street lights Kwa-Mthunzi Vilakazi completed by June 2011	NDM: Manager Technical Services	NDM	500,00	-	-

22 KVA Substation new development Highveld Park	Emalahleni	Vosman	Vosman Electrical reticulation completed by June 2011	NDM: Manager Technical Services	NDM	1,000,000	-	-
Supply to Paul Sauer substation	Emalahleni	Highveld Park	22 KVA Substation new development Highveld Park completed by June 2011	NDM: Manager Technical Services	NDM	1,500,000	-	-
Supply to Jackaroo Park	Emalahleni	Paul Sauer substation	Supply to Paul Sauer substation completed by June 2011	NDM: Manager Technical Services	NDM	1,500,000	-	-
Supply to Riverview/Naaupoort & Ferrobank sewer treatment works	Emalahleni	Jackaroo Park	Supply to Jackaroo Park completed by June 2011	NDM: Manager Technical Services	NDM	600,000	-	-
Alternative supply to Banken Veld	Emalahleni	Riverview/Naaupoort & Ferrobank	Supply to Riverview/Naaupoort & Ferrobank sewer treatment works completed by June 2011	NDM: Manager Technical Services	NDM	600,000	-	-
Bulk supply to Seekoei water plots	Emalahleni	Banken Veld	Alternative supply to Banken Veld completed by June 2011	NDM: Manager Technical Services	NDM	800,000	-	-
Bulk supply to Kwa-Guqa Ext 10	Emalahleni	Seekoei	Bulk supply to Seekoei water plots completed by June 2011	NDM: Manager Technical Services	NDM	800,000	-	-
Bulk supply line to Kwa-Guqa New extensions	Emalahleni	Kwa-Guqa Ext 10	Bulk supply to Kwa-Guqa Ext 10 completed by June 2011	NDM: Manager Technical Services	NDM	1,000,000	-	-
Highmast light/Street light Kwa-Guqa ext 9 & 11	Emalahleni	Kwa-Guqa New extensions	Bulk supply line to Kwa-Guqa New extensions completed by June 2011	NDM: Manager Technical Services	NDM	0	-	-
Bulk supply at Empumelelweni	Emalahleni	Kwa-Guqa ext 9 & 11	Highmast light/Street light Kwa-Guqa ext 9 & 11 completed by June 2011	NDM: Manager Technical Services	NDM	2,500,000	-	-
New development at Klarinet bulk supply	Emalahleni	Empumelelweni	Bulk supply at Empumelelweni completed by June 2011	NDM: Manager Technical Services	NDM	16,000,000	-	-
Bulk infrastructure investigation	Emalahleni	Emalahleni	Bulk infrastructure investigation completed by June 2011	NDM: Manager Technical Services	NDM	0	-	-
Electrification of Hostels	Emalahleni	Wards 10, 13, 15	Electrification of Hostels (wards 10, 13, 15) completed by June 2011	NDM: Manager Technical Services	NDM	1,000,000	-	-
Upgrading of Ferrobank substation	Emalahleni	Ferrobank substation	Upgrading of Ferrobank substation completed by June 2011	NDM: Manager Technical Services	NDM	1,000,000	-	-
Provision of a new reticulation at Empumelelweni	Emalahleni	Wards 3 & 29	Provision of a new reticulation at Empumelelweni	NDM: Manager Technical Services	NDM	2,500,000	-	-
Provision of a new reticulation at Empumelelweni	Emalahleni	Wards 3 & 29	Provision of a new reticulation at Empumelelweni	NDM: Manager Technical Services	NDM	5,000,000	-	-

6.14 ISSUE 14: ROADS AND STORMWATER

6.14.1 Background and Problem Statement

The NDM has been allocated the function of Municipal Roads in Thembisile Municipality and the service must continue (Section 84(1) (f)). This function must be effectively continued with, without disruption. During the past year, the NDM funded the compilation of an electronic Pavement Management System for the Thembisile Local Municipality. From this system an Implementation Plan and Strategy now has to be designed. The Thembisile municipality in its IDP processes identified all routes forming part of the public transport network in the municipal area as top priority routes for upgrading and maintenance. It is thus logical that the Pavement Management System should now be used to determine the priority upgrading and maintenance needs along the public transport routes in Thembisile, and from this assessment, the projects to be implemented can be identified, costed and programmed.

The general state and conditions of roads throughout the NDM has been identified as an area that needs urgent attention as roads are critical in promoting economic growth and tourism. In order to address this challenge there is a need for a comprehensive strategy that will ensure timely construction, maintenance and repair of roads throughout the region. Other municipal specific issues raised per local municipality are detailed below.

Victor Khanye local municipality

- Roads are in bad condition (ward 5, 3 and 6)
- Some areas do not have stormwater system (ward 5 and 6)
- Portion 207 have no access road (ward 6)
- There is a need for a bridge (ward 7)
- Re-gravelling of roads at the rural at rural areas is a challenge

Dr JS Moroka local municipality

- Bus routes and other roads need upgrading and or re-gravelling (wards 1, 2, 5, 11, 12, 13, 14, 15, 16, 18, 19, 21, 22, 25, 26, 27, 28 and 30)
- Incomplete roads constructed (wards 2, 13, 19 and 28)
- Need for stormwater (ward 12, 13, 16, 19 and 23)
- Need for traffic calming measures (wards 13)
- Some areas experience flooding (ward 19)

Emalahleni local municipality

- Need for roads in informal settlements (ward 19)
- Roads are in a bad state and difficult to access (ward 19)
- Incomplete roads (ward 21)

Emakhazeni local municipality

- Local roads, including paved roads are in bad condition and must be maintained (ward 1, 2, 3, 4 and 7)
- Incomplete roads (ward 4)

Steve Tshwete local municipality

- There is a need for roads in the informal settlements and be graded at least once a month (ward 4)
- There is a need for stormwater (ward 19)

Thembisile Hani local municipality

- Incomplete roads (ward 2, 10, 11, 23 and 24)
- Road in bad condition (ward 24 and 29)
- Tarring of roads (ward 2 and 11)
- Need for bus route (ward 3)
- Need for a bridge (ward 11 and 24)
- Need for stormwater (ward 14)

Apart from the above specific issue, the following is a summary of main problems emanating from the local communities in Nkangala in general:

- Road maintenance in rural and urban areas.
- Traffic calming measures
- Stray animals on the roads
- Lack of public transport roads (i.e. roads are too small)
- Upgrading/tarring of rural roads & streets
- Poor road signage
- Monitoring of road construction works
- Proper stormwater system installation during construction of routes
- Lack of stormwater in townships

6.14.2 Objectives

- Ensure roads and Stormwater systems are monitored and upgraded in Thembisile
- Determine priority upgrading and maintenance needs along the public transport routes in Thembisile local municipality.
- Provide for upgrading of municipal streets and access roads with NDM capital grants.
- Ensure that roads and storm water systems are maintained and upgraded to an acceptable standard in the Thembisile Municipality.
- Design an Implementation Programme for the Thembisile Local Municipality based on the Pavement Management System.
- Seek for maximum involvement of private sectors in roads maintenance.
- Develop Stormwater master plans for municipalities.
- Facilitate the upgrading of roads for accessibility and signage

6.14.3 Strategies

- Local municipalities are to nominate and motivate roads/sections of roads qualifying for any of the above categories to be funded through the NDM Capital Grant
- The Section 79 Committee on Transport and Safety will coordinate/align Provincial programme and local needs

- NDM is to sign an agreement/contract with Thembisile Municipality and start with the compilation of the Roads Upgrading and Maintenance Implementation Programme
- To build capacity (including plant and personnel) at Thembisile local municipality

6.14.4 Projects

6.13.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 11/13 (R)
Traffic calming measures	Thembisile Hani	Thembisile Hani	Traffic calming measures installed in identified streets	NDM: Manager Technical Services	NDM	1 000 000	0	0
Development of stormwater master plans for Local Municipalities	NDM	All LMs	Stormwater master plans for LMs compiled and presented to Council by June 2011	NDM: Manager Technical Services	NDM	1 000 000	0	0
Rehabilitation of Kalkspruit	Emalahleni	Emalahleni	Kalkspruit Rehabilitated by June 2011	NDM: Manager Technical Services	NDM	2 500 000	2 000 000	0
Construction/Reconstruction of stormwater and roads Kwa-Guqa Ext 9	Emalahleni	Kwa-Guqa Ext 9	Construction/Reconstruction of stormwater and roads Kwa-Guqa Ext 9 completed by June 2011	NDM: Manager Technical Services	NDM	2 000 000	0	0
Construction of roads and stormwater	Emalahleni	Emalahleni	Construction of roads and stormwater completed by June 2011	NDM: Manager Technical Services	NDM	1 000 000	0	0
Access roads to newly formalised areas	Emalahleni	Emalahleni	Access roads to newly formalised areas completed by June 2011	NDM: Manager Technical Services	NDM	1 500 000	0	0
Constructions of roads and stormwater at Kwa-Mthunzi Vilakazi	Emalahleni	Kwa-Mthunzi Vilakazi	Constructions of roads and stormwater at Kwa-Mthunzi Vilakazi completed by June 2011	NDM: Manager Technical Services	NDM	2 500 000	0	0
Subsoil drainage Thubelihle	Emalahleni	Thubelihle	Subsoil drainage Thubelihle completed by June 2011	NDM: Manager Technical Services	NDM	1 500 000	0	0
Implementation of stormwater Management plan CBD	Emalahleni	Emalahleni	Implementation of stormwater Management plan CBD completed by June 2011	NDM: Manager Technical Services	NDM	1 500 000	0	0
Construction of roads and stormwater in Hostels	Emalahleni	Emalahleni	Construction of roads and stormwater in Hostels	NDM: Manager Technical Services	NDM	2 000 000	0	0
Road and Stormwater Master plan	Emalahleni	Emalahleni	Road and Stormwater Master plan completed by June 2011	NDM: Manager Technical Services	NDM	500 000	0	0
Construction of roads and stormwater at Dora Street/Seeikoe water	Emalahleni	Emalahleni	Construction of roads and stormwater at Dora Street/Seeikoe water	NDM: Manager Technical Services	NDM	3 000 000	0	0
Paving roads in Klarinet Ext 3 & 4	Emalahleni	Klarinet Ext 3 & 4	Paving roads in Klarinet Ext 3 & 4 completed by June 2011	NDM: Manager Technical Services	NDM	2 500 000	0	0
Completion of Bus Route 3km Tweefontein C	Thembisile Hani	Tweefontein C	Completion of Bus Route 3km Tweefontein C by June 2011	NDM: Manager Technical Services	NDM	4629 232	0	0
Completion of Bus Route 8km Thembaletu	Thembisile Hani	Thembaletu	Completion of Bus Route 8km Thembaletu completed by June 2011	NDM: Manager Technical Services	NDM	5 882 857	0	0

Completion of Bus Route 2.5km Muzimuhle	Thembisile Hani	Muzimuhle	Completion of Bus Route 2.5km Muzimuhle by June 2011 by June 2011	NDM: Manager Technical Services	NDM	3 857 692	0	0
Completion of Bus Route 5km Boekenhouhoek	Thembisile Hani	Boekenhouhoek	Completion of Bus Route 5km Boekenhouhoek by June 2011	NDM: Manager Technical Services	NDM	3751 691	0	0
Completion of Bus Route 6km Moloto South	Thembisile Hani	Thembisile Hani	Completion of Bus Route 6km Moloto South by June 2011	NDM: Manager Technical Services	NDM	2859 913	0	0
Completion Bus Route 6km Kwaggafontein A	Thembisile Hani	Kwaggafontein A	Completion Bus Route 6km Kwaggafontein A by June 2011	NDM: Manager Technical Services	NDM	4 853 952	0	0
Completions of Bus Route 6km Tweefontein N	Thembisile Hani	Tweefontein N	Completions of Bus Route 6km Tweefontein N by June 2011	NDM: Manager Technical Services	NDM	2 49 574	0	0
Completions of Bus Route 8km Verena A-B	Thembisile Hani	Verena A-B	Completions of Bus Route 8km Verena A-B by June 2011	NDM: Manager Technical Services	NDM	6 172 307	0	0
Completion of Bus Route 6km Phola Park	Thembisile Hani	Phola Park	Completion of Bus Route 6km Phola Park by June 2011	NDM: Manager Technical Services	NDM	4 629 232	0	0
Upgrading of Skimming Bus and Taxi Route	Dr JS Moroka	Skimming	Upgrading of Skimming Bus and Taxi Route by June 2011	NDM: Manager Technical Services	NDM	3 000 000	-	-
Upgrading of Mrhawini Bus and Taxi Route	Dr JS Moroka	Mrhawini	Upgrading of Mrhawini Bus and Taxi Route by June 2011	NDM: Manager Technical Services	NDM	3 000 000	-	-
Upgrading of Mabusabesala Bus and Taxi Route	Dr JS Moroka	Mabusabesala	Upgrading of Mabusabesala Bus and Taxi Route by June 2011	NDM: Manager Technical Services	NDM	3 000 000	-	-
Upgrading of Marothobolong Bus and Taxi route	Dr JS Moroka	Marothobolong	Upgrading of Marothobolong Bus and Taxi route by June 2011	NDM: Manager Technical Services	NDM	3 000 000	-	-
Upgrading of Ramokgeletsane Bus and Taxi Route	Dr JS Moroka	Ramokgeletsane	Upgrading of Ramokgeletsane Bus and Taxi Route by June 2011	NDM: Manager Technical Services	NDM	3 000 000	-	-
Upgrading of Ramantsho to Dihekeng Bus and Taxi Route	Dr JS Moroka	Ramantsho, Dihekeng	Upgrading of Ramantsho to Dihekeng Bus and Taxi Route by June 2011	NDM: Manager Technical Services	NDM	2 000 000	-	-

6.15 ISSUE 15: TRANSPORTATION

6.15.1 Background and Problem Statement

One of the key anchor projects of the NDM is the Moloto Rail Development Corridor. The Moloto Corridor Development was initiated by Nkangala District Municipality (NDM) as an intervention to a number of challenges affecting the communities of the Western Highveld. The challenges include high unemployment, the unabated road accident carnage and underdevelopment.

The Moloto Road connects the main employment destinations within the Tshwane metropolitan areas with the rural communities situated in the western regions of the Mpumalanga Province in the Nkangala District of Mpumalanga Province, as well as the Moutse (Dennilton) areas within the Sekhukhune of Limpopo Province. Prior to 1994, these rural communities formed part of the former KwaNdebele homeland dispensation. The section of the corridor represents the home-end or residential area where most commuters live and commute to and from work. These areas are mainly located in the Nkangala District and in particular the Thembisile Hani and Dr. JS Moroka Municipalities. More than 95% of all current bus commuters are resident in these two municipalities.

It is preferred that a permanent Head office for the project should eventually be situated within Mpumalanga at a strategic, visible, accessible and well positioned position along the corridor, preferably in Thembisile. The permanent facility is suggested to be provided at an early stage of the implementation program, even during part of the pre-construction program, subject to budget availability. Dedication to delivery and visual evidence of commitment and progress on the project are the main motivating factors.

Following the inter-governmental and national cabinet approval for the implementation of the Moloto Rail Corridor Development project (MRCD), an inception budget was also approved by Mpumalanga Provincial Government for the 2008/9 and 2009/10 financial years. The approved budget is for an amount of R140m to initiate the implementation process, in particular to facilitate the most important pre-construction inception tasks. The ultimate objective of the pre-construction implementation program is to initiate and complete all statutory, design and other preparation tasks that are necessary to allow the ultimate physical project implementation to take effect, e.g. the construction of the railway line and all related structures and facilities, the acquirement of the rolling stock and other equipment, preparations for all rail and feeder operational and other service contracts and the commissioning of the system.

The proposed implementation strategy for the Moloto Rail Corridor Development Project following the resolutions taken during November 2007 by the Political Committee and the subsequent approval of the project by national Cabinet for implementation in March 2008. These resolutions and final decisions by Government also provide the basis (terms of reference) for the implementation strategy.

The resolutions regarding implementation are summarized briefly below:

- (i) The primary section of the Moloto Rail Corridor is approved for implementation.
- (ii) The technology to be applied should be based on the Standard Gauge High Speed system with double deck coaches.
- (iii) The primary section's capital cost of R8, 554 million (2007 Rand) should be submitted to government for funding arrangements, with the costs of the possible future phases amounting to about R17, 100m to be confirmed/revised through detailed feasibility studies during 2008 (for details refer to Figure 1 and attached table attached to the memorandum)
- (iv) The proposed implementation period of 5 years should be reviewed for project implementation in the shortest possible period. The critical paths should be clearly indicated on the implementation plan and some of the activities be done concurrently.
- (v) Moloto Rail Development Corridor project be included in the MTSF, PGDS and IDPs of all affected spheres of government.
- (vi) The above resolutions by the Political Committee were endorsed by national Cabinet following a Cabinet memorandum. The endorsement implies final approval for project implementation and for which a dedicated project implementation management office need to be established.

The following is a list of the main problems emanating from the IDP process:

- General need for the upgrading and expansion of public transport system, the road and rail network.
- Unreliable public transport and the need for public transport routes to serve communities
- The utilisation of old and road unworthy vehicles to transport public
- The proposed rail system for the development of the Moloto Development Corridor needs to be implemented urgently.

- Control over the transport function is fragmented and proper coordination and improved governance is required, particularly in respect of the regulation and coordination of the taxi industry, control over taxi ranks and the management of subsidized public transport.
- The NDM area has a taxi rank backlog amounting to about R21 million for which an amount of about R6 million per annum would be required to successfully address it.
- Sufficient funding for transport needs remains a critical problem.
- The possibility of the District municipality to own a municipal public transport.

6.15.2 Objectives

- Develop and upgrade transport infrastructure, particularly public transport.
- Improve public transport services and the rationalisation of the subsidy system to include the taxi industry.
- Focus on identified and prioritised corridor developments.
- Improve governance of the transport function, including structured coordination and comprehensive consultation programmes.
- Undertake transport mode feasibility study between Emalahleni, Dr JS Moroka and Thembisile Hani local municipalities
- Encourage rail usage for coal haulage
- Conduct feasibility study of a heavy transport levy.
- Address the funding of the transport function.
- Investigate the feasibility of the NDM becoming a Transport Authority.
- Implement the Moloto Rail Project and conduct the Moloto economic study.

6.15.3 Strategies

The NDM should focus on the following strategies to efficiently deal with transportation issues in the District:

- Possibility of establishment of a transport authority for the
- The establishment of internal coordinating structures or committees
- The establishment of external forums and consultation mechanisms
- The establishment of a transport development agency

The District will further deal with the following matters:

Financial strategies: including incorporation of transport as a new budget item, determination of the transport financial needs profile, development of specialized financial processes, identification and development of additional local funding sources.

Transport planning strategies: including transport management information, transport policy formulation and ITP planning, integrated land use and transport development, transport corridor development, application of alternative transport technologies, modal integration and co-ordination.

Operational strategies: including identification and prioritisation of service provision requirements, subsidised road based commuter services, services for special category passengers, rail corridor developments and other transport infrastructure developments.

Transport regulation and control strategies: including creates regulatory capacity, implementation of the OLS and RATPLAN, law enforcement of permit system, conflict resolution.

Training and capacity building strategies: including assessment of the training and capacity building needs, develop and implement training and capacity building programs. The Department of Education should be involved in the planning and provision of learner transport.

6.15.4 Projects

6.15.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Hazardous Location (HAZLOC) map for the NDM	NDM	NDM	Hazardous Location (HAZLOC) map for the NDM completed by June 2011	NDM: Manager Social Services	NDM	300 000	0	0
Freight Management /IMS/HAZMAT	NDM	NDM	Freight Management /IMS/HAZMAT completed by June 2011	NDM: Manager Social Services	NDM	550 000	0	0
Investigate Possibility of Adding extra Bus-Route in some areas	NDM	NDM	Investigation of Possibility of Adding extra Bus-Route in some areas completed by June 2011	NDM: Manager Social Services	NDM	400 000	0	0
Development of Pedestrian and Cycling Master Plan	NDM	NDM	Pedestrian and Cycling Master Plan completed by June 2011	NDM: Manager Social Services	NDM	200 000	0	0

6.16 ISSUE 16: LAND REFORM AND LAND ADMINISTRATION

6.16.1 Background and Problem Statement

Through the IDP planning processes, the communities have highlighted several challenges. They include the following:

- Sustainability of farming and agricultural activities. Of the relevance is that the emerging farmers who are engaged in agriculture and farming need support to ensure their continued survival in the short to medium term.
- There are agricultural cooperatives that need land for their productive activities to commence.
- One of the ways of empowering the poor, particularly women is through the development of cooperatives and training thereof.
- Lack of land for grazing
- The issue of the slow pace of land reform has also been highlighted.
- Lack of skills and resources for land development by the claiming community

- Lack of strategy to support and capacitate cooperatives
- A challenge of the 3 year Lease Agreement that is considered too short, particularly on securing funding

Notwithstanding the achievements within the District, the following challenges still have to be adequately addressed:

- Permanent and sustainable accommodation for evicted farm workers.
- Strategy towards the establishment of rural agri-villages.
- Need for upgrading of tenure – especially in tribal areas.
- Speedy processing of land claims in terms of the Land Restitution Act.
- Little support is provided to beneficiaries with regard to developing sustainable livelihoods by those involved in land reform processes.
- The lack of cadastral information for the former homeland areas and the impact on the coordination of planning and land-use management in those areas.
- The process of finalising the lease agreements between farmers and government in case of state owned land is cumbersome to development.

DALA has also stated that “In terms of the policy framework document for the Land Redistribution for Agricultural Development (LRAD), it is crucial that municipalities should create mechanisms within its programmes to allow rural communities to express their needs for land reform (LRAD in particular), and to respond to these demands. It further provides that the local Department of Agriculture in collaboration with the District and Local Municipalities should ensure the congruence of LRAD projects with the IDPs.

Furthermore, in relation to Land Reform, Section 10(1) (c) of Land and Assistance Act, 1993 (Act 126 of 1993), as amended, provides that the Minister may, from money appropriated by parliament, on such conditions as he or she may determine, grant an advance or subsidy to municipalities to acquire land to be used as a commonage or extent an existing commonage.

Flowing from the above background it is suggested that the municipalities should consider the following issues for incorporation into their IDPs:

- Identification and purchase of private agricultural land within the area of municipal jurisdiction for commonage purposes;
- Identification of all state land (SADT farms, RSA farms and National Government of SA farms) within the area of municipal jurisdiction for redistribution purposes;
- Creation of mechanisms through which both commonage and land reform (LRAD projects in particular) beneficiaries could access support such as provision of necessary farm infrastructure; training and capacity building; marketing and business development; and information and knowledge management;
- Establishment of leasehold or freehold small family farms (as opposed to large farms) to enhance access and security of tenure to land for the majority of those who have interest in farming in order to ensure secured and increased household food production and production for local markets”.

DALA is expected to expand support services to emerging farmers who are mainly characterised as being resource poor farmers. The services that are rendered by the Department to farmers that are engaged primarily

in subsistence farming on communal land will also continue to receive attention. The communal lands of the Province contribute significantly to the social safety net in food security and village survival strategies.

Together with its partners, DALA promotes agricultural activities that are aimed at expanding the role of agriculture in wealth creation and poverty reduction. Improved coordination and planning in an integrated manner will go a long way in unlocking the agricultural potential of the Province to create wealth and jobs. It will play a leading role in the delivery of development services in the rural areas that will contribute to rolling back the frontiers of poverty. Therefore, programmes like Masibuyel' Emasimini, the Agricultural Rural Development Fund, the Sustainable Resource Management Fund, the Provincial Food Security Fund and CASP, ensure that we all work together to ensure that the land and its use is to the benefit of all the people of the Province.

The Province has, since the inception of CASP in the 2004/05 financial year concentrated on on- and off-farm infrastructure development and improvement of the farmer settlement, food security, and farmer support programmes, in an effort to reform specific areas towards sustainable production.

The programme will assist to facilitate the rehabilitation and development of on- and off-farm infrastructure (boreholes, dams, farm access roads, irrigation systems, livestock handling facilities, fencing, farm buildings), provide support to subsistence and emerging farmers with production inputs, promote and support broad based Agri-BEE, create job opportunities and alleviate poverty, as well as improve farming practices to promote natural resource management.

Communities of the District have also highlighted the following challenges per local municipality

Victor Khanye local municipality

- Need for cattle kraals (ward 1 and 2)
- Inaccessibility of tractors and seeds (ward 1)
- Some farms are not commercially viable (i.e. savannah and tikilene farms) (ward 8)

Dr JS Moroka local municipality

- Tractors were delivered without ploughing equipment (ward 21, 25)
- Masibuyel Emasimini tractors should also assist subsistence farmers and extension officers be trained (ward 26)

Emalahleni local municipality

- There is limited land for grazing (ward 19)
- Masibuyel Emasimini tractors should also assist subsistence farmers and
- extension officers be trained (ward 26)

Emakhazeni local municipality

- Slow progress on land claims and lack of further information in terms of the process (ward 1)
- Department of Land Reform and Rural Development must attend community meetings (ward 1)
- Compensation after eviction has not been received (ward 2)
- Farm eviction are common in the municipality
- There is need for tractors for small farming (ward 2)

In Thembisile Hani local municipality, communities required assistance in terms of supply of tractors (ward 2). Another issue raised relates to the fact that traditional leaders allocate stands to communities on land without services and without the consent of the municipality.

Victor Khanye local municipality

- MPCC needed (ward 6)
- There is approximately 35 farms that lacks some basic services
- There are farms without water, electricity, roads, stormwater (ward 6)
- The process of transferring land to communities must be facilitated (eg transfer of the land in Dryden to the community) (ward 6)

6.16.2 Objectives

- Establish and/or stabilisation of Agriculture and Land Reform Forums.
- Lobby DALA utilise their Extension Officers to ensure optimal usage of land acquired through land reform.
- Facilitate development of a post-land reform land use management programme with DALA to promote optimal usage of land.
- Ensure active involvement and engagement of the Departments of Land Affairs and Agriculture and Administration in the implementation of Agricultural and Land Reform related programmes.
- Participate in the Provincial programme of tenure upgrading and redistribution of farmland (DLA Competency).
- Participate in the Provincial task team set up to investigate matters around farm evictions in the area (DLA Competency).
- Facilitate and promote Masibuyel Emasimini
- Encourage establishment of land reform forums
- Facilitate the development of concept and strategy around rural agri-villages in order to accommodate farm workers and landless people.
- Assist in, and speed up the processing and verification of land restitution claims in the NDM area.
- Develop a Strategy in response to outstanding land claims in line with the Land Audit Report
- Conduct research on land claims affecting identified development corridors
- Resuscitate farmers forum

6.16.3 Strategies

The District through channels like the IDP Technical Committee will participate in the following initiatives spearheaded by the Department of Land Affairs; Department of Local Government and Housing and the Department of Agriculture and Land Administration during the next financial year:

- tenure upgrading
- proper participation from NDM and local municipalities in Provincial Farm Eviction Task Team.
- development of a concept and strategy around agri-villages to be established in the NDM area (Security

of Tenure for farm workers) and landless people

- obtain an equitable share of the funding available for redistribution of farmland in the NDM area.
- monitor land invasion and illegal farm evictions and take appropriate steps in the NDM area.

The NDM will also participate, monitor and evaluate the programmes of the following institutional structures managed by Province:

- Projects Screening Committee
- Provincial Eviction Task Team
- Municipal based Tenure Reform Committees

17 ISSUE 17: HOUSING

6.17.1 Background and Problem Statement

The government has made significant strides towards progressively fulfilling its constitutional obligation of ensuring that every South African has access to permanent housing that provides secure tenure, privacy, protection from the elements, and access to basic services. The national housing programme is not just about building houses but also about transforming our cities and towns and building cohesive and non-racial communities. In order to contribute to the end of the apartheid spatial arrangements, government will roll out housing programmes closer to places of work and amenities. The government must continue to increase access to secure and decent housing for all through its newly adopted "Breaking New Ground" Strategy. Key elements of this strategy include the following:

- Accelerate the delivery of housing as well as improving the quality of subsidized housing;
- Continue the programme to convert hostels into family units;
- Increase access to secure and decent housing for all by strengthening partnerships with financial institutions and the private sector and increasing their role;
- Accelerate the delivery of new rental housing, provide support for housing co-operatives and ensure that provincial and local government allocate land for this purpose and building skills
- Encourage people to build their houses based on their own plans and choices and provide people with building skills;
- Spearhead a programme for the allocation of building materials to rural communities for purposes of self-building and provide people with building skills;

The provision of housing is one of the key mechanisms through which the rate of service delivery can be fast-tracked. The NDM is cognisant that phrase 'housing' is much broader than a 'house'. Housing encapsulates the physical structure, which is the house, as well as the services that go with it, water and sanitation infrastructure, electricity, roads and stormwater. Thus, accelerated provision and facilitation of access to housing can potentially alleviate the service delivery backlog that is still a dominant feature in some of our municipalities. It must be taken into account that any housing programme has both a social and economic imperative. With that realisation, creation of sustainable human settlements will be achieved.

Despite all the initiatives implemented during the past few years, the NDM still has a housing backlog, which

needs to be addressed during the next decade. This would require funding to the order of R 3 615 million to address. The housing backlog continues to grow despite the delivery of 1, 831 million subsidised houses in the country between 1994 and March 2005.

In terms of the municipal housing index released by Stats SA (2005), which distinguishes between permanent, semi-permanent and temporal housing, in the 73% of the houses are permanent structures (e. g. brick and traditional houses), 8% are semi-permanent (informal houses) and 19% are temporal (e. g. caravans). With a total population of 1 116 400 in the District (estimated by Stats SA in 2005) this means that approximately 301 400 (27%) people have no permanent structure to live in.

Apart from the funding constraints currently encountered, the communities have emphasized the need to address the following issues:

- High level of housing backlog;
- Slow pace of housing delivery (i.e. RDP housing);
- Poor building quality by some contractors;
- Long periods for construction and completion of RDP houses;
- Lack of housing in farm areas for farm workers;
- Illegal selling and renting out of RDP houses;
- Inadequate budget allocations;
- Need for prioritisation of informal settlement dwellers
- Need for prioritisation of the elderly and the disabled in the allocation of the RDP housing
- The challenges pertaining to title deeds, particularly in tribal areas
- Lack of support by private sector. e.g. banks & material suppliers;
- Outstanding accreditation of capacitated municipalities to implement housing programme;
- Challenges relating to spatial integration of settlements; and
- The requirement of R2 479 up-front payments for RDP houses.

The issues raised per local municipality are highlighted below:

Victor Khanye local municipality

- Health risks associated with asbestos roofing and leaking of the roofs (wards 1, 2, 4 and 5)
- Poor workmanship and low quality of RDP houses (wards 1 and 6)
- Need for more qualified and experienced inspectors to inspect all RDP houses before they are handed to beneficiaries
- Community members wait for a long period in the municipal waiting lists
- Incomplete RDP houses (ward 4, 6 and 7)
- Blasting from the adjacent mines results in houses cracking (ward 7)
- Issuing of title deeds (ward 5)
- Communities should be provided with serviced stands for them to build on their own (ward 8)
- Illegal occupation of RDP houses (ward 3)
- There is a wetland between ward 1 and 6 and the bad odour is a cause for concern.
- The relocation of people from Mandela to the new area is slow.

Dr JS Moroka local municipality

- Health risks associated with asbestos roofing and leaking of the roofs (ward 29)
- Need for serviced stands (ward 12 and 14)
- There are settlements that are situated on wetland (ward 12)
- Incomplete RDP houses (ward 12, 23, 25, 26 and 30)
- There is a need for housing and elderly people must be prioritised (ward 19, 23, 27 and 28)
- Tents that were provided as a disaster relief are now worn out (ward 14)

Emalahleni local municipality

- Need for housing targeting informal settlement dwellers (ward 10, 15, 29 and 31)
- Need for serviced stands (ward 15 and 25)
- Incomplete RDP houses (ward 19 and 29)
- RDP houses are not occupied by their rightful owners (ward 25)

Emakhazeni local municipality

- There are RDP houses build without provision for toilets (ward 1 and 5)
- Delivery of RDP housing is very slow (ward 1)
- Need for RDP houses (ward 2, 3 and 7)
- Incomplete RDP houses (ward 2 and 3)
- Need for serviced stands for the community members to build on their own (ward 2)
- RDP houses are not occupied by their rightful owners (ward 3 and 6)
- Some stands are situated on wetlands (ward 7)

Steve Tshwete local municipality

- Need for low income housing (ward 4)
- RDP houses are being sold (ward 4)
- Housing must be prioritized than roads and other services (ward 4)
- Elderly people must be prioritised than the youth (ward 4)
- There is a need for RDP housing (ward 21)
- Contractors do not pay their labourers (ward 21)
- Incomplete houses (ward 4)
- Poor people cannot afford to pay the R2 479 to access RDP houses (ward 19)

Thembisile Hani local municipality

- There are families in dire need RDP houses (ward 2, 6, 11 and 29)
- Incomplete RDP houses (ward 2, 11 and 24)
- Health risks associated with asbestos roofing and leaking of the roofs (ward 11)
- Some houses are situated on a wetland

The issue of lack of low-income housing was highlighted as one the factors that lead to the increasing backlog. There are members of the community who are currently employed but cannot afford to purchase a house in the free market. These communities requested that government should consider offering various housing options in order to accommodate different housing needs. One of these options would be the provision of low-income rental housing, particularly in areas that are experiencing economic growth (i.e. Emalahleni, Steve Tshwete and Emakhazeni local municipalities).

Emanating from the community outreach meetings, communities have identified the need for government intervention in supporting those who cannot afford their own housing and do not qualify for the RDP and other low income housing schemes. A large number of these communities need to be assisted in securing bank loans and so forth. Resolving this situation will lead to a considerable reduction in the housing backlog and the incidence of selling RDP houses.

6.17.2 Objectives

- Ensure that communities have security of tenure and access to basic services in a safe and sustainable environment;
- Facilitate the formalisation and upgrading of informal settlements in the NDM area.
- Focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Framework of the District.
- Promote provision of different housing options (low, medium high-income houses) through strategic town planning and land use management.
- Participate in the process of facilitating the completion of housing projects that have not been completed and those that were shabbily built.
- Facilitate capacity development at municipalities
- Facilitate the process of obtaining Housing Accreditation for medium to high capacity municipalities in the NDM.

6.17.3 Strategies

The government has an imperative of ensuring that settlements are sustainable and habitable. Thus, the Department of Housing (DoH) priorities are to:

- accelerate delivery of housing within the context of sustainable human settlements;
- provision of housing within human settlements
- provide quality housing to turn homes into assets;
- create a single, efficient formal housing market; and
- abolish apartheid spatial planning by restructuring and integrating human settlements.

The NDM will collaborate with the Province to ensure that housing backlogs are addressed in the NDM area in accordance with the priority needs. The highest aim must be the development of sustainable human settlements. Disintegrated, unsustainable and unsafe housing must be avoided.

A major strategy to address service backlogs and pursue sustainable human settlement development will be to focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Frameworks of the . The municipalities budgeting process must receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure in these priority areas. It is hereby referred to Chapter 4.4 "Capital Investment Framework and Implementation Priority Areas".

Moreover, one of the strategies to speed up the housing delivery process would be the possible re-instatement of 'site-and-service' approach in the District. This could especially apply in the areas characterised by high

incidences of informal settlement. This would at least constitute some form of management of the process of informal settlement.

The NDM will seek to fast track the process of obtaining Housing Accreditation for medium to high capacity municipalities in the District. The general feeling is that this could speed-up housing delivery and that it would ensure the proper management of housing allocation processes in the District. The District and some local municipalities (e.g. Emalahleni, Steve Tshwete) have applied and the accreditation process is underway.

Emanating from the community outreach meetings, communities have identified the need for government intervention in supporting those who cannot afford their own housing and do not qualify for the RDP and other low income housing schemes. A large number of these communities need to be assisted in securing bank loans and so forth. Resolving this situation will lead to a considerable reduction in the housing backlog and the incidence of selling RDP houses.

The projects listed in the table below are designed for various housing needs. Key is the process of informal settlement formalisation, which is in line with the government's 'Breaking New Ground' policy. A large proportion of the budget will be spent in the Emalahleni local municipality where the housing backlog is soaring. Access to low cost housing for the elderly and disabled members of the community are some of the governments' focus areas.

18 ISSUE 18: ENVIRONMENTAL MANAGEMENT

6.18.1 Background and Problem Statement

Nkangala District is regarded to have a high tourism and conservation potential, which requires the protection, rehabilitation and enhancement of its attractive natural areas, the area has extremely high mining potential that attracts mining activities (i.e. sporadic urban settlement patterns). In contrast, the mining potential on the other hand is detrimental to the valuable biophysical elements of the environment.

In 2006, the NDM in partnership with the DALA compiled a State of Environment Report (SoER) for the District Municipality. The SoER reflects the state of the environment within the District and highlights the environmental issues and concerns within the region and aims to aid decision-making, information generation and awareness rising. In an effort to address the identified challenges, the NDM has developed an Environmental Management Policy, which will lead to a development of an Integrated Environmental Management Plan.

The state of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. Issue 19 will deal with waste management. The elements of air, water, biodiversity and land are briefly outlined below.

AIR: The following are the air quality management issues that are raised by the SoER study to the fact that they are not sufficiently addressed by various departments and local government institutions within in the District:

- Location of industries vs. residential areas (relating to land use)
- Rezoning of areas that might result in an increase in air pollution (relating to land use)
- Smog on highways (relating to Environmental Management)
- Management of greenhouse gases (relating to Environmental Management)

- Veld fires (related to Environmental Management) and refuse and tyre burning (also related to waste)
- Management of vehicle emissions
- Management of informal industries such as car spraying in residential areas (linking with Environmental Management)
- Domestic fuel burning (linking with Environmental Management)
- Lack of air pollution management plans (including environmental education)

Section 36 (1) of the Environmental Management Act: Air Quality Act 39 of 2004 provides that "Metropolitan and District Municipalities (hereby referred to as Atmospheric Emissions Licensing Authorities {AELA}) are charged with implementing the atmospheric emission licensing system and must therefore perform the functions of licensing authority as set out in Chapter 5 of this Act.

An Atmospheric Emission License is a tool used by government for 'direct regulation' (i.e. a type of regulation carried out by setting legal requirements or by issuing licenses, followed by inspection and enforcement).

The function involves administrative, legal and technical expertise that amongst others includes both the issuing of the Atmospheric Emission Licenses and related compliance and enforcement activities. Amongst the key industries that will be affected within the , they include Highveld Steel and Vanadium Corporation Ltd-Witbank ; Columbus Stainless (Pty) Ltd; Highveld Steel & Vanadium Ltd. Canadium & Chemical Division; Samancor Ferrochrome- Middelburg; Samancor Technochrome- Middelburg; Samancor - Ferrometals Limited (Witbank); Assmang Chrome (Machadodorp); Transalloys (purchased by Highveld Steel & Vanadium); Eskom Arnot Power Station; Eskom Hendrina; Eskom - Kriel Kragstasie; Eskom - Komati Power Station; Eskom (Matla); Eskom - Duvha Power Station Units 1 to 3; Eskom Kendal Power Station Units 1 to 6;

WATER: Information on water quality at municipal level is very limited and is not detailed enough to add significant value to local municipality decision makers. There is a need for increased level of surface and ground water resource monitoring in the District on a regular basis. The monitoring programme in local municipalities urgently needs to be revised to cover the whole year to provide a better indication of the overall trend. Some of the issues raised include:

- The frequency and quality of water sampling needs to be standardized and improved in all the local municipalities across the District.
- The presence and origin of heavy metals (such as aluminium, vanadium, copper, lead and zinc) in water samples is of concern and should be investigated.
- The presence of faecal coliform bacteria in some water samples is of concern and sanitation management systems must be re-evaluated.

There is therefore a dire need to monitor the quality of both water and sewage treatment works discharges to the main watercourse.

BIO DIVERSITY: The Nkangala District has a wealth of biological diversity with the potential to benefit both current and future generations of the region, hence the following interventions are recommended:

- Protected Area Network: Include more sensitive river catchment areas and highly threatened vegetation types into the current protected area network as well as more irreplaceable areas. Especially important are the headwaters of the upper Elands and Crocodile Rivers.

Land: The NDM has compiled a land audit report (LAR), which starts to point to development patterns, trends, and land reform issues in the . The LAR depicts several issues relating to land in the District. Some of the aspects could have a negative contribution towards the growth of the region's economy and employment creation. In terms of the study undertaken which is based on the information that was available as of June 2006 the land restitution progress is depicted in figure 29. In general, the land reform process needs to be fast-tracked. The Department of Land Affairs should be engaged in terms of providing further detailed information on land reform issues within the region with the context of the Land Audit Report undertaken by the . In addition it will be pivotal that land identified by municipalities for development is assessed and processes be fast-tracked to facilitate development in the designated areas.

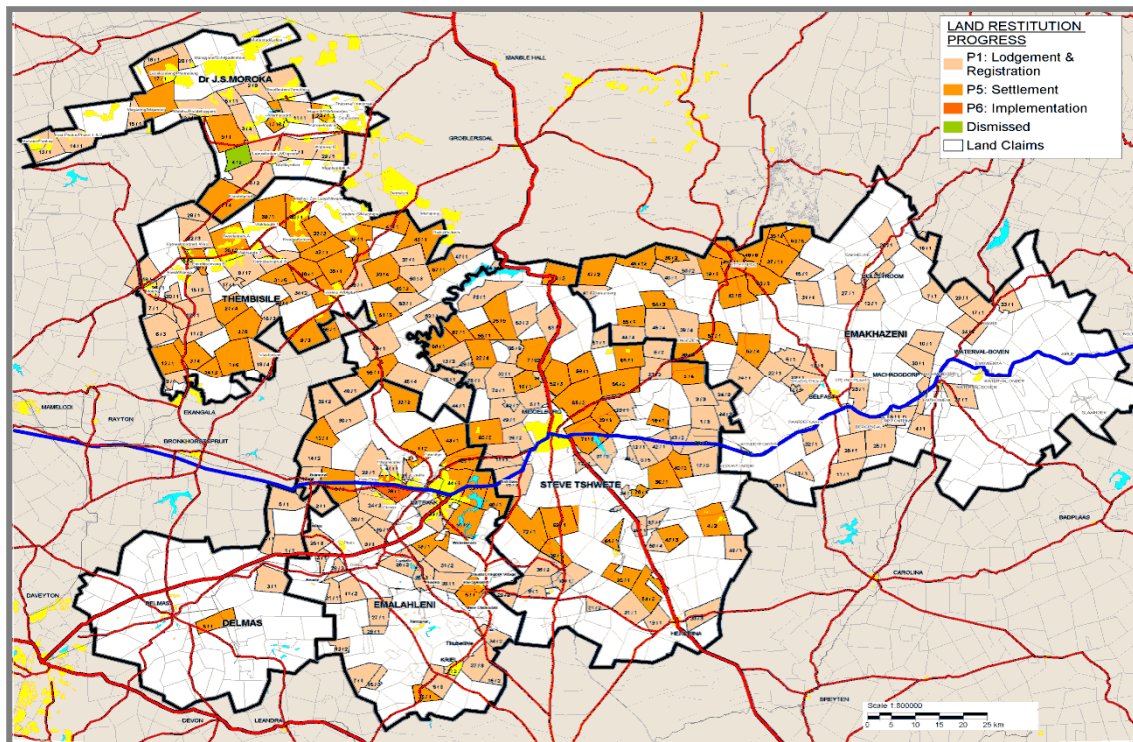


Figure 29: Land restitution progress in the NDM

In terms of figure 30, it is evident that in Thembisile and Dr JS Moroka large proportions of the land are dominated by registered state land. Although the information for Victor Khanye local municipality is inadequate, most of the land in the municipality is privately owned.

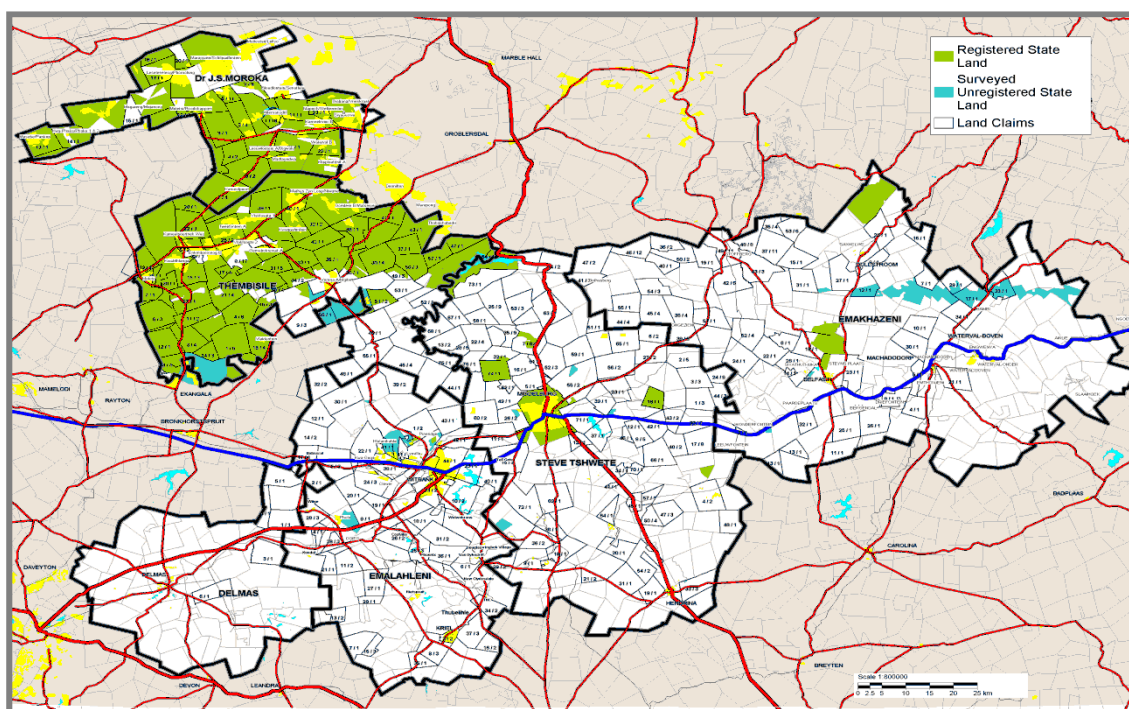


Figure 30: State land and land claims

In June 2008 the NDM held an Agricultural Summit that was aimed at stakeholder dialogue seeking to engage the causes and suggestions on household food production and trading, improving nutrition, food security and safety nets, foodstuff emergency Management Systems and increasing food prices. The Summit Theme was "Food Security A cornerstone for building a Caring Society". Amongst others the following challenges were identified:

- Poor Project Management
- Decreases in the gross Margins, Agricultural input costs are rising.
- Infrastructure survival of all the facilities that are supposed to generate income.
- Deterioration of thoroughbred animals.
- Competition in farming i.e. Access to the Market.
- Failure of Government to transfer land to private owners.
- Lack of intergovernmental co-ordination and communication
- No irrigation system in some areas
- Unavailability of infrastructure for value addition i.e. Storage and distribution
- Climate change
- Lack of animal pounding facilities
- Enhancing Land and Agrarian Reform
- Lack of rights to operate state land
- Land deterioration to do with slow pace of transferring land
- State land not effectively/productively utilized by the occupants
- Lack of training and monitoring for communal Land Farms
- Indebtedness of occupants and lack of finance approval by banking institution.

- Financial institutions needs collateral or guarantee from farmers before they could access finance
- Speculation by means of Land and Livestock ownership
- High level of poverty, illiteracy and ignorance of the potential clients of finance institutions.
- Lack of involvement of Youth and Women and people with disabilities in farming and agricultural initiatives.

The NDM completed the development of the Environmental Management Policy as a second step from the State of Environment Report and as part of the broader Integrated Municipal Environmental Programme (IMEP) supported by the Development Bank of Southern Africa (DBSA) and Department of Agriculture and Land Administration (DALA). Key amongst the objectives of the NDM Environmental Management Policy is:

- To enhance a safe and healthy environment;
- To direct sustainability and responsible planning and decision-making;
- To spearhead sustainable development;
- To improve environmental governance throughout the ; and
- To create environmental awareness and commitment within the District.

6.18.2 Objectives

- To ensure integration of the Environmental Management Plan into the 2011/2012 NDM IDP.
- To ensure that all (100%) the scheduled IDP Working Groups regarding the environmental management matters are used to promote integration of municipalities within the NDM comply with environmental management, legislation, policies and plans;
- Implement and comply to the National Environment Management: Air Quality (NEM: AQA) Act in respect of licensing function.
- To ensure that the NDM participate in the Highveld Priority Area programmes and the Atmospheric Emission Licensing (meetings, workshops etc.) in particular with a view to improve its capacity to manage the Atmospheric Emission Licensing function (Report to council on the progress of the Highveld Priority Air Quality Plan Development)
- To ensure that a study on the appropriate mechanism to provide the Atmospheric Emission Licensing function in terms of sections 77(b) and 78(1)(a)(b) of the Municipal Systems Act 32 of 2000 is conducted.

6.18.3 Strategies

- Implementation of an Integrated Environmental Policy for the NDM;
- The implementation of the provisions of the Air Quality Control Act in respect of Air Quality Management Plans and the licensing function of the Municipalities;
- Facilitate and support environmental management and institutional capacity building programme within the NDM.

6.18.4 Projects

6.18.4.1 NDM projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/12 (R)
Conduct a Section 77 &78 Investigation on provision the Atmospheric Emission Licensing function	NDM	NDM	Section 77 &78 Investigation completed by March 2011	NDM: Manager Social Services	NDM	400 000	0	0
Highveld Priority Area	NDM	NDM	Highveld Priority Area: Air Quality Plan Progress Report submitted to Council by December 2010	NDM: Manager Social Services	NDM	0	0	0

6.19 ISSUE 19: WASTE MANAGEMENT

6.19.1 Background and Problem Statement

In terms of the Department of Environmental Affairs and Tourism, waste is an undesirable or superfluous by-product, emission, or residue of any process or activity, that has been discarded, accumulated or been stored for the purpose of discarding or processing. Waste products may be gaseous, liquid or solid or any combination thereof and may originate from domestic, commercial or industrial activities, and include sewage sludge, radioactive waste, as well as mining, metallurgical and power generation waste. The inclusion of mining and power generation waste in the definition of waste is of particular relevance to the Nkangala District.

The NDM has just completed its Integrated Waste Management Plan and has raised a number of challenges in regards to waste collection and disposal in the region. Based on an estimated population growth rate of 1.25%, 141 366 tonnes per year of general waste are generated. As expected, the highest quantities of waste are generated within the urban local authority of Steve Tshwete and Emalahleni, typical towns characterised by a higher socio-economic population generating higher tonnages of waste, with rich mining and industrial activity. At least 17 municipal and private industrial landfill sites are known within the Nkangala District Municipality. These landfills vary in status from small, illegal dumps to permitted, compliant sanitary landfills. From available information, it would appear that sufficient landfill airspace (lifespan) exists within the more urbanised municipalities.

However, the level of compliance of Nkangala District Municipality landfills with the Department of Water Affairs and Forestry's Minimum Requirements is an issue of concern. It is however evident that waste management in the Nkangala District Municipality is recognised as an important environmental issue, which requires pro-active approaches for increased service delivery and environmental sustainable development.

In terms of table 32, it is clear that 45.1% of the households in Nkangala District Municipality have access to acceptable refuse removal service levels (see table 34). Steve Tshwete local municipality (MP313) has the highest percentage of households having access to refuse removal services (84.8%). Dr J.S Moroka local municipality (MP316) has the lowest percentage of households having access to refuse removal services (10.8%). The municipality also has the largest refuse removal backlog (89.1%), contributing 30.2% of the District backlog and 9.2% of the provincial backlog. The municipality with the smallest refuse removal backlog is Steve Tshwete local municipality (MP313), with a refuse removal backlog of (15.1%) and contributes 4.5% to the District backlog and 1.3% to the provincial backlog. The Nkangala District Municipality contributes 30.4% to the provincial refuse removal backlog. The Nkangala District has a relatively high refuse removal backlog.

Table 32: CS2007 service levels for the core function – Refuse removal

Municipality	RDP Refuse removal CS2007 (actual)	RDP Refuse removal	RDP Refuse removal backlog %	RDP Refuse removal backlog as % of	RDP Refuse removal backlog as % of Province
Nkangala District Municipality	137654	45.1	54.6	100	30.4
Victor Khanye local municipality	11570	76.4	23.5	2.1	0.6
Emalahleni Local Municipality	60755	57.5	12.4	26.7	8.1
Steve Tshwete Local Municipality	42795	84.8	15.1	4.5	1.3
Emakhazeni Local Municipality	9421	77.6	22.3	1.6	0.4
Thembisile Local Municipality	7132	10.0	80	34.7	10.5
Dr. JS Moroka Local Municipality	6182	10.8	89.1	30.2	9.2

The following table provides a summary of the percentage of the total number of households in the municipal area currently receiving a waste collection service as well as the percentage of the vehicle fleet in each Municipality which are in a bad condition – older than 14 years – or that are not active or not in use and need to be replaced as a priority.

There are therefore backlogs concerning domestic waste management services, which need to be dealt with so that there is visibility and the impact of services rendered is experienced by communities. To date three Refuse Compactor Trucks have been procured for Emakhazeni local municipality during the 2009/10 financial year, and Ten (10) Refuse Collection Tractor and Trailers are being procured for Dr. JS Moroka local municipality during the financial year 2009/10; Waste recovery/ Recycling is not given equal attention within the , and the difference in prominence given to waste recovery, can be attributed to the different volumes and value of waste generated and eventually reclaimable in different local municipalities. The District loses a lot of waste, which is not accounted for because of non-collection, or illegal dumping. Hence District municipalities should promote recycling and/or waste minimisation including buy back centres in major areas.

Some of the disposal facilities are not yet authorised and the Municipalities should prepare applications for a licence in terms of Section 45 of the National Environmental Management Waste Act, Act 59 of 2008. Some of the facilities are reaching capacity in terms of air space and need to be closed and rehabilitated. In these cases new disposal facilities should be identified and established. A summary of the existing disposal facilities in the District and their legal status are indicated in table 33 below.

Table 33: Existing disposal facilities

STATUS OF LANDFILL PERMITTING/LICENSEING IN NKANGALA MUNICIPALITY	
Local Municipality: Victor Khanye	Permit Status: Permitted/Licensed
Name of disposal facility	
Delmas Botleng	Permitted for continued operation on 8 Feb 1996
Delmas Witklip	Permitted for closure by DWAF on 1 Feb 1996
Proposed Delmas transfer station	In process of being permitted/licensed
Local Municipality: Emakhazeni	Permit Status

STATUS OF LANDFILL PERMITTING/LICENSING IN NKANGALA MUNICIPALITY	
Belfast	Permitted on 11 March 2009
Dullstroom	Not permitted/licensed
Waterval Boven	Not permitted/licensed
Machadodorp	Not permitted/licensed
Local Municipality: Thembisile Hani	Permit Status
Kwagga Plaza	Authorised, Directions 28 Feb 2003
Local Municipality: Dr JS Moroka	Permit Status
Libangeni	Authorised through Directions by DWAF
Local Municipality: Steve Tshwete	Permit Status
Komati transfer station	RoD issued by DEDET, not yet licensed
Rietkuil transfer station	RoD issued by DEDET, not yet licensed
Pullenshope transfer station	RoD issued by DEDET, not yet licensed
Doornkop transfer station (proposed)	Planning stage, permit application submitted
Bankfontein transfer station (proposed)	Planning stage, permit application submitted
Middelburg landfill site	Permitted on 16 July 2002 by DWAF
Local Municipality: Emalahleni	Permit Status
Emalahleni Leeuwpoot landfill	Permitted on 22 September 1994 by DWAF
Phola Ogies landfill	Not permitted/licensed, application was submitted for closure

For that reason Nkangala District Municipality appointed an expert service provider to develop a District wide Integrated Waste Management Plan. When an initial assessment was done it was discovered that only Victor Khanye, Thembisile Hani and Emakhazeni local municipalities also needed the Integrated Waste Management Plans. Hence the IWMPs for these local municipalities were simultaneously developed.

The First Phase of the Thembisile/Dr J S Moroka Waste Recycling Project was completed and District funded by part of the prize money of the 2004 and 2006 VUNA AWARDS. The overall objectives of the Waste Recycling project are:

- To establish and operate a sustainable waste recycling project in Thembisile/Dr J S Moroka Municipalities.
- To reduce the amount of municipal solid waste generated and disposed off at the municipal waste disposal sites by encouraging waste avoidance, minimization, reclamation and recycling.
- To coordinate and encourage partnership in waste management/recycling projects which positively affect local economic development.
- To increase awareness and promote participation of communities in waste management.

To that extend the next phase of the project includes the operationalisation/ management of the Dr. JS Moroka/Thembisile Waste Recycling Project within the jurisdictional area of both local municipalities.

Within the Mpumalanga Province currently only a few private owned Hazardous Waste Infill Sites exist. Due to the lack of a central Hazardous Waste Treatment Facility most of the hazardous waste has to be treated in Holfontein, Gauteng Province.

Moreover, communities have raised various issues relating to waste and environmental management in the District. In Victor Khanye local municipality Vukuzenzele village does not have dustbins and there is no place for refuse disposition (ward 7). Emakhazeni local municipality identified the need to involve communities in tree planting in street (ward 2). In Steve Tshwete, lack of a demarcated dumping site in place ward 4 was raised. In Thembisile Hani local municipality the key challenge raised is refuse removal service.

6.19.2 Objectives

- Formally distribute and workshop the NDM Integrated Waste Management Plan with a view of making awareness to all the local municipalities;
- Advise all the local municipalities whose landfill sites status point to illegality to comply with applicable legislation.
- Hold all the IDP Working Groups dealing with environmental management & waste management as per the NDM schedule.
- Mobilize the community to support the current Buy Back Centres particularly at Steve Tshwete & Emalahleni local municipality.
- Ensure that the Dr. JS Moroka/Thembisile Waste Recycling Project is operational and is linked that to LED.
- To formulate and implement the capacity building and awareness programmes on Waste Management at local municipal level.
- Participate and support in the development Provincial Project of a Regional Waste Site meetings.

6.19.3 Strategy

- Implementation of the NDM Integrated Waste Management Plan
- Implementation of the Recommendations of the NDM State of Environment Report
- Implementation of the NDM Environmental Management Policy
- Implementation of the of the Environmental Management Plan.

6.19.4 Projects

6.19.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 10/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
Functionalise the Thembisile/Dr. JS Moroka Waste Recycling Facility	Thembisile/Dr JS Moroka	Thembisile/Dr JS Moroka	Thembisile/Dr JS Moroka Waste Recycling Facility Operational Plan developed by march 2011	NDM: Manager Social Services	NDM	1 300 000	0	0
Facilitate the establishment of new regional landfill under investigation by consultants	NDM	NDM	Feasibility study conducted and report submitted to Council by March 2011	NDM: Manager Social Services	NDM	1 500 000	0	0
Conduct feasibility study on landfill sites/transfer stations within municipalities	All LMs	All LMs	Compiled reports submitted to Council	NDM: Manager Social Services	NDM	2 000 000	2 000 000	2 000 000

6.20 ISSUE 20: ECONOMIC DEVELOPMENT AND JOB CREATION

6.20.1 Problem Statement and Background

However, there has been a likeable trend in terms of labour absorptive capacity in relation to output shares of the agriculture, manufacturing, construction, trade and community services. It implies that high employment shares were provided by these sectors of the economy. However, the low levels of output in sectors such as

agriculture and construction do not augur well for economic growth of the District. Therefore, there is a need for more concerted effort/intervention to be directed to such kind of sectors to achieve a balanced economic growth. On the other hand, the mining sector showed a decline in the employment levels. The declining rate of employment in the South African, including NDM, mining sector in particular, has been mainly attributed to the shrinking demand due to the global economic downturn and the capital-intensive mining processes.

According to Statistics South Africa, the unemployment rate for Mpumalanga at the end of the second quarter of 2009 was 26.5 percent and 2.2 percent higher compared to the 24.7 percent unemployment rate prevailed in the first quarter of 2009. The number of unemployed people in the District have steadily declined since 2005, to the current level of around 108 000. The unemployment rate in NDM has steadily decreased since 2005 to 25.1 percent in 2008; however, the negative effect of the current economic downturn has influenced upwardly to raise the unemployment rate in the District. South Africa has just witnessed massive job losses due largely to the global economic crisis and decline in economic growth. The higher number of unemployed youth is especially worrying. The global economic crisis poses a challenge in terms of achieving the set goal of halving unemployment in 2014. The massive public sector-led construction package and expansion of public works projects is assisting in what would have been an even greater unemployment challenge. This is a huge problem, which results in a large portion of the NDM population having to seek job opportunities outside the NDM area - e.g. Gauteng. This in turn results into various socio-economic problems and challenges. In such condition inequalities and poverty become inevitable.

The Nkangala District offers considerable tourism potential. The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Local Municipality. The natural beauty, rural character and popularity of fly-fishing are the main attractions to this area. The northwestern areas of the District also offer opportunities for tourism, through the consolidation of the various nature reserves and open spaces in this area.

The fact that the economy is highly reliant on primary and secondary sector activities, specifically agriculture and mining, is however a constraining factor. These sectors are sensitive to macro economic conditions, such as volatility in the exchange rate, which then directly affects employment figures and income. To overcome this problem, opportunities in the secondary and tertiary sectors should be explored (agro-processing, export, tourism).

The performance of the economy, which started declining after 2005, deteriorated further in 2008 and 2009 when a growth rate of 2.8% was recorded for the compared to 2.9% for the Province respectively. During the period 1996-2008, the real GDP growth rate marginally decreased from 38.2% to 37.5% due to economic meltdown.

The heavy reliance on limited large sectors renders economic growth vulnerable to macroeconomic shocks. For example, retrenchments increased since January 2006 in mining by 168%, manufacturing by 55% and construction by 135% and in May 2008 a rapid rise rate in retrenchments was witnessed because of the economic crisis experienced in the whole world. The mining, energy and manufacturing sectors are the main largest source of income and employment for the District economy. According to the 2007 community survey from the Statistics South Africa Report, the three largest contributors in terms of gross value added (GVA) to the economy were mining (30.0 percent), community services (13.3 percent) and finance (12.4 percent). Mining was the leading contributor in the economies of Emalahleni, Steve Tshwete and Emakhazeni with respective shares of 33.9 percent, 31.9 percent and 27.4 percent respectively. Dr JS Moroka and Thembisile were dominated by community services with shares of 71.2 percent and 53.3 percent, respectively. The largest contributing sector in Victor Khanye was transport (18.6 percent).

The communities have highlighted several challenges pertaining to economic development and job creation,

which include the following:

- Skills development and support for women who produce traditional products
- Skills development for youth, the disabled, women and the unemployed in general
- Establishment of learnerships and financial support for skills development
- Expansion and diversification of the EPWP
- Support to emerging businesses in the textile industry
- Linkage of emerging farmers with markets
- Employment of local youth in the local industries
- Lack of -wide business linkage centre between big business and SMMEs

In the endeavour to progressively address these challenges in partnership with all relevant stakeholders, the NDM has developed an LED Strategy for the District in 2004. It was developed in line with the MPGDS. Due to the changing circumstances in the regional economy over time, it was deemed necessary that the strategy be reviewed and such an exercise was completed in 2006. Based on the challenges identified in the preceding IDP (06/07) relating to Victor Khanye, Emakhazeni and Emalahleni LMs which did not have LED strategies and Steve Tshwete, Dr JS Moroka and Thembisile LMs which did have their LED strategies, in the review process of its 2004 LED strategy the NDM also commissioned a development and alignment of the LED strategies of all the six local municipalities. However, several challenges were identified in the LED strategies of the local municipalities. Some of these municipalities have commissioned further studies to supplement the current strategies. The District will participate actively in this process.

The following challenges regarding economic development and job creation identified in the IDP Hearings Report are still relevant:

- The narrowing of the gap between the first and second economy and providing equitable access to economic opportunities and the supporting infrastructure and services to all who reside in its area of jurisdiction.
- Contending with escalating backlogs and high absolute poverty figures in urban areas (Emalahleni and Middelburg) due to significant rural-urban migration as a result of unemployment and poverty in the rural areas of the .
- Addressing the high rates of poverty (average rate of 38.1% for the District), especially in the northern parts of the District (Dr JS Moroka and Thembisile), and “opening up” these areas to the broader regional economy.
- Optimally utilising the development potential associated with the Maputo corridor, which runs through the central part of the District, the mining and electricity generating capacity in the area.
- Optimally utilising the agricultural potential and the tourism opportunities in the north western and eastern parts of the District.
- Fast tracking the implementation of the District anchor projects.
- As far as the private sector is concerned, the following constraints currently exist:
 - There is limited understanding on how the private sector can co-operate with the public sector.
 - There is limited capacity to put together joint ventures in PPP.
 - The NDM is in a process of creating a conducive environment for investment by encouraging Local Municipalities to develop incentive plans.

In addition, communities of the District have highlighted several relevant matters that must be addressed. These issues are highlighted below per municipality.

Victor Khanye local municipality

- High level of unemployment (ward 2 and 5)
- The management of the Eskom Kusile project must remain in Victor Khanye and not to the Province and the local community be prioritised in employment (ward 6)
- The working hours of the local Department of labour office must adjusted to commence earlier than 11h00

Dr JS Moroka local municipality

- Government recruitment and procurement processes must prioritise local people and companies (ward 2 and 13)
- Development of industrial areas must be supported (ward 14)
- Need for skills development programmes/initiatives and training opportunities (wards 21 and 25)
- The tourism sector must be promoted (ward 15)
- High levels of unemployment (ward 25)
- Need for a Shopping Mall (ward 18)
- Need for market stalls and renovations of the existing ones (ward 21 and 25)
- Need for a local information centre (ward 20)

Steve Tshwete local municipality

- Need for a shopping complex/mall (ward 19)
- Need for market stalls (ward 19)
- Temporary workers at municipalities must be employed on full-time (ward 19)

In Emalahleni local municipality communities raised the fact that companies operating within the municipality do not employ local people (ward 17).

Emakhazeni local municipality the high rate of unemployment despite the fact that there are mines operating within the area (ward 1) was raised as a concern.

In Thembisile Hani local municipality raised a suggestion that government procurement processes must support local companies and contractors.

Objectives

- To increase the labour intensity of government funded infrastructure projects, public environmental programmes and public social programmes
- Facilitate accessibility and impact of corporate social investment within the
- Improve marketing of the at domestic and international levels
- To conduct tourism facility and product audit within the and promote the industry
- Facilitate & ensure stakeholder engagement and dialogue to encourage meaningful LED strategy implementation to promote job creation, poverty alleviation and economic development
- Gather, analyse and disseminate socio-economic information on strategic LED interventions in LMs of the

- Facilitate implementation of NDM anchor projects and conduct feasibility studies where necessary
- Facilitate skills development and support for women and youth cooperatives
- To facilitate access to funding and support to emerging businesses
- To facilitate establishment of a -wide business linkage centre between big business and SMMEs
- To facilitate implementation of the EPWP learnership programme and maintain the exemplary performance of the
- Improve new venture creation skills to build foundations for SMME growth and development to reduce unemployment and poverty through the creation of job opportunities.
- Improve access to information on career, job, financing, internship and learnership opportunities as well as career guidance for learners and job seekers.

3.20.3 Strategies

Section 153 of the South African Constitution (1996) states that “a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.” The white paper on local government (March 1998) reinforces this mandate. The white paper goes on to state that “the powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities – in particular meeting the basic needs of the poor – and on the growth of the local economy.” Therefore, the NDM’s main priority is mobilising local and resources and focus on -wide initiatives through implementing the LED strategy with other sector plans resident in the LED Unit.

In order to facilitate economic development, the NDM LED Strategy 2006 identified seven pillars for strategic intervention. Emanating from the NDM Growth and Development Summit 2007 two pillars have been added. The identified strategic pillars are:

Pillar 1: Good Governance and Capacitation: This pillar aims to address the internal operations of the various local municipalities to improve their impact on the above-mentioned location considerations. The re-alignment and capacitation of the institutional structures, especially local government, can only be preformed through a systematic approach to the problems currently experienced. It is emphasised that the role of local government in the development process is extremely important in influencing the location decision of private firms.

Pillar 2: Human Resource and Community Development: The main aim of this pillar is to facilitate an improvement of the accessibility of skills development programmes for communities in a manner that is conducive to the improved availability of skilled labour. It also gives communities the opportunity to participate in local initiatives that will enhance their livelihoods.

Pillar 3: Industrial and Big Business Development: This pillar focuses on the activities that should be undertaken to support the development of existing as well as potential businesses and industrial developments throughout the NDM.

Pillar 4: SMME Development and Support: The focus of this pillar is to support the existing SMMEs and the emerging entrepreneur in the initial phases (as well as other phases) of the business cycle. Development of a mechanism to ensure that a certain proportion of project value is allocated to local SMME when contracting big companies should be considered in the procurement of projects.

Pillar 5: Agricultural Development: Agriculture as a sector is largely undeveloped. This pillar aims to integrate employment creation with the stimulation of this sector. Traditional commercial farming is included and the potential growth in agro-processing activities must be investigated and exploited.

Pillar 6: Tourism Development: This pillar focuses on the extension of tourism spending and job creation through promoting tourism development in the District on all levels.

Pillar 7: Rural Development: This pillar aims at the utilisation, protection and enhancement of the natural, physical and human resources that are needed to make the long-term improvements in rural living conditions provide jobs and income opportunities and enrich cultural life, while maintaining and protecting the environment of rural areas.

Pillar 8: Sustainable Environmental Development: This pillar focuses on sustainable development, which seeks to balance social, economic and ecological requirements in a long-term perspective. Any economic development must consider environmental aspects, inter alia, as needs for development and conservation are often competing, industrial development usually implicates pollution or other environmental challenges and environmental management awareness is still lacking in the public and private sector.

Pillar 9: NEPAD and International Cooperation: The focus of this pillar lies on the promotion of trade and investment opportunities including possibilities for enhanced international cooperation.

Based on the above-mentioned strategic intervention areas, the NDM has established LED Working Groups with the aim to fast-track implementation of the NDM LED strategy and additional LED sector strategies. The following Working Groups were formed and meet bi-monthly:

- Agricultural development
- Industrial and big business development
- Tourism development
- Rural and urban development
- SMME development

In order to proactively address the economic challenges that confront the NDM, several additional initiatives have been undertaken in 2007; inter alia, Mining Indaba, Growth and Development Summit, Skills Summit, Moloto Rail Corridor Initiative Workshop and Expanded Public Works Programme (EPWP) Conference. The NDM Growth and Development Summit held in 2009 further strengthened the economic trajectory of the District. The recommendations emanating from these initiatives will facilitate the process of creating a shared understanding of the economic issues and challenges confronting the region as well as determining the pace and path of economic growth in order to fast track the implementation of the LED Strategy.

Emanating from the action plans within the NDM LED Strategy and from the above-mentioned LED related initiatives the following specific LED strategies economic sectors have been developed in 2007 and were adopted by the NDM council in 2008 and 2009 respectively:

- Tourism Development and Branding Strategy
- Industrial Strategy
- LED Marketing Strategy
- NDM Regional Industrial Roadmap

The main development proposals of these strategies can be summarized as follows:

Tourism Strategy

Beside recommendations concerning institutional arrangements one key area of the different implementation plans within the strategy focuses on the identification, assessment and development of priority tourism clusters, key journey components in the NDM and a 2010 Action Plan.

In addition to the existing tourism clusters in NDM following potential clusters has been identified in order to improve the tourism spread within the NDM

- Mining cluster (mining activities & mining tours around Emalahleni Town/Middelburg)
- Eco-Nature cluster (enhancing NR and surroundings found in Dr. JS Moroka and Thembisile LM)
- Cultural, Historic & Political cluster (inter alia utilization of Ndebele Culture and Heritage Sites)
- Conference & Convention cluster (exploiting potential of conference market, logistically positioned around Middelburg/Emalahleni Town).

Industrial Strategy

For the NDM to facilitate successful investment, systematic targeting and negotiations with potential investors must form the first steps of project implementation. In this regard, the NDM strategy should focus from the start on establishment of a framework and networks through which investors could be attracted. Building on the Industrial Potential Analysis and the Strategy Framework, the NDM development facilitation process serves as a basis for implementation on the following industrial clusters:

- Food & beverages
- Non-Metallic Mineral Products
- Metals and products of Metal
- Support for the NDM ICT
- SMME Development

LED Marketing Strategy

The focus for the NDM and LMs LED marketing strategy to achieve marketing & branding issues for the District is:

- To create a brand image and increase awareness of what NDM and LMs represent and what sets them apart from other municipalities (brand awareness) by firstly developing as branding strategy, a positioning statement and defining the core target segments.
- To inform the target segments about the various Led activities and specifically the Led Anchor projects by developing an integrated and a consistent communications campaign.

LED Regional Industrial Roadmap

The RIR provides a guideline that will promote industrial development and focused approach to economic development that elevates investment opportunities both in NDM and LMs.

The NDM should focus on the investment environment, sector, and catalytic project interventions to improve industrial development:

General Investment Environment Interventions

Pillar 1: Institutional Interventions; equipment procurement, protocols/procedures, staff recruitment and training.

Pillar 2: Infrastructure Interventions; water services delivery, electricity services delivery and street lighting, road and transport service delivery

Pillar 3: Labour Force Interventions; primary and secondary education, tertiary education, training, health.

Pillar 4: Market Efficiency; increase intensity of local competition, reducing red tape

Pillar 5: Innovation and Technology; promote product innovation, promote process innovation, promote marketing innovation, and promote organizational innovation

Pillar 6: Communication/Information Interventions; each Local Municipality is advised to have an information desk that provides industrial information , create a business directory for each Local Municipality to be made available at Local Municipalities, develop an information porthole in the form of an interactive website.

Sector Interventions

Agriculture, Hunting, Forestry and Fishing Interventions: integrate current small-scale/emerging farmers into the commercial farming arena through the provision of training and support in terms of access to funding, and introducing the idea of forming cooperatives, inter alia, implement small-scale/emerging farmer crop growing, animal farming, forestry projects, promote the use of less water intensive techniques, in the interest of sustainability, by making an appropriate brochure available and/or offering community training.

Mining: small-scale mining, mine rehabilitation, mine procurement.

Food Products, Beverages and Tobacco Products Interventions: promote agro-processing through community road shows, establish an Agro-Processing Park in each local municipality, and ensure that each Agro-Processing Park contains an agro-processing incubator.

Textiles, Clothing and Leather Goods Interventions: develop a business plan for the establishment of organic cotton textiles and clothing community hubs in close proximity to the new organic cotton farms in each Local Municipality, source finance to fund project, investigate the possibility of expanding the organic cotton textile and clothing hubs to organic textile and clothing hubs using a variety of materials such as hemp and bamboo which have become popular.

Wood and products of wood, manufacture of articles of straw, manufacture of paper and paper products: develop furniture-training centres in appropriate local municipalities.

Agro-Pharmaceuticals: develop an agro- pharmaceutical cluster; pharmaceuticals should focus on developing country illnesses.

Chemicals: a feasibility study should then be undertaken to determine which products are appropriate for manufacturing in Nkangala.

Machinery: a detailed study should be conducted to determine the feasibility of machinery manufacturing in NDM.

Automotive Industry: a market analysis should be conducted to determine whether there will be a demand for Nkangala's exhaust systems.

Tourism: Study must be conducted on status quo of tourism sites and facilities.

CATALYTIC PROJECT INTERVENTIONS

Organic Cotton Farming: create organic cotton farming incubators to assist small-scale/emerging farmers in each feasible local municipality in Nkangala.

Bio-fuel Input Farming: create bio-fuel input farming incubators to promote the development of sustainable input sources and contribute towards the formation of a bio-fuel value chain linked to input refiners.

Medicinal Plant Farming: create community nursery incubator projects that supply plants to households wishing to grow their own medicinal plants, and companies producing medicinal plant products.

Steel Mine Support Equipment: attract new businesses to manufacture steel mine support equipment

BPO Data Capturing and Management: the Nkangala District Municipality is to spearhead the development of data capturing and management skills by providing in-house on the job training.

Agri-Tourism: link agri-tourism projects to current and new agriculture projects

Home stays: develop a website of rural communities willing to provide the service, assist communities to effectively manage the project by providing basic hospitality and management training

Additionally a study on the "Formalization of Cultural and Historical Heritage Sites" in the NDM has been completed with its second phase in 2008, which will feed into the implementation of the Tourism Development and Branding Strategy.

Due to the strong linkages between Economic Development and Human Resource Development (HRD) an active participation within the development of the NDM's HRD Strategy has taken place as well.

Beyond the above-mentioned intervention areas and strategic approaches towards economic growth and development in the District, the following recommendations will be followed up:

- Municipalities should provide necessary incentives in favour of the strategies;
- The NDM should influence the education curriculum of schools and FETs in the to be in line with the economic activities in the ;
- The NDM should develop a policy to direct social plans of the private sector;
- Alignment with the provincial Flagship "Heritage, Greening and Tourism", co-operation and the initiation of joint intervention must be sought;
- Economic development opportunities around the Tshwe-leni Corridor should be investigated.

LED ANCHOR PROJECTS

The LED Strategy 2004 of the District identified seven LED anchor projects that are linked to the pillars of the economy in the District. Prior to the adoption of the reviewed LED Strategy in 2006 the Victor Khanye International Freight Airport was identified as an eighth project. During the Lekgotla in December 2007 the Loskop-Zithabiseni Tourism Belt Development was added as a ninth anchor project.

For the first seven anchor projects, business plans were developed accordingly in order to provide appropriate implementation guidelines and act as instruments through which investment can be attracted. Business plans for the two additional anchor projects will have to be developed. The business plans provide a roadmap with

reference to the development of the ventures and assist the various role players and partners in implementing the projects by acting as a point of departure. The local municipalities have their own anchor projects and encouraged to identify more of these economic drivers. A brief description of the NDM's Anchor projects is captured below.

Catalytic Converter (R 290 million): The development of a catalytic converter component manufacturing plant would be a job-creating private investment within the automotive sub-industry. The catalytic converter component is part of the exhaust system of vehicles and has an outer shell made of stainless steel. Therefore the manufacturing plant should be located in immediate vicinity of steel mills around Nkangala. The Emalahleni/Middelburg region provides a favourable location for such a development. The facilitation role of local and Provincial Government in the identification, lobbying and establishment of the plant is critically important.

Truck port/Logistics Hub (R 16395/sqm): The project aims to promote the development of a truck port including a distribution and logistic hub. By attracting the required investment to the region, distribution and logistic related services will be provided. With an integrated, sophisticated set of transportation, warehousing and distribution facilities including the necessary services access to marketplaces will be largely improved and linkages to the different modes of transport enhanced. The movement of goods into, out of and within the region with minimized delays and duplication processes can be achieved with a network structure at a strategic location. The N4 Maputo Corridor provides an excellent location for such a development. The area between Emalahleni and Middelburg is taken into consideration for this project.

Multi Purpose Community Centre (R 63 million): Through the establishment of Multi Purpose Community Centres (MPCC) or Thusong Service Delivery Centres easy access to government services, technology, information shall be provided for the communities especially in the more rural areas of the . Besides the information, communication and service component of the MPCC, learning and transactional activities as well as local economic activities should be included to use agglomeration advantages of concentration. By means of these strategically positioned facilities an economic effect will be triggered in rural areas. MPCCs should ideally be located at intersections of important rural roads. Further details on the MPCCs are contained under Issue 5, which deals with spatial restructuring and service provision.

Agro-processing (R 73 million): The NDM is one of the s throughout the country with high potential to produce the quality and quantity of crops that are needed for bio-fuel production. Considering the current National and Provincial initiatives bio-fuel focused local projects will have a major impact on the District economy. Through increased employment opportunities an improvement of income and poverty alleviation can be achieved. The proposed project involves cultivating, harvesting and processing essential oils in Nkangala that will supplement the existing agricultural/agro-processing activities in the . The proposed location of the project is Dr JS Moroka local municipality. The town of Middelburg has been selected to be home to one of the seven Ethanol factories to be erected. For commercial production, trial areas of approximately 200 plants each with selected cultivars to determine quality and yields before planting on a large scale will be identified. A total of 24 hectares will be established with these cultivars during the 2nd phase of the project.

International Convention Centre (R 110 million): With the proposed Nkangala Convention Centre the region aims to attract events of a larger scale and serve those that are beyond the capacity of the existing facilities. As a technically fully equipped conference centre the multi-use facility will be able to accommodate various activities beyond normal conferences and therefore promote the cultural, economical and social development of the entire region likewise.

It is proposed that the centre be placed adjacent to the envisaged regional shopping complex to be developed north of the N4 highway. Thus, the location of the convention centre has been determined to be the Steve

Tshwete local municipality. It will also be recommended that the developers be granted a remission of assessment rates for a period of at least 3 years. The necessary town planning activities will be undertaken by Council at its own cost. Services such as water, sewerage and electricity will be supplied by the municipality up to the border of the property to be utilized. It should be borne in mind that the Steve Tshwete tariffs for the provision of the above services are extremely competitive.

Moloto Corridor Rail System: The proposed Moloto Corridor Rail system is one of the biggest and most important projects that will be implemented in the region. The cost for the first phase was estimated at 2.4 billion, which has escalated to R8.5 billion. It is expected to provide affordable, safe and comfortable transport for the commuters and highly benefit the local economic development in the rural, historically disadvantaged communities of Thembisile and Dr. JS Moroka.

A detailed feasibility study for phase 1, which is regarded as the primary section (Siyabuswa to Tshwane) was completed by the end of 2007 and the necessary decisions were taken. The project management preparations for the implementation are currently underway. The commissioning of the Rail System, the Road Feeder System and the integrated management structure is envisioned for 2013.

Highlands Gate and Estate Development (R 850 million): This private development of a Golf and Trout Estates within Emakhazeni local municipality aims to enhance Dullstroom as a tourist destination. Beside the establishment of a new golf course the project will include a housing estate, a wellness centre, a lodge and a conference centre. The main parts are already under construction. The full completion of this development is expected by the end of 2009. The developments of similar major Golf Estate projects are also underway (e.g. St. Michel is near Belfast).

Victor Khanye International Cargo Airport (R 111 Billion): Growth in air traffic, both passenger and air freight, to and from South Africa has placed pressure on all facilities, especially freight handling, at O.R. Tambo International. Continued, significant interest in this development has encouraged the originators of the concept to convert the proposals and discussions into a viable development.

This project aims to enhance and integrate the entire import and export industry in the region through building an airport with international status, dealing primarily with cargo but not limited to this category of business. It will also serve as means to relieve the pressure on existing infrastructure (OR Tambo International Airport), especially around 2010 World Cup soccer games.

- Air traffic to South Africa, both passenger and freight, is expected to continue to show good growth
- O.R. Tambo International Airport is primarily a passenger airport and it lacks the appropriate infrastructure to provide sustainable, suitable, dedicated freight facilities.

A Johannesburg-based company proposes to build the International Freight Airport in Delmas. Beside air cargo, an area to be used for a Free Trade Zone (FTZ) will be included. The need for the airport has been thoroughly researched and is supported by various traffic forecasts e.g. Boeing and Airbus. Development of conferencing facilities near the airport is also considered.

As far as progress is concerned, various detailed Feasibility Studies have been conducted, indicating a project that is necessary, as well as being viable in all regards, including financially:

- Suitable land has been identified. Offers to purchase this land have been made, and deposits paid to secure it.
- Numerous major freight companies have indicated their support for the project.

- Meetings have been held with companies, both local and international, who have expressed interest in the development of the general area.
- Negotiations are at an advanced stage with potential investors into the project, to the extent that financial guarantees are being issued.
- ATNS (Air Traffic and Navigation Services) have been consulted with regard to the airport, to the extent that a paper was presented on Delmas at Opscom 2007, towards the end of July 2007. A further paper will be presented at Opscom at the end of July 2008.
- Discussions have been held with both local and international Airport Management Companies for the operation of the airport.
- The Professional Team is in place to manage this development to its successful conclusion.

Loskop-Zithabiseni Tourism Belt Development: Various Nature Reserves in the north west of the District carry enormous potential for further tourism development (Mdala, Mkhombo, SS Skhosana, Mabusa, Loskop nature reserves, etc). The close proximity to Gauteng as the main market or entry point for tourists must be seen as a strong advantage and calls for action. The focus of the development proposal centres on the establishment of an integrated ecotourism concept.

The existing game reserves and tourism facilities are currently under-utilized and under-developed. Through upgrading the reserves and associated infrastructure, revitalization and expansion of tourism facilities, enhanced economic development with regional significance and relevance, especially for the historically disadvantaged areas of the former homelands, can be achieved. The identification of the Loskop-Zithabiseni Tourism Belt Development as an anchor project is the first step that the District in collaboration with the MPTA seeks to undertake in unlocking the tourism development potential of the area, within the broad tourism belt.

Rust de Winter Development: Rust de Winter Development Project is a Major Tourism Development Project that is planned for North Eastern part of the Nkangala District Municipality covering parts of Thembisile and Dr JS Moroka Municipalities. The development is aimed at covering areas around Rust De Winter, some parts of Moloto, KwaMhlanga, Klipfontein, Loding Almansdrift, Mdala Nature Reserve, Mkhombo/Rhensterkop Dam, Rooikoppen Dam, Rust De Winter Dam including some major tourist sites like General Smuts House in the Rust de Winter area.

The development will mainly centre around Tourism attraction based on the Game Reserves, the dams listed, hotel accommodation, condominiums and Corporate Lodges, Sangoma Village with "Muti Nursery" (Traditional Medicinal Plants), Bird Park, Equestrian Centre and Polo Clubs. The development project is earmarked to use Commuter traffic using efficient and economic diesel electric train sets hauled by steam locomotives hence local power generation is expected to further boost economic growth within the area.

Kusile Power Station Project: (R111 billion) Kusile Power Station, formerly code-named as Project Bravo, is South Africa's largest construction project four times larger than Gautrain. This project is being built by Eskom as part of its multi-billion rand expansion build programme with expected completion scheduled for 2017 is aimed at meeting South Africa's surging power needs. The project is expected to cost an estimated R111 billion. The last unit is expected to be commissioned in 2017.

This project is a government supported initiated through Eskom's revised plan for electricity growth. Eskom revised its electricity growth projection two years ago from 2.3% to 4% per annum. The upward revision of the electricity demand growth to 4% was required to align to government's target of a 6% gross domestic product growth between 2010 and 2014. Hence the Kusile power station had to be brought forward because of the revised plan.

The new base-load power station, which will consist of six-unit, green field, mine-mouth, coal fired plant generating a total of approximately 4 800 megawatts (MW) (6 by 800 MW) of gross output, is located on the west of R555 between the N4 and N12 freeway and some 30 km north of the existing Kendal power station. The project located in the Victor Khanye Local Municipality's area of jurisdiction near the town of Witbank in Mpumalanga Province.

It is essential that the country maintains its momentum and size of the build programme currently underway as delays will place security of energy supply at risk. Kusile with its former working name Bravo constitutes the second most advanced new generation coal-fired power stations being brought into the system after the Medupi power station, which is currently being built at Limpopo Province. The time of completion for the Kusile project is expected to be in 2017. Kusile's first 803-MW units would begin coming on commercial stream in 2013, with the subsequent five units being commissioned in eight-month intervals thereafter. The last unit is expected to be in commercial operation in 2017.

However, as such project is implemented moving forward it is imperative to assess its economic impact to the region and the entire economy. It has come to be convincing that a project of such magnitude poses huge effects on the socio-economic cluster of the region thereby contributing immensely to the economic growth in the economy.

The state-owned electricity utility has selected Anglo Inyosi, the black economic empowerment subsidiary of Anglo Coal South Africa, to supply the required coal for the life of the power station. The coal, which will be transported by conveyor belt, shall be supplied from the nearby new Largo reserve as well as from the Zondagsfontein reserve. This shows that a significant number of personnel will be employed and thus contributing to the reduction of employment in the country.

It is important to note the positive impact the project would have on economic and social aspects. Kusile will be the first power station in South Africa that will have Flue Gas De-Sulphurisation (FGD) plants installed. According to Eskom, this is a state-of-the-art technology meant to remove oxides of sulphur, including sulphur dioxide, from the exhaust flue gases in coal-fired power plants. This will enable Eskom to use the technology as an atmospheric emission abatement technology, thereby ensuring compliance with air quality standards, as is a result of the location of the Kusile project in the greater Witbank area where the existing atmospheric pollution is perceived to be a problem. Hence the installation of such plants will mitigate the air pollution and clean air to the environment will be maintained.

There is little doubt that the construction of Kusile will have a positive impact on the economy of the Mpumalanga Province. Therefore, the project is expected to create over 8000 jobs for local people. For both project Kusile (Bravo) and Medupi more than 50% of the contracts would be secured locally with the potential to create thousands of jobs (TradeInvestSA, 2008). On a specific view staffing will be at the level of approximately 483 people divided between permanent Eskom employees and outsourced functions. Due to the relatively high level of automation compared to older stations, each operating shift would have 17 persons per shift on a five-shift cycle. In addition, significant skills development will occur because of the project going forward. However, shortages of much needed skills remain a challenge that must be addressed urgently to meet the needs of the economy provided by such project opportunity.

However, there is an adverse economic impact that needs to be tackled as brought about by the Kusile power station, the urgent problem of the condition of the roads in the Mpumalanga area. The road network between the mines and the power stations has been severely damaged. This is the result of an average 800 heavy trucks travelling such routes on a daily basis. An additional 45 million tons of coal have been procured from mines in order to maximize output at coal-fired power stations. 90% of this will be transported by road, thus will further

exacerbates an already critical situation. Government, mines, Eskom and Transnet must assess various rail and conveyor options as would the creation of dedicated roads for coal haulage as various logistical solutions.

The demand for water is another impact posing its crucial challenge to government, Eskom and mines. Proper budget coupled with water infrastructure construction for adequate water ration and conservation is critical as a solution to easing the challenge.

The sole aim positive impact to be brought about by this project is increase in electricity supply to command the necessary security for the needed socio-economic development and thus economic growth in the country. It is envisaged that the energy will be fed into the National Grid at a transmission voltage of 400kV and /or 765kV that will have direct usage by the various sectors of the economy and the balance possibly for export.

Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) is one of government's short to medium term programmes aimed at reducing unemployment. This will be achieved through the provision of work opportunities coupled with training. The programme was formally announced by President Thabo Mbeki in his State of the Nation Address in February 2003. Subsequently the EPWP learnership programme was established by the Department of Public Works (DPW) and Construction Education and Training Authority (CETA) as an additional means of addressing the capacity in the labour-intensive construction sector. A learnership is a route for learning and gaining a qualification within the National Qualification Framework (NQF) from level 1 to 8. Learner contractors and supervisors on the EPWP Learnership Programme aim to gain NQF level 2 and 4 respectively.

Nkangala District Municipality (NDM) took a resolution to implement EPWP on 30 June 2004. The NDM EPWP implementation has been through a Memorandum of Agreement (MOA) with the National Department of Public Works (NDPW) and Construction Education and Training Authority (CETA). The MOA tripartite EPWP learnership implementation has met with a number of challenges, which include delays in the appointment of training providers and mentors and non-payment of stipends by CETA. To-date NDM has implemented 297 learnerships in three (3) tranches namely Ikwezi 2004 (63 Learnerships), Intsika 2005 (69 Learnerships), Indzudzo 2006 (75 Learnerships) and the fourth group 2009 (90 Learnerships) (see table 34).

- The programme duration is 24 months (includes both class training and on site project training)
- The programme structure is that, one learner contracting company shall receive three experiential projects with the budget of R400 000, R800 000 and R1, 2 million respectively for the entire duration of the project.

Table 34: EPWP learnerships progress

Group	Year	Budget (m)	Programme Status
Ikwezi	2004/05	12.5	Completed
Intsika	2005/06	69.6	Completed
Indzudzo	2007/08	60	Completed
4 th Group	2009/10		1 st class training completed

NDM will focus on the following strategies to efficiently manage, monitor and evaluate EPWP programmes in their jurisdiction:

Meeting key objectives: greater labour intensity can be achieved through benchmarks to be set out through:

1. that the total wage component should reach 30% of the total expenditure,
2. that all community water and sanitation projects to meet EPWP criteria
3. that targets for labour intensity to be set per sector

Making EPWP more accountable: oversight, responsibility and accountability should be divided for each sector for effective reporting and reviewal.

Improving work opportunities: the minimum length of work opportunities and wage targets to be established per sector.

Better reporting: proper reporting on key indicators such as job opportunities, person days of employment, demographic targets (women, youth and people with disabilities), training days, projects budgets, and projects wage rates be done on a quarterly basis and be made public available.

Better training: training norms and standards to be established. All training to reach a level of norms and standards in defined skills, learnerships or certificated NQF credits. Training provision to be cascaded to social and environmental sectors.

Improved working conditions: EPWP wages paid should not be less than R50 a day. All workers to be provided with a work contract with minimum conditions and training entitlements. EPWP workers to be given uniforms and protective clothing.

Better monitoring and evaluation: all projects to be adequately monitored and be evaluated for accuracy on reported outputs versus the targets. This can be done using external professional verification. EPWP officials to be provided with quarterly reports of progress per sector.

Improved participation by vulnerable groups: this should be given priority since, the youth and women constitutes the highest proportion of the unemployed

6.20.4 Projects

6.20.4.1 NDM Projects

Project	Municipality	Project Location	Indicator	Responsibility	Funding Source	Budget 2010/11 (R)	Budget 11/12 (R)	Budget 12/13 (R)
SMME development	NDM	NDM	SMME development	Manager: LED	NDM	0	0	0
Goat Farming Project	Thembisile/Dr. JS Moroka	Thembisile/Dr. JS Moroka	Goat Farming Project	Manager: LED	NDM	1 600 000	0	0
Tourism routes Identification and upgrading of Tourism routes	NDM	NDM	Tourism routes Identification and upgrading of Tourism routes	Manager: LED	NDM	3 000 000	0	0
Marketing and communication/ awareness campaign of tourism route signage	NDM	NDM	Marketing and communication/ awareness campaign of tourism route signage	Manager: LED	NDM	500 000	0	0
Tourism arts & craft. supply development	NDM	NDM	Tourism arts & craft. supply development	Manager: LED	NDM	200 000	0	0
Communication & media plan development	NDM	NDM	Communication & media plan development	Manager: LED	NDM	200 000	0	0
Iron & Steel Beneficiation Incubator Feasibility Study	Steve Tshwete & Emalahleni	Steve Tshwete & Emalahleni	Iron & Steel Beneficiation Incubator Feasibility Study	Manager: LED	Private sector funding	R2000,000	-	-
Corporate Social Investment Project implementation	NDM	NDM	Corporate Social Investment Project implementation	Manager: LED	NDM/Private sector	R200,000	-	-
Cultural & historical heritage sites development	NDM	NDM	Cultural & historical heritage sites development	Manager: LED	DCSR/NDM	R2.4 million	-	-

CHAPTER SEVEN

7. FINANCIAL PLAN, KEY PERFORMANCE INDICATORS AND TARGETS

7.1 LEGISLATIVE IMPERATIVE

As outlined in Section 26 of the Municipal Structures Act, an integrated development plan must reflect, inter alia, a financial plan, which must include a budget projection for at least the next three years and the key performance indicators and performance targets. The former and the latter serve to be yardsticks of municipal performance. The budget resolution must approve measurable performance objectives for each vote (and for key sub-functions as may be prescribed) including service delivery targets and other performance indicators so that council can be judged on service delivery as well as revenue and expenditure. The basis for performance management is to be found in Chapter 6 of the Municipal Systems Act 32 of 2000. More specifically Section 38, which reads as follows:

"A municipality must –

- (a) Establish a Performance Management System that is –
 - (i) commensurate with its resources;
 - (ii) best suited to its circumstances; and
 - (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan; "

Furthermore such a system must promote a culture of performance management in a municipality's political and administrative structures and facilitate the management of its affairs in an economical, efficient, effective and accountable manner.

Largely municipalities have the discretion to determine their own system and reporting frequencies. The exception to this freedom is that the laid down National Key Performance Indicators (KPI's) have to be taken into account and it is required that performance had to be reviewed and reported on at least once a year.

Timeframes and responsibilities are as follows.

- Municipal Systems Act, 2000 Section 46 reviews
- Municipal Finance Management Act, 2003:
 - Monthly budget statements (Section 71 - Accounting Officer)
 - Quarterly reports (Section 52 - Executive Mayor)
 - Mid-year budget and performance assessment (Section 72 - MM as accounting officer)
 - Annual report (Section 121 - MM to Mayor and Council)

7.2 FINANCIAL PLAN

Tables 35 shows a five (5) financial Plan summary, which is broken into, details as shown in tables, 36 and 37 respectively.

Table 35 Five-year financial plan

REVENUE	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Budget year	Y+1	Y+2	Y+3	Y+4	
Executive and council	-	-	-	-	-
Administration	-	-	-	-	-
Finance & Admin	(305,420,000)	(317,768,000)	(336,834,080)	(336,834,080)	(336,834,080)
RSC					
Replacement Levy	(264,554,000)	(272,506,000)	(288,856,360)	(288,856,360)	(288,856,360)
Regional Services Levy	-	-	-	-	-
Establishment Levy	-	-	-	-	-
Interest Received External	(20,850,000)	(22,125,000)	(23,452,500)	(23,452,500)	(23,452,500)
Interest Received Debtors	(97,000)	(103,000)	(109,180)	(109,180)	(109,180)
Other Income	(1,311,000)	(1,384,000)	(1,467,040)	(1,467,040)	(1,467,040)
FMGrant	(1,000,000)	(1,250,000)	(1,325,000)	(1,325,000)	(1,325,000)
Equitable Share	(16,858,000)	(19,400,000)	(20,564,000)	(20,564,000)	(20,564,000)
Grants	-	-	-	-	-
MSIG	(750,000)	(1,000,000)	(1,060,000)	(1,060,000)	(1,060,000)
MIG	-	-	-	-	-
Community & Social Services	-	-	-	-	-
Planning & Development	-	-	-	-	-
Capital Gain on investment	-	-	-	-	-
(SURPLUS) / DEFICIT	(186,367,286)	(561,512)	-	-	-
Total Income	(491,787,286)	(318,329,512)	(336,834,080)	(336,834,080)	(336,834,080)
EXPENDITURE					
Councillor allowances	12,817,387	13,931,562	14,767,456	14,767,456	14,767,456
Salaries	67,832,159	73,831,167	78,261,037	78,261,037	78,261,037
General Expenses	16,571,935	17,634,548	18,254,775	18,254,775	18,254,775
Repairs & Maintenance	4,933,160	5,362,533	5,681,915	5,681,915	5,681,915
Capital Expenditure	3,527,800	3,122,444	2,761,791	2,761,791	2,761,791
Capital Charges	5,909,400	5,909,400	6,263,964	6,263,964	6,263,964
Primary Functions	38,842,000	40,867,000	43,319,020	43,319,020	43,319,020

Operating Expenditure	33,642,000	35,267,000	37,383,020	37,383,020	37,383,020
Capital Expenditure	5,200,000	5,600,000	5,936,000	5,936,000	5,936,000
Contribution to Local Municipalities	341,353,444	157,670,858	167,524,122	167,524,122	167,524,122
General	154,237,847	157,670,858	167,524,122	167,524,122	167,524,122
Victor Khanye	13,963,538	-	-	-	-
Dr JS Moroka	31,724,074	-	-	-	-
Emalahleni	51,028,074	-	-	-	-
Steve Tshwete	30,270,580	-	-	-	-
Emakhazeni	16,214,431	-	-	-	-
Thembisile	43,914,900	-	-	-	-
Total Expenditure	491,787,286	318,329,512	336,834,080	336,834,080	336,834,080
SURPLUS / DEFICIT	-	-	-	-	-

Table 36: DRAFT BUDGET 2010/2011 and five-year financial projection

REVENUE	2010/11 financial Year (FY)					2010/11 FY	2012 FY	2013 FY	2014 FY	2015 FY
	Sep-10	Dec-10	Mar-11	Jun-11						
Executive and council	R -	R -	R -	R -	R -					
Administration	R -	R -	R -	R -	R -					
Finance & Admin	R -76,355,000.00	R -76,355,000.00	R -76,355,000.00	R -76,355,000.00	R -305,420,000.00		(317,768,000.00)	(336,834,080.00)	(336,834,080.00)	(336,834,080.00)
RSC Replacement Levy	R -66,138,500.00	R -66,138,500.00	R -66,138,500.00	R -66,138,500.00	R -264,554,000.00		(272,506,000.00)	(288,856,360.00)	(288,856,360.00)	(288,856,360.00)
Regional Services Levy	R -	R -	R -	R -	R -					
Establishment Levy	R -	R -	R -	R -	R -					
Interest Received External	R -5,212,500.00	R -5,212,500.00	R -5,212,500.00	R -5,212,500.00	R -20,850,000.00		(22,125,000.00)	(23,452,500.00)	(23,452,500.00)	(23,452,500.00)
Interest Received Debtors	R -24,250.00	R -24,250.00	R -24,250.00	R -24,250.00	R -97,000.00		(103,000.00)	(109,180.00)	(109,180.00)	(109,180.00)
Other Income	R -327,750.00	R -327,750.00	R -327,750.00	R -327,750.00	R -1,311,000.00		(1,384,000.00)	(1,467,040.00)	(1,467,040.00)	(1,467,040.00)
FMGrant	R -250,000.00	R -250,000.00	R -250,000.00	R -250,000.00	R -1,000,000.00		(1,250,000.00)	(1,325,000.00)	(1,325,000.00)	(1,325,000.00)
Equitable Share	R -4,214,500.00	R -4,214,500.00	R -4,214,500.00	R -4,214,500.00	R -16,858,000.00		(19,400,000.00)	(20,564,000.00)	(20,564,000.00)	(20,564,000.00)
Grants	R -	R -	R -	R -	R -					
MSIG	R -187,500.00	R -187,500.00	R -187,500.00	R -187,500.00	R -750,000.00		(1,000,000.00)	(1,060,000.00)	(1,060,000.00)	(1,060,000.00)
MIG	R -	R -	R -	R -	R -					
Community & Social Services	R -	R -	R -	R -	R -					
Planning & Development	R -	R -	R -	R -	R -					
Capital Gain on investment	R -	R -	R -	R -	R -					
(SURPLUS) / DEFICIT	R -46,591,821.38	R -46,591,821.38	R -46,591,821.38	R -46,591,821.38	R -186,367,285.52		(561,512.00)			
Total Income	(122,946,821)	(122,946,821)	(122,946,821)	(122,946,821)	(491,787,286)		(318,329,512)	(336,834,080)	(336,834,080)	(336,834,080)
EXPENDITURE										
Councillor allowances	R 3,204,346.75	R 3,204,346.75	R 3,204,346.75	R 3,204,346.75	R 12,817,387.00		13,931,562.00	14,767,455.72	14,767,455.72	14,767,455.72
Salaries	R 16,958,039.75	R 16,958,039.75	R 16,958,039.75	R 16,958,039.75	R 67,832,159.00		73,831,167.00	78,261,037.02	78,261,037.02	78,261,037.02
General Expenses	R 4,142,983.85	R 4,142,983.85	R 4,142,983.85	R 4,142,983.85	R 16,571,935.40		17,634,548.40	18,254,775.30	18,254,775.30	18,254,775.30
Repairs & Maintenance	R 1,233,290.00	R 1,233,290.00	R 1,233,290.00	R 1,233,290.00	R 4,933,160.00		5,362,533.00	5,681,914.98	5,681,914.98	5,681,914.98
Capital Expenditure	R 881,950.00	R 881,950.00	R 881,950.00	R 881,950.00	R 3,527,800.00		3,122,444.00	2,761,790.64	2,761,790.64	2,761,790.64
Capital Charges	R 1,477,350.00	R 1,477,350.00	R 1,477,350.00	R 1,477,350.00	R 5,909,400.00		5,909,400.00	6,263,964.00	6,263,964.00	6,263,964.00
Primary Functions	R 9,710,500.00	R 9,710,500.00	R 9,710,500.00	R 9,710,500.00	R 38,842,000.00		40,867,000.00	43,319,020.00	43,319,020.00	43,319,020.00
Operating Expenditure	R 8,410,500.00	R 8,410,500.00	R 8,410,500.00	R 8,410,500.00	R 33,642,000.00		35,267,000.00	37,383,020.00	37,383,020.00	37,383,020.00
Capital Expenditure	R 1,300,000.00	R 1,300,000.00	R 1,300,000.00	R 1,300,000.00	R 5,200,000.00		5,600,000.00	5,936,000.00	5,936,000.00	5,936,000.00

Contribution to Local Municipalities	R 85,338,361.03	R 85,338,361.03	R 85,338,361.03	R 85,338,361.03	R 341,353,444.12	157,670,857.60	167,524,122.34	167,524,122.34	167,524,122.34
General	R 38,559,461.65	R 38,559,461.65	R 38,559,461.65	R 38,559,461.65	R 154,237,846.60	157,670,857.60	167,524,122.34	167,524,122.34	167,524,122.34
Victor Khanye	R 3,490,884.58	R 3,490,884.58	R 3,490,884.58	R 3,490,884.58	R 13,963,538.32	-	-	-	-
Dr JS Moroka	R 7,931,018.55	R 7,931,018.55	R 7,931,018.55	R 7,931,018.55	R 31,724,074.19	-	-	-	-
Emalahleni	R 12,757,018.47	R 12,757,018.47	R 12,757,018.47	R 12,757,018.47	R 51,028,073.88	-	-	-	-
Steve Tshwete	R 7,567,645.00	R 7,567,645.00	R 7,567,645.00	R 7,567,645.00	R 30,270,580.01	-	-	-	-
Emakhazeni	R 4,053,607.76	R 4,053,607.76	R 4,053,607.76	R 4,053,607.76	R 16,214,431.02	-	-	-	-
Thembisile	R 10,978,725.03	R 10,978,725.03	R 10,978,725.03	R 10,978,725.03	R 43,914,900.10	-	-	-	-
Total Expenditure	122,946,821	122,946,821	122,946,821	122,946,821	491,787,286	318,329,512	336,834,080	336,834,080	336,834,080
SURPLUS / DEFICIT	-	-	-	-	-	-	-	-	-

Table 37: Budget Summary by Main Vote

Executive and council	R 729,625.00	R 729,625.00	R 729,625.00	R 729,625.00	R 2,918,500.00	R 2,464,120.00	2,063.96
Executive and council	R 372,250.00	R 372,250.00	R 372,250.00	R 372,250.00	R 1,489,000.00	R 1,578,000.00	1,672.68
Administration	R 37,750.00	R 37,750.00	R 37,750.00	R 37,750.00	R 151,000.00	R 168,500.00	178.61
Finance & Admin	R 48,875.00	R 48,875.00	R 48,875.00	R 48,875.00	R 195,500.00	R 205,000.00	217.30
Community & Social Services	R 28,200.00	R 28,200.00	R 28,200.00	R 28,200.00	R 112,800.00	R 124,824.00	132.31
Planning & Development	R 37,500.00	R 37,500.00	R 37,500.00	R 37,500.00	R 150,000.00	R 160,000.00	169.60
Regional services	R 1,300,000.00	R 1,300,000.00	R 1,300,000.00	R 1,300,000.00	R 5,200,000.00	R 5,600,000.00	5,936.00
	2,554,200	2,554,200	2,554,200	2,554,200	10,216,800	10,300,444	10,370

7.3 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

7.3.1 KPA1: INFRASTRUCTURE DELIVERY AND SERVICE PROVISION

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	PERFORMANCE	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	QUARTERLY TARGETS				2010/11 BUDGET
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	
Establish and quantify water and sanitation backlog and formulate strategies to address identified challenges	Regional Water Master Plan reviewed		Council Resolution by July 2011		1				1	R1 000 000
Reduce the percentage of households without access to basic level of sanitation	Implementation of projects in LMs			50%	85%					R51 000 000
	Percentage of households benefited									
Reduce the percentage of households without access to basic level of water	Implementation of projects in LMs		Budget spent	58%	85%	5%	10%	25%	30%	R36 100 000
	Percentage of households benefited		Records							
Assessment on the progress on backlog reduction	Water Collaboration Forum meetings		Number of meetings	3	4	1	1	1	1	R18 000
Reduce the percentage of households without access to basic level of electricity	Implementation of projects in LMs		Budget spent	58%	85%					
	Percentage of households benefited		Number of meetings	0	4	1	1	1	1	
	Energy Forum meetings		Percentage							
Reduce the percentage of households without access to basic level of waste removal	Implementation of projects in LMs		Budget spent		100%					R200 000
	Percentage of beneficiaries		%	49.5%	55%					
	Waste recycling									
Replacement of asbestos pipes	Implementation of projects in LMs		Budget spent		70%	5%	10%	25%	30%	
	% pipes replaced		Budget spent							
	Study on asbestos pipes status quo conducted		Council Resolution	None	1				1	
Conduct a study on houses (asbestos roofing)	Study completed		Council Resolution	None	1			1		R200 000
Assess the impact of Water Demand Management Systems implemented	Study completed		Council Resolution	None	1			1		R400 000

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	PERFORMANCE	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	QUARTERLY TARGETS				2010/11 BUDGET
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	
Manage and monitor the implementation of projects/programmes	Consultants meetings		Number of meetings	4	4	1	1	1	1	R18 000
Ensure roads and Stormwater systems are monitored and upgraded in Thembeisile	Implementation of road projects		Budget spent	58%	85%	5%	10%	25%	30%	R47 500 000
	Stormwater Master Plans		Council resolution	None	1			1		R1 000 000
Facilitate land development processes	Decisions on applications		Decisions made within 3 months	58%	85%	100%	100%	100%	100%	R10 000
Promote an integrated & coordinated approach to Disaster Management in the	Disaster Management Advisory Forum meetings		Number of meetings	0	2		1		1	
	Joint Operations Committee meetings		Number of meetings	0	2		1		1	R50 000
	Disaster Communication Control system		Monthly reports	0	12	1	1	1	1	
	Disaster Management Plans for Dr JS, Thembeisile Hani & Emakhazeni completed		Council resolution	Disaster Management Framework in place	3			1		R300 000
Render effective and efficient fire fighting and rescue services	Training of fire personnel		Number trained	5	5					
	Construction of phase 2 KwaMhlanga fire station		Quarterly Progress Reports	Designs completed	4					R10 000 000
	Disaster and Fire equipments procured		Number procured	3	4				4	
Facilitate provision of effective and efficient Environmental Health Services throughout the NDM	Transfer of LM staff by December 2010		Signed agreement	0	6	10	10	10	10	R0
	Transfer of Dept Health staff by December 2010		Signed agreement	0	1					
To ensure a safe and healthy working environment in compliance with SHEQ regulations	Conduct SHEQ HS report/Audit report completed/ Occupational Health and Safety structures and procedures in place		Council resolution		1			1		
To promote sustainable development and environmental management	Environmental Management Plan approved		Council resolution	None	1			1		R200 000

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	QUARTERLY TARGETS				2010/11 BUDGET
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	
To reduce air pollution and improve air quality management	Section 77 study its licensing function completed	Council Resolution	None	1		1			R0
To increase awareness and promote participation of communities in waste management	Awareness campaigns	Number of campaigns	0	2		1		1	R300 000
To conduct a study on water quality monitoring throughout the	Report Completed	Council Resolution	0	1			1		R300 000
To facilitate standardisation water quality monitoring systems in all LM's	Report Completed and presented to LMs	Records	None	1				1	R300 000
To monitor the quality of both water and sewage treatment works discharges to the main watercourse.	Number of samples per quarter	Records	0	12	3	3	3	3	R20 000
To ensure that communities have security of tenure	Land tenure projects funded	Budget percentage spent		40%		5%	10%	20%	R10 000 000
	Reviewed Land Audit Report	Council Resolution	2007 Report	1				1	
Formalisation and upgrading of informal settlements in the NDM area.	Eradication of informal Settlement strategy approved	Council Resolution		1			1		R300 000
To facilitate the process of obtaining Housing Accreditation for medium to high capacity municipalities including the	Report submitted			1		1			
To facilitate the process of gathering, collection and management of geographic information within the	GIS Strategy approved by council	Council Resolution	None	1				1	R300 000
Mainstreaming of HIV/AIDS	Launching of HIV/AIDS council by Dec 2010	Council resolution on establishment of committee	0	1					R200 000
	HIV/AIDS Council meetings	Number of meetings	0	2					
	Implement (awareness) programmes	Records	0	2				2	

7.3.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

KEY PERFORMANCE OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
					1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
Create a conducive environment for promotion and attraction of the investment projects and economic growth	LED Strategy reviewed	Council Resolution	2006 LED strategy	1			1		R500 000
	Quarterly meetings with business	Number of meetings	0	4	1	1	1	1	
	Industrial Expo	Number of events	None	1				1	
	Trade and investment marketing proposals	Number of proposals	None	2		1		1	
Facilitate corporate social investment	Quarterly stakeholder meetings	Number of meetings	None	4	1	1	1	1	R20 000
Facilitate stakeholder engagement and dialogue on LED issues	LED Management Committee meetings	Number of meetings	2	4	1	1	1	1	R20 000
Improve marketing of the domestically and internationally	LED Marketing brochure	LED Marketing brochure developed	None	1		1			R80 000
	Local Industrial web portal link created	Records	None	1				1	
To establish and expand the existing SMMEs	Business Management Skills developed	Number of SMMEs trained	None	6		1			R100 000
	Access to government agencies funding	Number of SMMEs funded	None	6		1	2	3	
	SMME database	SMME database compiled		1		1			
	Audit Report completed	Council Resolution	None	1		1			
To conduct tourism facility product audit	Career Expo held	Records	None	1			1		R100 000
To facilitate youth development and assistance	Training undertaken	Records	None	1		1			R20 000
Facilitate access to funding and support to emerging businesses in the textile industry	Number of associations benefited	Records	None	2		1		1	R10 000
Establishment of learnerships and financial support for skills development (corporate)	Learnership and internship contracts	Contracts concluded		5		5			

KEY PERFORMANCE OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
					1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
Establishment of a -wide business linkage centre between big business and SMMEs	Information services centre established	Records	None	1				1	R50 000
Implementation of the Agro-processing anchor project	Feasibility studies conducted	Council Resolution		1	1				R200 000
Implementation of the Logistics Hub anchor project	Feasibility studies conducted	Council Resolution		1	1				R200 000
Implementation of the International Convention centre anchor project	Feasibility studies conducted	Council Resolution		1			1		R200 000
Implementation of the Catalytic Convector anchor project	Feasibility studies conducted	Council Resolution		1		1			R200 000
Create job opportunities through municipality's local economic development initiatives and capital projects	Number Job opportunities created	Percentage		2%				2%	R3 000 000
To increase the percentage of households with access to free basic services earning less than R1100 per month	Review indigent register	Council Resolution		1			1		
To promote and develop tourism in the	Tourism working group meeting	Number of meetings		4	1	1	1	1	R500 000
	Heritage sites	Number of sites declared		2				2	
	Improved arts and craft centres	Number of centres improved		2					
	Number of women training	Records							
	Tourism road signage	Number of tourism routes		2				2	
	Development of tourism routes	Number of routes upgraded		2				2	
	Quarterly stakeholder meetings	Number of meetings	None	4	1	1	1	1	
To facilitate development process for the underutilised and under-developed games reserves in the north western of the , namely Mdala, Mkhombho, SS Skosana and Mabusa Game Reserves	Training undertaken	Council Resolution		1				1	R20 000
Implementation of EPWP learnership programme	Number of projects implemented	Number		32					
	% budget spent			100%					
Conduct NDM socio-economic impact study	Socio-economic impact study completed	Council resolution	None	1				1	R50 000
Improve public transportation	Moloto Rail Development	Number of		4		1		1	R540 000

KEY PERFORMANCE OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
					1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
	Corridor meetings	meetings							
	Non-motorised transportation workshops/road shows	Number of workshops/ road shows		1		1			
	Roads Summit	Number of events	None	1		1			

7.3.3 KPA 3: FINANCIAL VIABILITY

KEY PERFORMANCE OBJECTIVE	KEY PERFORMANCE INDICATOR	Unit of measurement	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
					1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
Promote financial viability and sound financial management	Unqualified Audit opinion	AG's Audit Opinion	1	1		1			R0
Compilation of annual financial statements in accordance with legislation	Annual financial statements submitted to AG by 31 st August 2010	Proof of receipt	1		1				R0
To ensure that all (monthly) financial reports are submitted to Council	Monthly and quarterly financial statements	Council Resolution	12	12	3	3	3	3	R0
To ensure that all (quarterly) financial reports are submitted to Council	Quarterly financial statements	Council Resolution	4	4	1	1	1	1	R0
To ensure that annual financial reports are submitted to Council	Submission of annually financial statements	Council Resolution	1	1				1	R0
To further investigate a possibility of an alternative and viable tax appropriate to local government	Report approved by Council and submitted to NT	Council Resolution	Developed position paper	1				1	R200 000
To review financial policies	Cash Management and Investment policy reviewed	Council Resolution		1			1		R100 000
	Payment (supplier) policy								R50 000
To ensure proper record keeping of municipal assets	Asset Management Policy developed	Council resolution	None	1		1			R50 000
To spend 100% of grant funding	Budget spent	Percentage	100%	100%	5%	20%	30%	45%	R0
Provide assistance to local municipalities in implementing revenue enhancement mechanisms									

7.3.4 KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KEY PERFORMANCE OBJECTIVE	KEY PERFORMANCE INDICATOR	Unit of Measurement	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
					1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
To compile an Employment Equity Policy and Plan for NDM	Employment Equity Policy developed	Council resolution	None	1		1			R200 000
	Employment Equity Plan developed by 30/09/2010	Council resolution	2009 EE Report	1		1			
To review the organisational PMS	PMS reviewed	Council resolution	2003 PMS policy	1		1			R200 000
To review and standardise Human Resource (HR) policy of the Council	HR policy reviewed	Council Resolution	2009 HR policies	1	1				R200 000
To formulate the 2010/11 IDP/Process	2010/11 IDP Framework/Process developed	Council Resolution	2009 Framework Plan	1				1	R0
Draft 2010/11 IDP presented in terms of the Framework Plan	Draft 2010/11 IDP presented to council by 23/02/2011	Council Resolution	None	1			1		R0
2010/11 IDP adopted in terms of the Framework Plan	2010/11 IDP adopted by 30/03/2011	Council Resolution	None	1			1		R0
2010/11 Budget adopted in terms of the Framework Plan	2010/11 Budget adopted by 25/05/2011	Council Resolution	None	1				1	R0
2010/11 SDBIP approved	2010/11 SDBIP submitted by 30/03/2011	Records	None	1			1		R0
Approved 2010/11 SDBIP and Performance Agreements of Section 57 managers approved by the Mayor and submitted to Council	Performance agreements signed by 29/06/2011	Records	None	1				1	R0
To compile a Workplace Skills Plan for the NDM	Workplace Skills Plan developed by 30/06/2011	Council Resolution	2009 WSP	1				1	R0
Percentage of a municipality's budget actually spent on implementing workplace skills plan	Quarterly Reports	Records	None	1% of payroll				1	R0
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number of EE candidates employed in the three highest levels of management	Number	None	2		1		1	

7.3.5 KPA 5: GOOD GOVERNANCE

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	PERFORMANCE	Unit of measurement	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
						1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
Promoting culture of performance management	PMS implemented		Percentage of signed performance agreements	100%	100%	1				R0
To promote transparency, accountability and strengthen internal controls	Performance and Audit Committee in place and functional by May 2010		Number of meetings	4	4	1	1	1	1	R20 000
To regulate the functionality and ensure effective and functional Audit Committee and Internal Audit	Audit Committee Charter reviewed and updated by May 2010		Council Resolution	1	1				1	R0
	Internal Audit Policy reviewed by May 2010		Council Resolution	1	1				1	R0
	Internal Audit Charters reviewed and updated by May 2010		Council Resolution	1	1				1	R0
	Internal Audit Manual reviewed by May 2010		Council Resolution	1	1				1	R0
Ensuring maximum participation of stakeholders and communities in IDP processes	Community Outreach programme meetings conducted in August/September 2010		Report and Council resolution	6	6		6			R600 000
	Community Outreach programme conducted in January/February 2010		Report and Council resolution		6			6		
	IDP/LED Forum meetings held		Number of meetings		4	1	1	1	1	
	IDP Technical meetings held		Number of meetings		4	1	1	1	1	
	Municipal Managers' forum meetings		Number of meetings		4	1	1	1	1	
	Mayors' Forum meetings		Number of meetings		4	1	1	1	1	
Continuously improve communication and liaison between all IDP stakeholders	IDP Indaba held		Report and Council Resolution		1			1		R300 000
	Communication Strategy reviewed		Council resolution		1		1			
	Newsletter published		Number published		4	1	1	1	1	
	Information on NDM website updated		Number of updates		12	1	1	1	1	

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	PERFORMANCE	Unit of measurement	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
						1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
To identify and measure strategic and operational risks	Three-year Risk Based Plan developed		Council Resolution	1	1			1		R100 000
	Annual risk assessment conducted		Council Resolution		1			1		R200 000
To put systems in place to guard against fraud and corruption	Anti-corruption and Fraud Prevention Strategy reviewed		Council Resolution	1	1			1		R100 000
Ensure reduce organisational risks	Quarterly reports on risk management		Top Management Resolution	0	4	1	1	1	1	R0
Empower CDWs and ward committee members on local government matters	Reports on functionality of CDWs and Ward Committees presented		Number of consolidated municipal reports		4	1	1	1	1	R1 200 000
	Ward committees trained		Records	None	1				1	
	Ward Committee and CDW Conference held		Council Resolution	2006 Conference	1			1		
	Speakers Forum Meetings		Number of meetings held		4	1	1	1	1	
Facilitate supply chain management matters	Supply Chain Management Policy reviewed		Council resolution		1				1	R30 000
Facilitate transparency and accountability	Annual report compiled		Council resolution		1		1			R300 000
	Council meetings held		Number of meetings	4	4	1	1	1	1	
	Agendas compiled		Records	All scheduled meetings	4	1	1	1	1	
To facilitate functionality of Council Committees	2010/11 Year planner approved		Council Resolution	2009 Year Planner	1					R100 000
To facilitate gender mainstream	Increase number of women beneficiaries in EPWP		% increase	57%	60%					
	Women summit held		Number of events	2008 Summit	1					R350 000
	Gender mainstreaming workshops conducted		Number of workshops	0	2					
Enhance the capacity of the institution	Organisational study conducted		Council Resolution	None	1		1			R100 000
	Budgeted posts filled		Percentage filled		90%					
Implement Employee Assistance Programmes	EAP Service Provider Appointed		Council Resolution	1	1	1				R500 000

KEY PERFORMANCE OBJECTIVE	KEY INDICATOR	PERFORMANCE	Unit of measurement	Baseline	2010/11 TARGET	Quarterly targets				2010/11 Budget
						1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	
	Number of Workshops conducted		Records	1	2		1		1	
Ensure optimum functionality and maintenance of the ICT systems	Rate of down-time		Number of hours quarter	< 96	< 80	< 20	< 20	< 20	< 20	R500 000
	Number of errors reported reduced		Number	< 360	< 300	< 75	< 75	< 75	< 75	R100 000
	Number of ICT equipments functional		Percentage functional	78%	< 90%	< 90	< 90	< 90	< 90	R350 000
To continually ensure optimal usage of all the NDM ICT systems	Refresher training on systems		Number of trainings	2	4		2		2	R200 000
Implementation of Service Level agreements to support and maintain ICT systems and infrastructure	Agreements signed		Number of agreements	0	8		4		4	R0
To ensure compliance with e-Government initiative and Electronic Transactions and Communication Act	ICT policy reviewed		Council Resolution	1	1			1		R0
To create an environment that enables access to information for internal and external users to view, update and manage data and generate reports	Internet and intranet upgrade		Records	1	1				1	R200 000
	Bandwidth increase		Bandwidth size	1Gb	2Gb				2Gb	R50 000
To provide the necessary support to all the Local Municipalities under NDMs jurisdiction	ICT Forum meetings		Number of meetings	0	2		1		1	R10 000

7.4 PERFORMANCE MANAGEMENT MONITORING

Government has taken this idea forward in the Municipal Systems Act (2000) which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the council, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General and
- Involve the community in setting indicators and targets and reviewing municipal performance.

In 2001, the Minister for provincial and local government published the Municipal Planning and Performance Management Regulations. These set out in more detail the requirements for municipal performance management systems. The regulations also include:

- Nine national key performance indicators, on which all municipalities are required to report; and
- New requirements for both internal and external audit processes of municipal performance.

The NDM adopted its Performance Management Model/Framework in line with the guidelines as prescribed in Chapter 6 of the Municipal Systems Act per Resolution NKDM39/3/2003 dated 31 March 2003. The Performance Management Framework was made operational by virtue of the fact that the Municipal Manager and all employees appointed on a contract basis annually enter into the required performance contracts.

Performance management in local government is an approach to the management of municipalities that relies on the regular:

- measurement of municipal performance against commitments made
- using indicators and targets relevant to the Integrated Development Plan of the municipality,
- assessment, by key stakeholders, of whether the IDP is being fulfilled
- adoption of corrective action and
- improvement of the IDP.

Managing expectations and increasing accountability

- A performance management system can also provide a mechanism managing expectations and ensuring increased accountability between:
- The citizens of a municipal area and the municipal council,
- The political and administrative components of the municipality,
- Each department and the municipal management.

Facilitating learning and improvement

Ensuring that accountability is maximised, the performance management system can also provide a mechanism for learning and improvement. A good system should allow for the municipality and its departments to know which approaches, strategies and programmes are achieving their desired impact, and enable them to improve delivery.

Providing early warning signals

A performance management system can provide early warning of risks to full implementation of the IDP. It is important that the system ensures decision-makers are timeously informed of risks, so that they can facilitate intervention, if necessary.

Facilitating decision-making

A performance management system can provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

Performance Monitoring and Review

With recent developments in performance measurement literature in both the public and private sectors, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

Ensure a balanced multi-perspective examination of the Nkangala District Municipality's performance, a Municipal balanced Scorecard model was adopted for the measuring of performance in the municipality. This model has been proved useful in performance management.

a) The Municipal Scorecard: The municipal scorecard is depicted in figure 31 below.

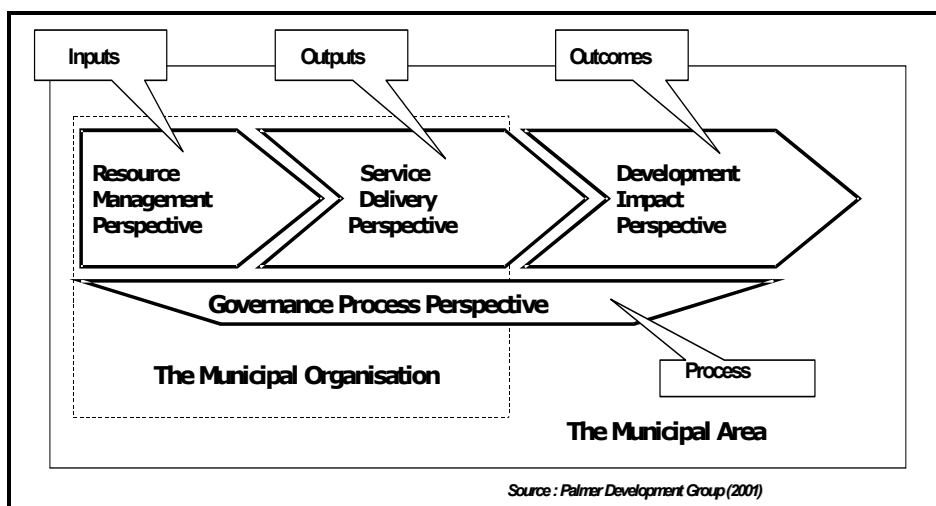


Figure 31: The Structure of the Municipal Scorecard

The Municipal Scorecard is based on the following four key perspectives:

The Development Impact Perspective: In this perspective the Nkangala District Municipality needs to assess whether the desired development impact in the municipal area is being achieved. This perspective constitutes the development priorities for the municipal area and indicators that tell us whether the desired development outcomes

are being achieved. It is, however, difficult to isolate development outcomes for which the municipality is solely accountable. The development priorities and indicators often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area is useful in showing whether the policies and strategies are having the desired development impact.

The Service Delivery Perspective: This perspective indicates how the municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

The Resource Management Perspective: This perspective indicates how the municipality is performing with respect to the management of its resources:

- Financial Resources
- Human Resources
- Information
- Organisational Infrastructure

Governance Process Perspective: This perspective indicates how the municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective includes, amongst others:

- Public participation
- Citizen satisfaction
- Access to Information

b) Scorecards at different levels: There are two levels of scorecards for Nkangala District as depicted in figure 32 below.

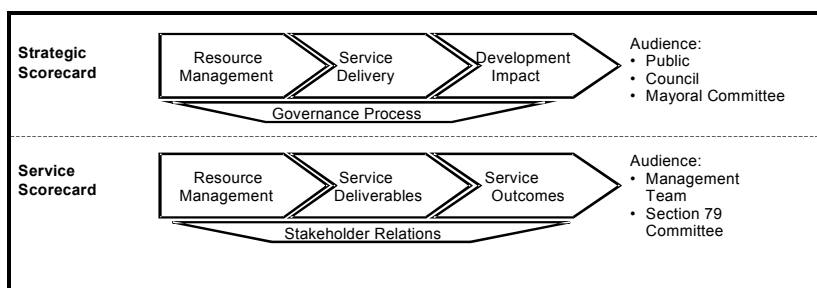


Figure 32: Two Levels of Scorecards

The Strategic Scorecard: The strategic scorecard provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments use it after review as a basis for reporting to the Mayoral Committee, Council and the public.

Service Scorecards: The service scorecards capture the performance of each defined service. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard provides a comprehensive picture of the performance of that service. It consists of objectives, indicators and targets derived from the service plan and service strategies. It is crucial that service scorecards are integrated into as a core component and simplify all regular reporting from departments to the Municipal Manager and Section 79 Committees.

Performance in the form of a service scorecard is reported to the Municipal Manager and relevant Section 79

Committee for review on a quarterly basis.

THE PROCESS OF MANAGING PERFORMANCE

Departmental Reviews: Departments review their performance at least monthly, using their service scorecards to determine any emerging failures to service delivery and to intervene if necessary. Departments use these reviews as a platform to reflect on their goals and programmes and whether these are being achieved.

Management Team Reviews: Departments report on their performance in the service scorecard format to the Municipal Manager. Additional indicators that occur in the strategic scorecard are also reviewed. The formulation of the strategic scorecard and the process of review are co-ordinated by the Management Team.

Mayoral Committee Reviews: On a quarterly basis, the Mayoral Committee engages in an intensive review of municipal performance against both the service scorecards and the strategic scorecard, as reported by the Municipal Manager.

The review reflects on the performance of services and the strategic scorecard. The Mayoral Committee ensures that targets committed to in the strategic scorecard are being met. If they are not met the Mayoral Committee ensures that satisfactory and sufficient reasons are provided and that the corrective action proposed is sufficient to address the reasons for poor performance.

The review also focuses on reviewing the systematic compliance to the performance management system, by Departments, Section 79 Committees and the Municipal Manager.

Council Reviews: The Mayoral Committee reports to Council on performance on an annual basis. This reporting takes place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

Public Reviews: The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

Quality Control and Co-ordination: The performance management team is required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It is their role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

Performance Investigations: The Mayoral Committee or Audit Committee are able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis.

Internal Audit: The Nkangala District Municipality's internal audit function is continuously involved in auditing the performance reports of services and the strategic scorecard. As required by the regulations, it is required to produce an audit report on a quarterly basis, which report is to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit still needs to be improved beyond the auditing of financial information.

Audit Committee: During 2003 the NDM appointed an Audit Committee in terms of Section 14 of the Municipal Planning and Performance Management Regulations of 2001. These regulations require the Council to establish an audit committee, where the majority of members are not Councillors or employees of the municipality. The Council also appointed a chairperson who is neither a Councillor nor employee.

The operation of this audit committee is governed by sections 14(2) and (3) of the regulations which provide that the performance audit committee must:

- review the quarterly reports submitted to it by the internal audit unit;
- review the municipality's performance management system and make recommendations in this regard to the Council of that municipality;
- assess whether the performance indicators are sufficient; and
- at least twice during a financial year submit an audit report to the Council.

Evaluation and Improvement of the Performance Management System: The Municipal Systems Act requires the Nkangala District Municipality to annually evaluate its performance management system. After the full cycle of the annual review is complete the performance management team will initiate an evaluation report annually, taking into account the inputs provided by departments. This report will then be discussed by the Management Team and finally submitted to the Mayoral Committee for discussion and approval.

8 THE WAY FORWARD

It is clear that the Nkangala District Municipality achieved major successes during the past decade – in many instances under very difficult circumstances. There were many lessons to be learnt along the road, and some mistakes were made. The District as a whole is, however, now much better equipped and geared towards service delivery than before. Given its current institutional memory, human resources and financial capacity, the Nkangala District Municipality can look forward to facing the following challenges which are deemed to be the top priorities for the second decade of democratic local government in the :

Governance and Administration

- Streamlining of the organisational structure and internal administrative processes of the Nkangala District Municipality in order to be able to deal with developmental issues in an efficient and effective manner.
- Ensuring that all municipalities within the Nkangala District comply with at least a minimum level of institutional capacity.
- Further enhancing the alignment and coordination of initiatives and projects of external service providers with that of local municipalities within the District.
- The broad-based capacitation of the community on issues relating to economic development and job creation, health, safety and security and education by way of enhanced communication programmes.
- Establishment of an efficient Ward Committee system in all municipalities and in both the urban and rural areas.
- Implementation of a system of fully capacitated Community Development Workers throughout the District.
- Continued participation of all service providers in the Nkangala IDP process and a continuous improvement in the standard of inputs provided.
- Improved, and more scientifically based linkages between community needs and the projects and programmes rolled out by service providers.
- More focus on Implementation Monitoring in order to ensure that service delivery takes place at a satisfactory

level.

- Increasing the revenue of especially the disadvantaged municipalities. Their ability to raise revenue is impeded by the lack of sustainable economic activity in these areas, and compounded by a lack of the appropriate institutional capacity to be able to collect the revenue that should accrue to the municipality.
- Pro-actively preparing for the abolition of the RSC levies, which pose a clear threat to the fiscal capacity of the District to continue with the sustained expansion of service delivery in the region.
- Implementation of Free Basic Services Systems in all the Local Municipalities.
- Implementation of the Property Rates Act in all the Local Municipalities in order to broaden the income base.

Service Delivery

- The equitable distribution of water in the District and the eradication of water backlogs in line with the Millennium Goals.
- Ensuring that the entire Nkangala community have access to at least a minimum level of sanitation services (VIP Toilets) in line with the Millennium Goals.
- Ensuring that all residents in the Nkangala District have access to electricity.
- Providing for safe and efficient road and rail based public transport in the District.
- Eradicating the housing backlog in the area through the formalisation of informal settlements.
- Implementing all three phases of the Expanded Public Works Programme throughout the entire Nkangala District.
- Ensuring that social services and facilities (education, health and welfare) are properly provided, maintained and expanded where necessary in order to give all residents equitable access to quality services and facilities.
- Apart from ensuring the continuous dedicated delivery of social services and facilities in the , the NDM need to put in place a more sophisticated mechanism by means of which to measure social upliftment and development in the (Human Development Index).
- Dealing with a wide array of environmental problems and concerns on various fronts by way of efficient Environmental Management in the District.
- Eradicating the spatial distortions which pose severe challenges to equitable and sustainable service delivery. The various settlements are functionally not linked, and residents from dislocated areas (such as Thembisile and Dr JS Moroka) commute daily over vast distances to employment opportunities in Gauteng.
- Formalisation of all towns and villages in the District in order to facilitate the transfer of properties to the owners and to be able to provide people with proper street names and street addresses (identity).
- To conduct an MPCC Audit and formulate a development strategy and programme.
- Establishment and formalisation of the 55 identified Multi Purpose Community Centres in the District, and specifically the first thirteen pilot projects.
- Secure additional funding for backlog eradication
- To facilitate the process of obtaining Housing Accreditation for medium to high capacity municipalities in the NDM.
- To investigate the formulation of a single piece of planning legislation for Mpumalanga Province concerning Land Use Management and the streamlining thereof.
- Implementation of municipal health services
- Improved service delivery in public health facilities
- Upgrading and maintenance of schools and facilities
- Improve Matric results focusing on Maths and Science
- Implement 2010 strategy
- Provide sort facilities in communities

- Fully operationalise NDM Disaster centre
- Expand electricity supply network to serve the entire NDM Community
- Develop & upgrade Transport Infrastructure, Improve service delivery and governance of transport function by taking control and be organized to execute the transport function
- Obtain reliable and efficient information management system to assist in decision making and planning
- Bi-annually progress reports submitted aim to adhere to 2014 vision
- Secure additional funding for backlog eradication
- Addressing water and sanitation backlog
- Addressing Housing backlog
- Upgrading and maintenance of roads
- Training of ward committee members and CDWs
- Health: Implementation of MHS and improved quality of service in public health institutions and extension of services including additional mobile clinics
- Education: Maintenance and upgrading of education facilities and improving performance of learners in Maths and Science
- Welfare: Expansion of food programmes and feeding schemes and accessibility of social welfare facilities
- Integrated and coordinated approach in tackling HIV/AIDS
- Culture, Sport and Recreation: Creation of new and or maintenance of sport facilities in communities
- Safety and Security: more satellite stations and revival of CPFs
- Emergency Services and Disaster management: improved accessibility and a coordinated approach
- Water and Sanitation: Addressing bulk backlog and reticulation in some cases
- Electricity Supply: ensure universal access to electricity
- Roads and Stormwater: maintenance of roads and implementation of stormwater
- Transportation: Improved public transportation and facilities. Possibility of NDM being a TA
- Land Reform and Land Administration: Discouragement of farm eviction, fast tracking land claims, formalization and land tenure upgrading
- Housing: address housing backlog and improve the quality of the RDP houses as well as discouragement of new informal settlements
- Environmental Management and Waste Management:
- Economic Development and Job Creation: fast-track implementation of anchor projects, expand EPWP into other sectors of the economy, empower SMMEs and cooperatives, promote tourism, etc
- Surveys:
 - Community satisfaction surveys
 - Socio-economic surveys

Economic Development

- The narrowing of the gap between the first and second economy and providing equitable access to economic opportunities and the supporting infrastructure and services to all who reside in its area of jurisdiction.
- Contending with escalating backlogs and high absolute poverty figures in urban areas (Emalahleni and Steve Tshwete), due to significant rural-urban migration as a result of unemployment and poverty in the more remote areas of the .
- Addressing the high rates of poverty (average rate of 46, 8% for the District), especially in the northern parts of the District (Dr JS Moroka and Thembisile), and “opening up” these areas to the broader regional economy.
- Optimally utilising the development potential associated with the Maputo corridor which runs through the central part of the District, the mining and electricity generating capacity in the area, the agricultural potential,

and the tourism opportunities in the northern parts.

- Successfully implementing the Nkangala LED Strategy and specifically the first five anchor projects.
- Focus on targeted skills development linked to the economic opportunities in the Nkangala District Municipality.