

**2011/12-2015/16**

**INTEGRATED DEVELOPMENT PLAN**

**FINAL**



**NKANGALA DISTRICT MUNICIPALITY**

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## ACRONYMS

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

GDS	Growth and Development Summit	LOA	Leave Of Absence
GGP	Gross Geographical Product	LRAD	Land Redistribution for Agricultural Development
GIS	Geographic Information System	LUM	Land Use Management
GVA	Gross Value Add	LUMB	Land Use Management Bill
HDI	Human Development Index	LUMS	Land Use Management System
HET	Higher Education and Training	MAM	Multi Agency Mechanism
HIV	Human Immunodeficiency Virus	MDGs	Millennium Development Goals
HRDP	Human Resource Development Plan	MDCSR	Mpumalanga Department of Culture, Sports and Recreation
HOD	Head of Department	MDHSS	Mpumalanga Department of Health and Social Services
IBBD	Industrial and Big Business Development	MDE	Mpumalanga Department of Education
ICRMP	Integrated Cultural Resources Management Plan	MEC	Member of Executive Committee
ICT	Information and Communication Technology	MFMA	Municipal Finance Management Act
IDP	Integrated Development Plan	MHS	Municipal Health Services
IEDP	Integrated Economic Development Plan	MIG	Municipal Infrastructure Grant
IFSNP	Integrated Food Security Nutrition Programme	MLL	Minimum Living Level
IGR	Intergovernmental Relations	MPG	Mpumalanga Provincial Government
IEM	Integrated Environmental Management	MPCC	Multi Purpose Community Centres
IMEP	Integrated Municipal Environmental Programme	MPRA	Municipal Poverty Rates Act
INEPBPU	Integrated National Electrification Programme Business Planning Unit	MRDP	Mpumalanga Rural Development Programme
INTAC	Integrated Nature-based Tourism and Conversation Management Project	MSA	Municipal Systems Act
IPA	Irreplaceable Area	MSIG	Municipal Systems Improvement Grant
IS	Information System	MSP	Master Systems Plan
ISF	Integrated Spatial Framework	MTEF	Medium Term Expenditure Framework
ISRDP	Integrated and Sustainable Rural Development	MTGS	Mpumalanga Tourism Growth Strategy
IT	Information Technology	MTSF	Medium Term Strategic Framework
ITP	Integrated Transport Plan	NDPGF	Neighbourhood Development Partnership Grant Fund
KPA	Key Performance Area	NEDA	Nkangala Economic Development Agency
KPI	Key Performance Indicator	NEDLAC	National Economic Development & Labour Council
LAR	Land Audit Report	NEMA	National Environmental Management Act
LDO	Land Development Objective	NEPAD	New Partnership for Africa's Development
LDP	Land Development Principles	NER	National Electricity Regulator
LED	Local Economic Development	NDM	Nkangala District Municipality
LM	Local Municipality	NGO	Non Governmental Organization
		NHRA	National Heritage Resources Act
		NLP	National LandCare Programme
		NSDP	National Spatial Development Perspective
		NWMS	National Waste Management Strategy
		OHS	Occupational Health and Safety Act

OLS	Operating Licence Strategy	SAMAF	South African Micro Finance Apex Fund
PA	Protected Area	SANAC	South African National AIDS Council
PGDS	Provincial Growth and Development Strategy	SANCO	South Africa National Civic Organization
PHC	Primary Health Care	SAPS	South African Police Service
PHP	Peoples Housing Programme/Process	SAR	South African Railways
PLAS	Proactive Land Acquisition Strategy	SDA	Spatial Development Areas
PMS	Performance Management System	SDLC	System Development Life Cycle
PPP	Public Performance Areas	SDF	Spatial Development Framework
PRUDS	Provincial Rural and Urban Development Strategy	SEAM	Strategic Engagement and Agreement Matrix
PSC	Project Steering Committee	SEDA	Small Enterprise Development Agency
RDP	Reconstruction and Development Plan	SETA	Sector Education Training Authority
REDS	Regional Electricity Distribution System	SEMP	Strategic Environmental Management Plan
REED	Regional Economic Enterprise Development	SLA	Service Level Agreement
RIDS	Regional Industry Development Strategy	SMART	Specific - Measurable - Accurate - Realistic - Time-Based
RSA	Republic of South Africa	SMME	Small Medium and Micro Enterprises
RSC	Regional Service Council	SoER	State of the Environment Report
SABS	South Africa Bureau of Standards	SUPA	Service Upgrading Priority Area
SACOB	South Africa Chamber of Business	SWOT	Strength, Weaknesses. Opportunities and Threats Analysis
SACTRP	South Africa Council for Town and Regional Planners	TLC	Transitional Local Council
SAHRA	South African Heritage Resources Agency	TOD	Transit Orientated Development
SALGA	South Africa Local Government and Administration	TRC	Transitional Regional Council
		UN	United Nations
		URDP	Urban and Rural Development Programme
		VIP	Ventilated Improved Pit Latrine
		WMAs	Water Management Areas
		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 demands. 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

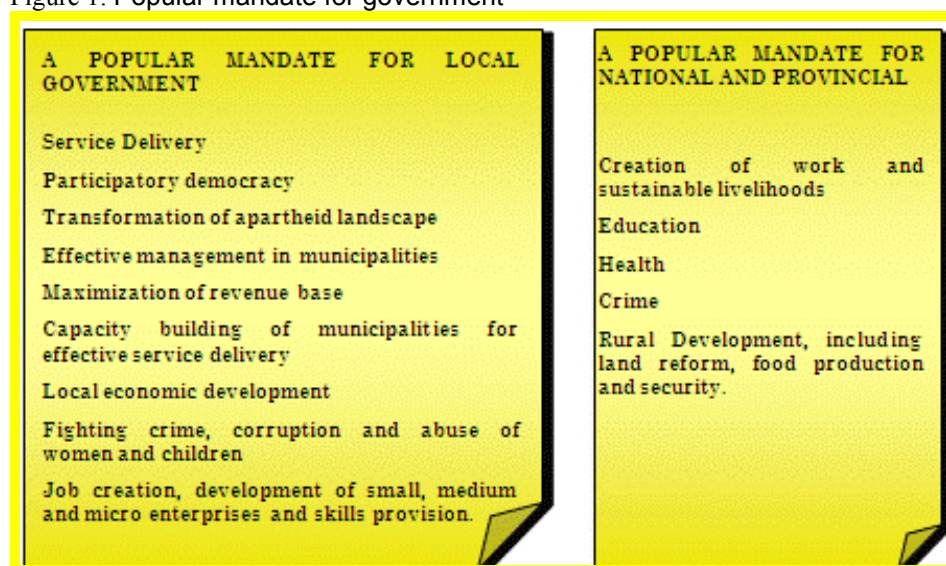
Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on Vision 2014; Popular Mandate across Spheres of Government; Government Outcomes; Medium Term Strategic Framework (MTSF); the National Spatial Development Perspective (NSDP); National Growth Path; the Mpumalanga Growth and Development Strategy; Millenium Development Goals; State of the Nation Address (SONA); State of the Province Address (SOPA).

### 1.2.1 The popular mandate across Spheres of 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



### 1.2.2 Government Outcomes

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. More detailed delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2011/12 MTREF. Below are the 12 Outcomes and the related outputs, together with indicative areas where Municipalities have a role to play in either contributing directly to the realization of the Outcomes or facilitate the work of National and Provincial Departments in realizing them:

#### Outcome 1. Improve the quality of basic education

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> <li>• Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF</li> <li>• Assess every child in grades 3, 6 and 9 every year</li> <li>• Improve learning and teaching materials to be distributed to primary schools in 2014</li> <li>• Improve maths and science teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the building of new schools by:               <ul style="list-style-type: none"> <li>- Participating in needs assessments</li> <li>- Identifying appropriate land</li> <li>- Facilitating zoning and planning processes</li> </ul> </li> <li>• Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>

## Outcome 2. Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government
1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness	<ul style="list-style-type: none"> <li>▣ Revitalise primary health care</li> <li>▣ Increase early antenatal visits to 50%</li> <li>▣ Increase vaccine coverage</li> <li>▣ Improve hospital and clinic infrastructure</li> <li>▣ Accredite health facilities</li> <li>▣ Extend coverage of new child vaccines</li> <li>▣ Expand HIV prevention and treatment</li> <li>▣ Increase prevention of mother-to child transmission</li> <li>▣ School health promotion increase school visits by nurses from 5% to 20%</li> <li>▣ Enhance TB treatment</li> </ul>	<ul style="list-style-type: none"> <li>▣ Many municipalities perform health functions on behalf of provinces</li> <li>▣ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</li> <li>▣ Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</li> </ul>

## Outcome 3. All people in South Africa protected and feel safe

Outputs	Key spending programmes	(National) Role of Local Government
1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated	<ul style="list-style-type: none"> <li>▣ Increase police personnel</li> <li>▣ Establish tactical response teams in provinces</li> <li>▣ Upgrade IT infrastructure in correctional facilities</li> <li>▣ ICT renewal in justice cluster</li> <li>▣ Occupation-specific dispensation for legal professionals</li> <li>▣ Deploy SANDF soldiers to South Africa's borders</li> </ul>	<ul style="list-style-type: none"> <li>▣ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</li> <li>▣ Direct the traffic control function towards policing high risk violations – rather than revenue collection</li> <li>▣ Metro police services should contribute by:               <ul style="list-style-type: none"> <li>- Increasing police personnel</li> <li>- Improving collaboration with SAPS</li> <li>- Ensuring rapid response to reported crimes</li> </ul> </li> </ul>

## Outcome 4. Decent employment through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government
1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works programme	<ul style="list-style-type: none"> <li>▣ Invest in industrial development zones</li> <li>▣ Industrial sector strategies – automotive industry; clothing and textiles</li> <li>▣ Youth employment incentive</li> <li>▣ Develop training and systems to improve procurement</li> <li>▣ Skills development and training</li> <li>▣ Reserve accumulation</li> <li>▣ Enterprise financing support</li> <li>▣ New phase of public works programme</li> </ul>	<ul style="list-style-type: none"> <li>▣ Create an enabling environment for investment by streamlining planning application processes</li> <li>▣ Ensure proper maintenance and rehabilitation of essential services infrastructure</li> <li>▣ Ensure proper implementation of the EPWP at municipal level</li> <li>▣ Design service delivery processes to be labour intensive</li> <li>▣ Improve procurement systems to eliminate corruption and ensure value for money</li> <li>▣ Utilise community structures to provide services</li> </ul>

### Outcome 5. A skilled and capable workforce to support inclusive growth

Outputs	Key spending programmes	(National) Role of Local Government
1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital	▫ Increase enrolment in FET colleges and training of lecturers ▫ Invest in infrastructure and equipment in colleges and technical schools ▫ Expand skills development learnerships funded through sector training authorities and National Skills Fund ▫ Industry partnership projects for skills and technology development ▫ National Research Foundation centres excellence, and bursaries and research funding ▫ Science council applied research programmes	▫ Develop and extend intern and work experience programmes in municipalities ▫ Link municipal procurement to skills development initiatives

### Outcome 6. An efficient, competitive and responsive economic infrastructure network

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector	▫ An integrated energy plan and successful independent power producers ▫ Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers ▫ Increase infrastructure funding for provinces for the maintenance of provincial roads ▫ Complete Gauteng Freeway Improvement Programme ▫ Complete De Hoop Dam and bulk distribution ▫ Nandoni pipeline ▫ Invest in broadband network infrastructure	▫ Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services ▫ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport ▫ Maintain and expand water purification works and waste water treatment works in line with growing demand ▫ Cities to prepare to receive the devolved public transport function ▫ Improve maintenance of municipal road networks

### Outcome. 7. Vibrant, equitable and sustainable rural communities and food security

Outputs	Key spending programmes	(National) Role of Local Government
1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support	▫ Settle 7 000 land restitution claims. ▫ Redistribute 283 592 ha of land by 2014 ▫ Support emerging farmers ▫ Soil conservation measures and sustainable land use management ▫ Nutrition education programmes	▫ Facilitate the development of local markets for agricultural produce ▫ Improve transport links with urban centres so as to ensure better economic integration ▫ Promote home production to enhance food security

livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth	<ul style="list-style-type: none"> <li>▫ Improve rural access to services by 2014: <ul style="list-style-type: none"> <li>- Water - 74% to 90%</li> <li>- Sanitation - 45% to 65%</li> <li>- Sanitation - 45% to 65%</li> </ul> </li> </ul>	▫ Ensure effective spending of grants for funding extension of access to basic services
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#### Outcome 8. Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes	(National) Role of Local Government
1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and release of state-owned land	<ul style="list-style-type: none"> <li>▫ Increase housing units built from 220 000 to 600 000 a year</li> <li>▫ Increase construction of social housing units to 80 000 a year</li> <li>▫ Upgrade informal settlements: 400 000 units by 2014</li> <li>▫ Deliver 400 000 low-income houses on state-owned land</li> <li>▫ Improved urban access to basic services by 2014: <ul style="list-style-type: none"> <li>- Water - 92% to 100%</li> <li>- Sanitation - 69% to 100%</li> <li>- Refuse removal - 64% to 75%</li> <li>- Electricity - 81% to 92%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▫ Cities must prepare to be accredited for the housing function</li> <li>▫ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements</li> <li>▫ Participate in the identification of suitable land for social housing</li> <li>▫ Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</li> </ul>

#### Outcome 9. A response and, accountable, effective and efficient local government system

Outputs	Key spending programmes	(National) Role of Local Government
1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window	<ul style="list-style-type: none"> <li>▫ Municipal capacity-building grants: <ul style="list-style-type: none"> <li>▫ Systems improvement</li> <li>▫ Financial management (target: 100% unqualified audits)</li> </ul> </li> <li>▫ Municipal infrastructure grant</li> <li>▫ Electrification programme</li> <li>▫ Public transport &amp; systems grant</li> <li>▫ Bulk infrastructure &amp; water grants</li> <li>▫ Neighbourhood development partnership grant</li> <li>▫ Increase urban densities</li> <li>▫ Informal settlements upgrades</li> </ul>	<ul style="list-style-type: none"> <li>▫ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> <li>▫ Implement the community work programme</li> <li>▫ Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> <li>▫ Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</li> </ul>

#### Outcome 10. Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity	<ul style="list-style-type: none"> <li>▫ National water resource infrastructure programme <ul style="list-style-type: none"> <li>- reduce water losses from 30% to 15% by 2014</li> </ul> </li> <li>▫ Expanded public works environmental programmes <ul style="list-style-type: none"> <li>- 100 wetlands rehabilitated a year</li> </ul> </li> <li>▫ Forestry management (reduce</li> </ul>	<ul style="list-style-type: none"> <li>▫ Develop and implement water management plans to reduce water losses</li> <li>▫ Ensure effective maintenance and rehabilitation of infrastructure</li> <li>▫ Run water and electricity saving awareness campaigns</li> <li>▫ Ensure proper management of</li> </ul>

	deforestation to <5% of woodlands) ▮ Biodiversity and conservation (increase land under conservation from 6% to 9%)	municipal commonage and urban open spaces ▮ Ensure development does not take place on wetlands
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#### Outcome 11. A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners	▮ International cooperation: proposed establishment of the South African Development Partnership Agency ▮ Defence: peace-support operations ▮ Participate in post-conflict reconstruction and development ▮ Border control: upgrade inland ports of entry ▮ Trade and Investment South Africa: - Support for value-added exports - Foreign direct investment promotion	▮ Role of local government is fairly limited in this area. Must concentrate on: - Ensuring basic infrastructure is in place and properly maintained - Creating an enabling environment for investment

#### Outcome 12. A development-orientated public service and inclusive citizenship

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve government performance. 2. Government-wide performance monitoring and evaluation. 3. Conduct comprehensive expenditure review. 4. Information campaign on constitutional rights and responsibilities. 5. Celebrate cultural diversity.	- Performance monitoring and evaluation: - Oversight of delivery agreements - Statistics SA: Census 2011–reduce undercount - Chapter 9 institutions and civil society: programme to promote constitutional rights - Arts & Culture: promote national symbols and heritage - Sport & Recreation: support mass participation and school sport programmes	- Continue to develop performance monitoring and management systems. - Comply with legal financial reporting requirements. - Review municipal expenditures to eliminate wastage. - Ensure councils behave in ways to restore community trust in local government.

### 1.2.3 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 for 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.

#### **1.2.4 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,

- A set of generic actions such as more robust economic analysis, 'proper' spatial development planning and improved monitoring and review;
- 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;
- Focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and
- Supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

#### **1.2.5. National Growth Path**

The New Growth Path must provide bold, imperative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term, in the context of sustainable growth.

The shift to a New Growth Path will require the creative and collective efforts of all sections of South African society. It will require Leadership and strong governance. It takes account of the new opportunities that are available to us, the strength



we have and the constraints we face. We will have to develop a collective National will and embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably to all our people, particularly the poor.

#### JOB DRIVERS:

- Substantial Public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors-the Agricultural and Mining Value Chains, Manufacturing and Services;
- Taking advantage of new opportunities in the knowledge and green economies;
- Leveraging social capital in the social economy and the public service; and
- Fostering Rural Development and Regional Integration.

#### **JOB DRIVER 1: INFRASTRUCTURE:**

- Public Investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through to 2015

#### **JOB DRIVER 2: MAIN ECONOMIC SECTORS:**

- 300 000 in Agriculture smallholder schemes
- 145 000 jobs in agro processing by 2020 140 000 additional jobs in
- Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects.
- 350 000 jobs as per the IPAP2 targets in manufacturing by 2020 250 000 jobs in Business and Tourism by 2020

#### **JOB DRIVER 3: SEIZING THE POTENTIAL OF NEW ECONOMIES**

- 300 000 jobs to Green Economy by 2020.
- 80 000 in 2020 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction, operations and maintenance of new environmentally friendly infrastructure.
- 100 000 jobs by 2020 in the knowledge-intensive sectors of ICT, higher Education, Healthcare, Mining related technologies, Pharmaceutical and biotechnology.

#### **JOB DRIVER 4: INVESTING IN SOCIAL AND PUBLIC SERVICES**

- 250 000 jobs by NGOs like Co-ops and Stockvel.
- 100 000 jobs by 2020 in Public Services ( Education, Health and Policing)s

## JOBS DRIVER 5: SPATIAL DEVELOPMENT (REGIONAL INTEGRATION)

- 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC

### 1.2.6 Mpumalanga Growth and Development Path

Two Scenarios were modelled to qualify what rate of Economic growth is desirable to significantly reduce unemployment in Mpumalanga in the foreseeable future

- **SCENARIO 1: The 15% unemployment rate by 2020**-Firstly through creating on average 69 400 net jobs annually for the next 10 years. Secondly, accelerated and sustained economic growth of approximately 5.3% annually.
- **SCENARIO 2: The 15% unemployment rate by 2025**-Firstly through creating 70 600 net jobs annually for the next 15 years. Secondly, through accelerated and sustained Economic growth of approximately 4.6% annually.

PILLAR 1: Job Creation	PILLAR 2: Inclusive and shared Economic Growth	PILLAR 3: Spatial Distribution
<ul style="list-style-type: none"> <li>• Growth in Labour Absorbing Sectors;</li> <li>• Green Jobs</li> <li>• EPWP 2</li> <li>• Youth Employment Initiatives;</li> <li>• Value Chain Initiatives between small and large Enterprises;</li> <li>• Industry Diversification;</li> <li>• Increased Labour &amp; regulatory efficiency; and</li> <li>• Support to Co-ops and Informal Business</li> <li>• SMME Development &amp; Support';</li> <li>• Labour/Skills Development</li> <li>• Infrastructure Development &amp; Maintenance;</li> <li>• Finance &amp; Funding;</li> <li>• Land &amp; Water Resource Management; and</li> <li>• Sustainable Human Settlements</li> </ul>	<ul style="list-style-type: none"> <li>• Cost and Ease of doing Business;</li> <li>• Increased competitiveness;</li> <li>• Beneficiation;</li> <li>• Community led Local Economic Development;</li> <li>• BBBEE;</li> <li>• Municipal Land and Asset ownership;</li> <li>• ICT Deployment;</li> <li>• Innovation and the knowledge Economy;</li> <li>• SMME Development &amp; Support';</li> <li>• Labour/Skills Development</li> <li>• Infrastructure Development &amp; Maintenance;</li> <li>• Finance &amp; Funding;</li> <li>• Land &amp; Water Resource Management; and</li> <li>• Sustainable Human Settlements</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Nodal Development;</li> <li>• Rural Land Tenure transformation;</li> <li>• Food Security;</li> <li>• Agricultural Development;</li> <li>• Transport and Logistics;</li> <li>• Social Economy;</li> <li>• SMME Development &amp; Support';</li> <li>• Labour/Skills Development</li> <li>• Infrastructure Development &amp; Maintenance;</li> <li>• Finance &amp; Funding;</li> <li>• Land &amp; Water Resource Management; and</li> <li>• Sustainable Human Settlements</li> </ul>
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION
<ul style="list-style-type: none"> <li>• Quality Basic Education;\</li> <li>• Community/Heritage Education;</li> <li>• Access to quality Healthcare;</li> <li>• Social Assistance &amp; Insurance;</li> <li>• Social Infrastructure;</li> <li>• Safe Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management;</li> <li>• Energy Efficiency; and Renewable Energy Source</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Initiatives between MP and Neighbours; and</li> <li>• Sub-Corridor Development</li> </ul>

### 1.2.7 Mpumalanga 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.

### **1.2.8 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, earmarked 2015 as the deadline for achieving most of the Millennium Development Goals (MDGs). 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. Table 1 below articulate the MDGs in total.

Table 1: The UN Millennium Development Goals (2009 Review)

GOAL		TARGETS	
1	Eradicate extreme poverty and hunger	1	Halve, by 2015, the proportion of people whose income is less than \$1 a day.
		2	Halve, by 2015, the proportion of people who suffer from hunger.
2	Achieve universal primary education	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
3	Promote gender equality and empower woman	4	Eliminate gender disparity in in all levels of education no later than 2015.
4	Reduce child mortality	5	Reduce by two-thirds, by 2015, the under-five mortality rate.
5	Improve Maternal Health	6	Reduce by two-thirds, by 2015, maternal mortality ratio.
6	Combat HIV/AIDS, Malaria, and other diseases	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS.
		8	Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it.
		9	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.
7	Ensure Environmental Sustainability	10	Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.
		11	Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss.
		12	Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.
8	Develop a Global Partnership for development	13	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers.
		14	In cooperation with the private sector, make available the benefits of new technologies, especially information and communications
		15-21	For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations.

Resident within Global Village, South Africa's Developmental Agenda 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."

### 1.2.9. Vision 2014

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**

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'**.

### 1.2.10 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: and State of Local Government Report respectively. Following finalisation of this report, Municipal Turn Around Strategy (MTAS) 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 issue 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

Accordingly, this very NDM's IDP as the principal strategic planning instrument of the District encapsulates all the MTAS priority issues, targets, timeframes and key necessary unblocking measures.

### **1.2.11 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.

#### **1.2.12 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 Rep

#### **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.

#### **1.2.12 State of the Nation Address**

During his State of the Nation address on Thursday, the 10<sup>th</sup> of February 2011, the Honourable President Jacob Zuma highlighted the following Developmental issues as pertinent to Government for the next few years:

2011 PROMISES	
Health and Welfare	<ul style="list-style-type: none"> <li>✓ Social security reform to be finished 2011</li> <li>✓ Emphasise hiring appropriate people in right position</li> <li>✓ Revitalise 105 nursing colleges to train more nurses</li> <li>✓ Open medical centre at Limpopo Academy Hospital</li> <li>✓ Provide contraception, prevent teenage pregnancy</li> <li>✓ HIV/Aids prevention – male circumcision; child infection and testing</li> </ul>
Education	<ul style="list-style-type: none"> <li>✓ National Health Insurance plan (since 2009)</li> <li>✓ Triple T-teachers, textbooks and time (since 2009)</li> <li>✓ Start with annual national assessment for Grades 3, 6 and 9</li> <li>✓ Convert loans to full bursary for deserving students</li> </ul>
Economy	<ul style="list-style-type: none"> <li>✓ Exempt students at FETs who qualify from paying fees</li> <li>✓ Adopt beneficiation as government policy to reap full benefits</li> <li>✓ Merge developmental agencies for small businesses</li> <li>✓ Create job in infrastructure development, agriculture, mining and beneficiation, manufacturing, the green economy and tourism</li> <li>✓ Tourism- flexible visa requirements and improved landings slots at foreign airports</li> <li>✓ Start buying power from renewable energy producers- 2011</li> <li>✓ Create 4.5 million job opportunities by 2014</li> <li>✓ Develop infrastructure to boost agricultural sector</li> </ul>
Housing and Governance	<ul style="list-style-type: none"> <li>✓ Government to fill all funded vacant posts – report in August 2011</li> <li>✓ 400 000 informal settlements should have security of tenure by 2014</li> <li>✓ Review labour brokers</li> </ul>
Crime	<ul style="list-style-type: none"> <li>✓ Comprehensive rural development programme</li> <li>✓ Improve efficiency of detectives, forensic analysts and crime intelligence</li> <li>✓ Cops to deal decisively with people selling drugs to children</li> <li>✓ Court backlog reduction</li> <li>✓ Special anti-corruption unit for corrupt public servants</li> <li>✓ Review of state tender (procurement) system</li> </ul>

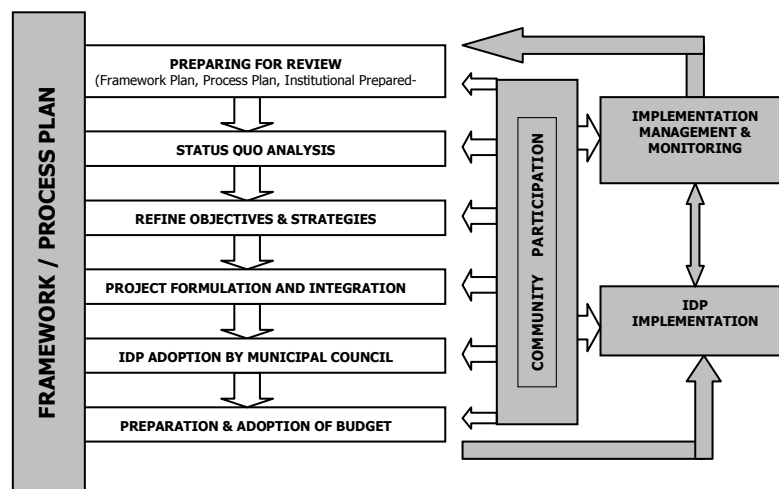
## CHAPTER TWO

### 2. THE REVIEW PROCESS

#### 2.1 Review activities

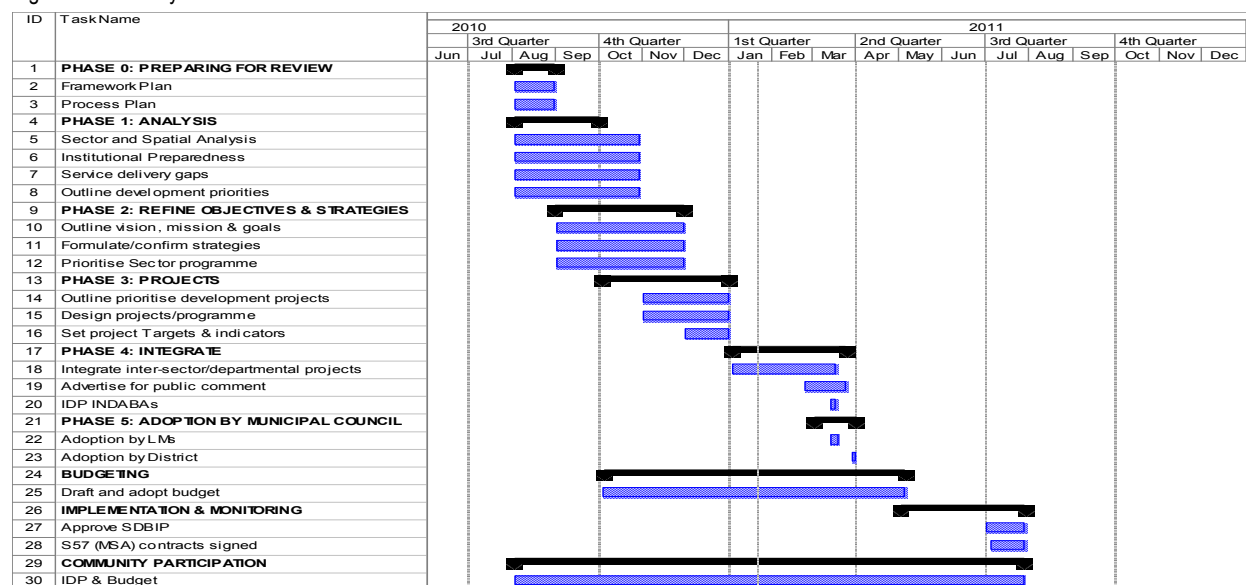
The review process has considered the assessment of the 's performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2010/11 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 2010 subsequent to adoption of the District Framework Plan in August 2010. Figure 3 below presents a summary of the activities and corresponding timeframes followed during the review process.

Figure 3: Summary of activities undertaken



As per the Amended Framework Plan on the 31<sup>st</sup> January 2011

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

### **2.2.1 Ward committees and CDWs**

One of the intrinsic 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 core developmental issues experienced by the citizens of a municipality. To further strengthen community engagement the District has in collaboration with its constituent Municipalities established 143 Ward Committees of which 120 were functional by March 2010 and in collaboration with Provincial CoGTA appointed 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 to negatively affecting their functionality:

- 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. Engagements with Provincial CoGTA are underway to facilitate the process of transferring CDWs to Municipalities.

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/liaison 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 2.

Table 2: Community Outreach meetings

Date	Local Municipality	Time	Venues
12 Feb 2011	Dr JS Moroka local municipality	10:00	Borolo (next to Mdutjana)
13 Feb 2011	Thembisile local municipality	10:00	Moloto Old Age Centre
26 Feb 2011	Emakhazeni local municipality	10:00	Wonderfontein (Ongesien P. School)
19 Feb 2011	Victor Khanye local municipality	10:00	Braakfontein Farm Ward 07
27 Feb 2011	Steve Tshwete local municipality	14:00	Piet Tlou Township (Kwamapimpane)
20 Feb 2011	Emalahleni local municipality	10:00	Empumelelweni Community Hall

*As per the Framework Plan Amended on 31<sup>st</sup> January 2011*

### 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 February 2011 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
- 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 Thembelesile Hani Local Municipality has been finalised.

#### **2.2.6 2011 IDP INDABA**

Prior to the adoption of the final 2010/11 IDP an IDP INDABA was convened on the 18<sup>th</sup> – 19<sup>th</sup> 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 Steelpoort 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 plant
- 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
- IDPLED 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

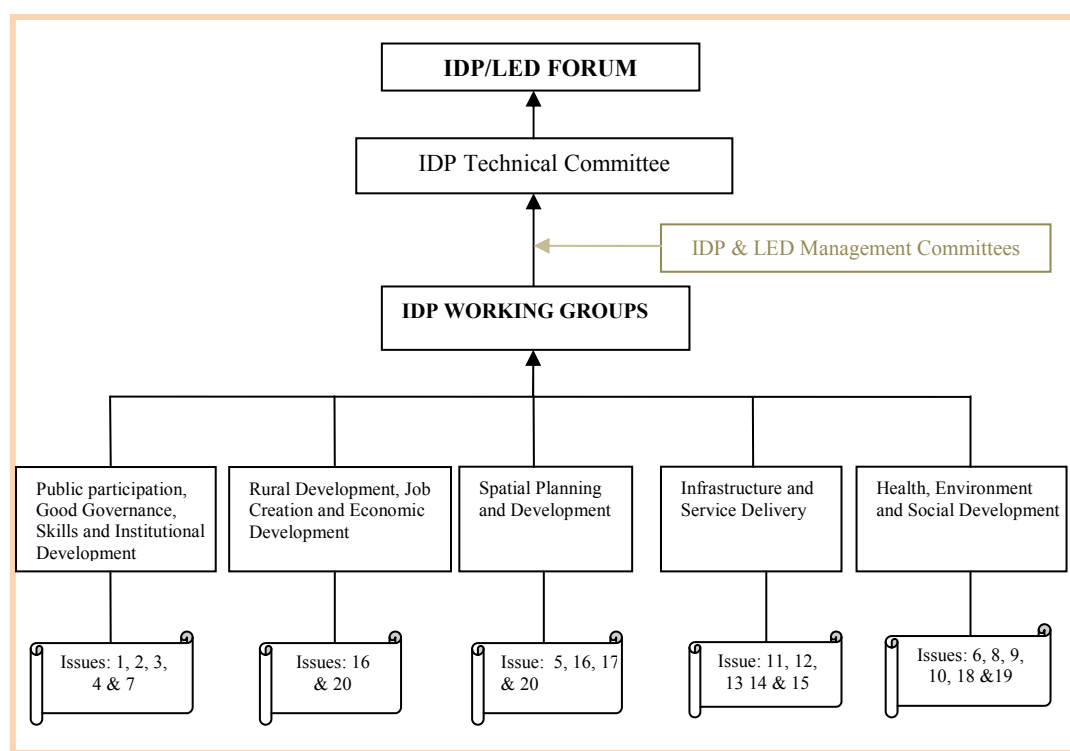


Figure 4: The integrated development planning organisational structure

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 3 below. The terms of reference outlined below may only be used as guidelines and the scope may vary depending on the municipal circumstances.

Table 3: composition and proposed terms of reference for IDP structures

<b>Structure</b>	<b>Description</b>	<b>Composition</b>	<b>Terms of reference</b>
<b>IDP / LED Forum</b>	This is a political structure which institutionalises and guarantees representative participation in the IDP Processes	<p><b>Chaired by the Executive Mayor.</b></p> <p>Comprises of:</p> <ul style="list-style-type: none"> <li>Executive Mayor and Executive Mayors of the six local municipalities ( level)</li> <li>Members of the NDM Mayoral Committee</li> <li>Representatives of all political parties within Council</li> <li>Municipal Manager (including Municipal Managers of local municipalities at level)</li> <li>Senior municipal officials, Sector Departmental HODs and Directors</li> <li>Traditional leadership</li> <li>Councillors and Ward Committee Chairpersons</li> <li>Business and Labour</li> <li>Parastatals</li> <li>Civil society, from all municipalities and other delegated government officials.</li> </ul>	<ul style="list-style-type: none"> <li>Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government</li> <li>Represent constituency interest in the IDP process</li> <li>Participate in the process of setting and monitoring “key performance indicators”</li> <li>Promote coordination and alignment of activities vertically and horizontally</li> <li>Information assimilation/dissemination forum</li> </ul>
<b>IDP Technical Committee</b>	This is a technical committee involving the municipalities and sector departments	<p><b>Chaired by the Municipal Manager</b></p> <p>Comprises of:</p> <ul style="list-style-type: none"> <li>Chairperson(s) of IDP Steering Technical Committee</li> <li>Chairpersons of IDP Working Groups</li> <li>Sector Department HODs</li> <li>Municipal Managers</li> <li>Municipal HODs</li> <li>IDP Managers/coordinators</li> <li>Sector Department Planners</li> <li>Office of the Premier</li> </ul>	<ul style="list-style-type: none"> <li>Serves as the communication mechanism between the NDM and local Municipalities and between the sector departments and municipalities</li> <li>To ensure the validity and technical correctness of the information presented</li> <li>To coordinate and align matters of mutual concern between the Sector Departments, Municipality and the six Local Municipalities</li> <li>To serve as the mechanism through which consultation and coordination with provincial departments and other external parties e.g. parastatals will take place</li> <li>To facilitate the integration of the policies, objectives, strategies and projects</li> <li>Discussions/commenting on inputs from consultants or other specialists</li> <li>Comment on technical aspects of sector plans</li> <li>Information assimilation and dissemination on regional development planning issues</li> </ul>

Structure	Description	Composition	Terms of reference
IDP and LED Working Committees	These are working committees to be established in terms of the municipal <b>Key Focus Areas</b> to harness the strategic and implementation-oriented nature of the IDP.	<p><b>Chaired by the relevant Manager from the Department responsible for the Key Focus area under consideration</b></p> <p>Comprises of:</p> <ul style="list-style-type: none"> <li>▪ Municipal Officials</li> <li>▪ Sector Departments</li> <li>▪ Business</li> <li>▪ Labour</li> <li>▪ Civil Society</li> <li>▪ Interest groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of terms of reference for the various planning activities</li> <li>▪ Facilitate discussions and resolution of issues pertinent to specific municipal Key Focus Areas and objectives</li> <li>▪ Consider and make content recommendations items submitted</li> <li>▪ Facilitate discussion of pertinent issues affecting government and stakeholders</li> <li>▪ Makes methodology and content recommendations on the municipal planning processes</li> <li>▪ Commissioning of research studies where applicable               <ul style="list-style-type: none"> <li>• Consideration and commenting on inputs from sub-committees, study teams and consultants; and</li> <li>• Consideration and commenting Inputs from Provincial sector departments and support providers</li> </ul> </li> <li>▪ Processes, summaries and document outputs</li> </ul>

The synopsis of the key internal and external environment concerns confronting NDM 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).

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>Ranked first in the country for being the first district in the province to Vuna Award Competition for three consecutive times at National level</li> <li>Road well impaved and long enough than Z.A.M.P.W's other districts</li> <li>Home of local mining and energy companies</li> <li>Strong agriculture, mining, tourism and government services sectors</li> <li>Availability of natural resources</li> <li>Existing skilled cadres</li> <li>Focused on the strategic N4 route/Van der Grinter</li> <li>The Maputa corridor is a provincial priority</li> <li>One of the anchor projects - Moloto Corridor - a national and provincial priority</li> <li>Cosepro, molybdenum, Gaung - a growth point source market and capital opportunities</li> <li>Available labour force</li> <li>HE colleges in support skills development</li> <li>Good social infrastructure</li> <li>Moderately arable land can feed food</li> <li>Karway incs leading firm for port harbours (Maputa and Richards Bay)</li> <li>Working public-private partnership</li> <li>Tourism marketing initiatives exist and established tourism attraction through the traditional, Loskop-Zimbabwe tourism circuit</li> <li>Ndebele Ujala Heritage Museum (known worldwide)</li> <li>Ujala rural energy communities</li> <li>Successful relationship with governments for various social functions</li> </ul>	<ul style="list-style-type: none"> <li>Businesses are not adequately communicated to all target markets (ie use of local media and exposure to broader market)</li> <li>Weakness in the justice and legal framework and related services thereby limiting entrepreneurship</li> <li>Limited and available for development and available land for use</li> <li>No strong diversification strategy to drive economic activities and underdeveloped sectoral opportunities</li> <li>Coordination between towns in the district with strong common sectoral requirements</li> <li>Youth unemployment not recognised possibly due to lack of skills knowledge and buy-in towards youth development by local municipalities</li> <li>Lack of community involvement from previously disadvantaged groups</li> <li>Low mining and manufacturing resources</li> <li>Most sparsely populated areas with low population densities</li> <li>Dependent and fragmented urban culture and poor accessibility to service centres for rural communities</li> <li>Huge black mines in infrastructure problems (mining)</li> <li>Deteriorating rural infrastructure such as road, electricity supply</li> <li>Uncoordinated development implementation</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>High unemployment rate, poverty and underdevelopment and R&amp;D ES</li> <li>Elimination of R&amp;D levels</li> <li>Inconsistent take capital existing opportunities</li> <li>Threats to life insurance and undermined area not resolved before</li> <li>Growing crimes (burglaries, housebreaking)</li> <li>Heavy reliance on primary sectors and dependence on limited large sectors</li> <li>Comparative water resource management</li> <li>Health financial constraints on capital investment in health facilities</li> <li>Large distance between rural settlements &amp; amenities offered by towns, with poor public transport</li> <li>Poverty and low skills levels among the community</li> <li>Insufficient R&amp;D (ie capacity to do more research on demand)</li> </ul>	<ul style="list-style-type: none"> <li>Key II-EI anchor projects identified (Kusile Power Station, Rustenburg Development Initiative, Zibabesi-Loskop tourism belt, Agro processing, Grapier-Gamagara, Linkage project for the N4 Maputa Development Corridor, Moloto-Kar development Corridor and MPCCs), cross regional coordination to attract investors</li> <li>The identified anchor projects and other projects identified and were identified through the integrated development planning processes of the District, intergovernmental possibilities</li> <li>Land is available for use for implementation of projects including housing, light and heavy industry</li> <li>Development of the manufacturing and services sector</li> <li>Tourism opportunity for Ndebele Foundation, Mdla ngwe reserve, Mkhakha village, historical cultural villages, arts and crafts museum information centre (Mkhakha/kameelwag), information centre, Sisyoxwa beach, Ngwenya river dam, etc., engineering school leads to "B&amp;C", Icon of Ndebele art, Luvuvhu Museum</li> <li>Cosepro, molybdenum, Gaung - a growth point source market and capital opportunities</li> <li>Basic SME development and some ASGISA needs identified - bu Local Village local development, Matshidiso Municipality shopping centre, Sisyoxwa mall (and identified)</li> <li>Large areas of State Land and land</li> <li>Opportunities for the post-processed products in the region handling industrial service excellence</li> <li>Mkhakha River of the dams and the land</li> <li>Localities and business</li> <li>Good access to basic infrastructure</li> </ul>

## 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.

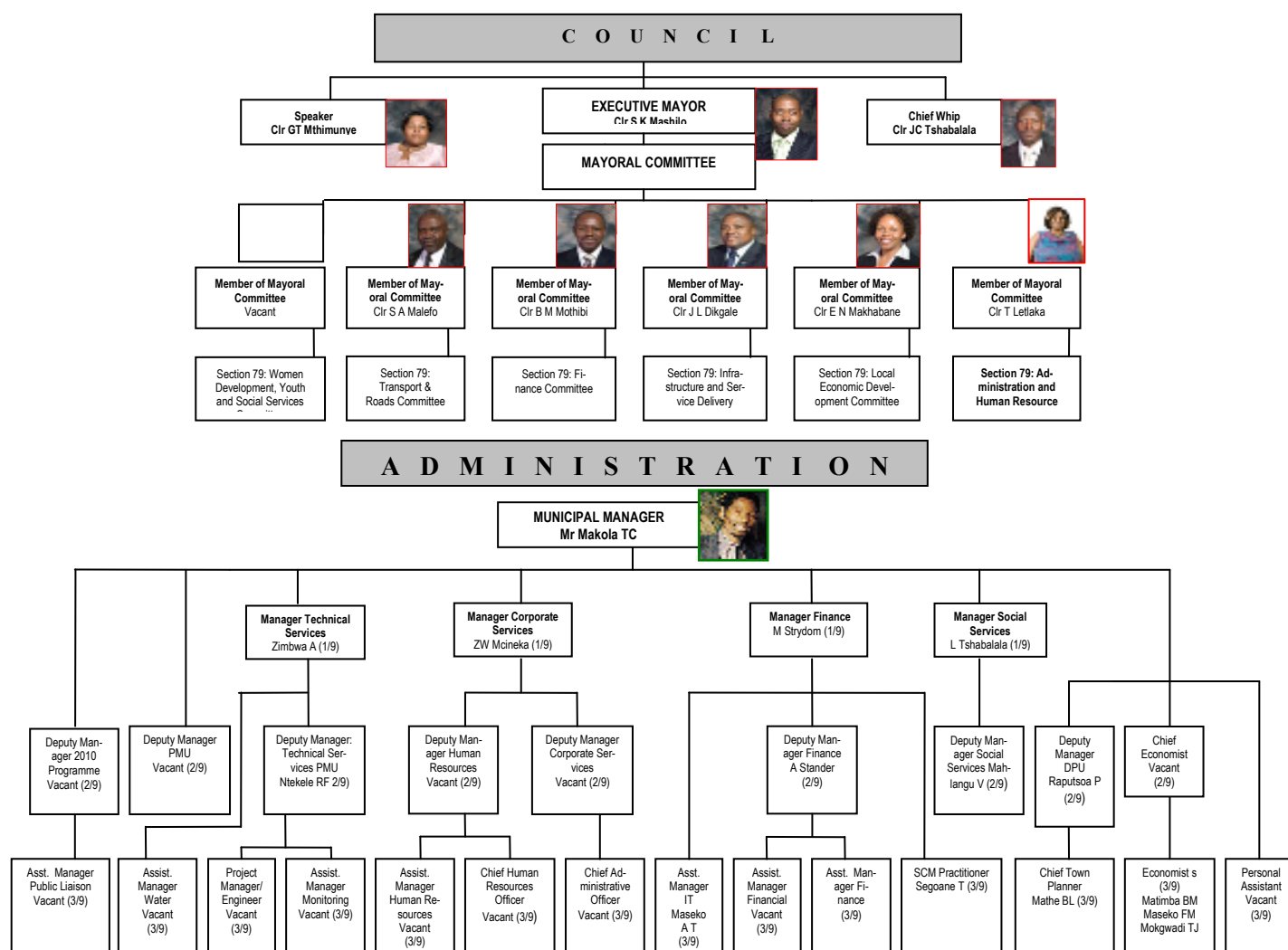


Figure 6: Organogram of the Nkangala District Municipality

Plans are underway to finalize appointment in majority of vacant posts. Whilst Human Resource is not necessarily the only resource pertinent to the workings of the District, it is, however, envisaged that this will go a long way in enabling the District to efficiently respond to its ensuing mandate.

## 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 developmental 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.

District IDP/LED Forum will be key in this regard, and will be utilised as the Monitoring vehicle for the Implementation of the IDP of the District. This is over and above quarterly Consultatnts Meetings, wher all Service Providers providing services to the District are report on progress of all their respective projects, the challenges, and remedial measures are suggested where applicable.



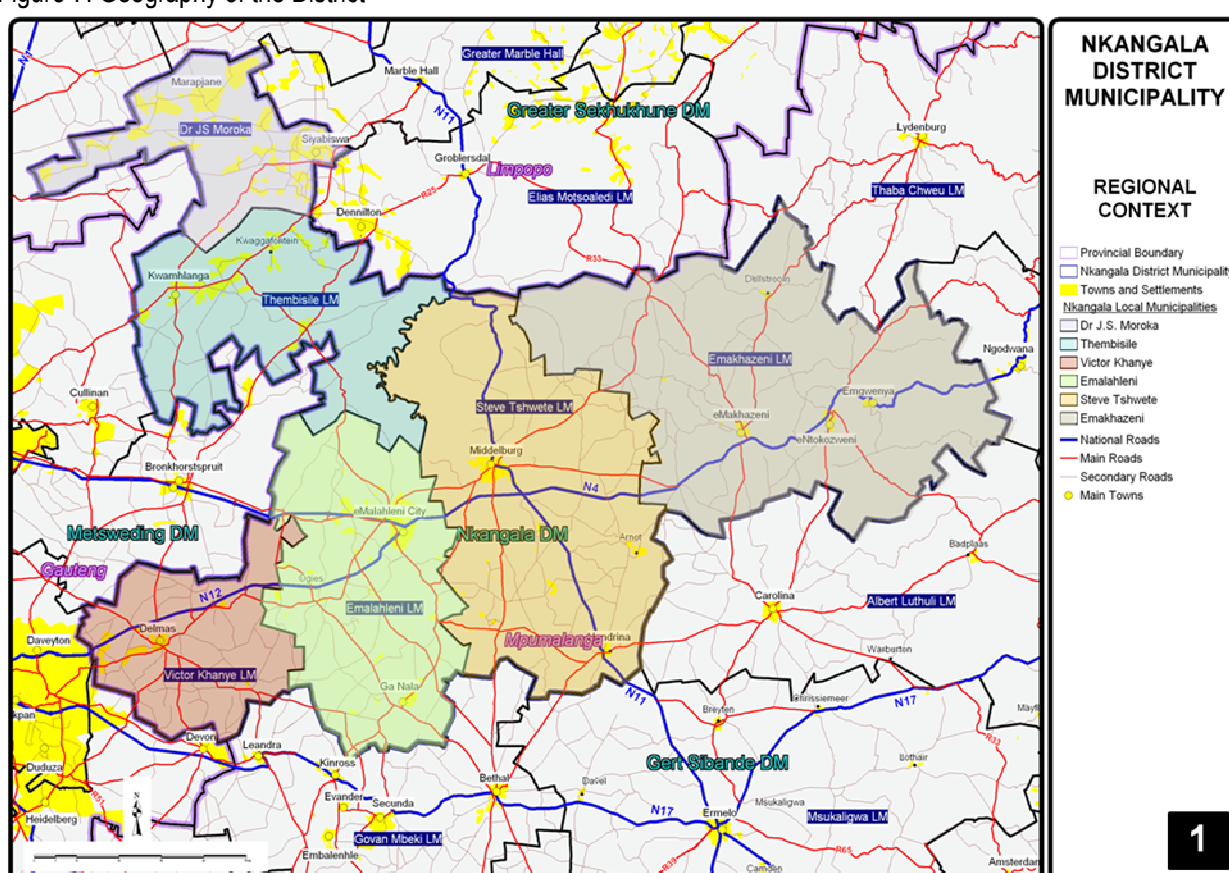
## CHAPTER FOUR

### 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 District



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. According to Table 3 below, the number of Wards within the District increased by 12 resulting in 143 Wards therein. This indicates that the number of Ward Councillors within the District will also increase by 12, and that additional CDWs to support these new Wards will be needed moving forward..

Table 4: Wards within the District

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
<b>NDM</b>	<b>131</b>	<b>143</b>	<b>+12</b>

## 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, Lynnvillie, 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, Koorfontein, 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, Enkeldoornooog, 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 5: Population changes between 2001 census and 2007 Community Survey

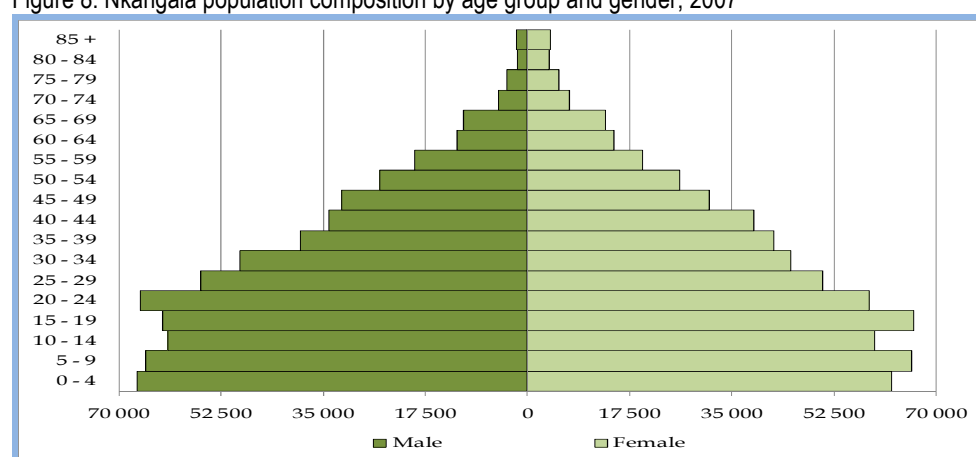
District	1980	1985	1991	%	1996	%	2001	%	2007	%	2010	%	2015	%
	Number of people													
Victor Khanye LM	47,794	46,998	48,614	5.5%	52,589	5.5%	56,210	5.5%	50,455	4.1%	50,800	3.9%	51,200	3.8%
Emalahleni LM	152,797	157,150	183,016	20.8%	236,655	24.6%	276,410	27.1%	435,222	35.5%	460,000	35.6%	495,000	36.3%
Steve Tshwete LM	126,088	138,257	140,015	15.9%	135,412	14.1%	142,774	14.0%	182,506	14.9%	193,000	14.9%	210,000	15.4%
Emakhazeni LM	43,020	41,462	38,273	4.4%	37,014	3.8%	43,007	4.2%	32,840	2.7%	51,000	3.9%	54,060	4.0%
Thembisile LM			211,972	24.1%	242,542	25.2%	257,113	25.2%	278,517	22.7%	288,000	22.3%	302,000	22.1%
Dr J S Moroka LM			257,273	29.3%	258,757	26.9%	243,313	23.9%	246,969	20.1%	249,000	19.3%	252,000	18.5%
<b>NKANGALA DM</b>			<b>879,163</b>	<b>100.0%</b>	<b>962,895</b>	<b>100.0%</b>	<b>1,018,827</b>	<b>100.0%</b>	<b>1,226,501</b>	<b>100.0%</b>	<b>1,291,800</b>	<b>100.0%</b>	<b>1,364,260</b>	<b>100.0%</b>
INCREMENT														
District	1980-1985	1985-1991	1991-1996	1996 - 2001	2001 - 2007	2007- 2010	2010 - 2015							
Victor Khanye LM	-796	1,616	3,975	3,621	-5,755	345	400							
Emalahleni LM	4,353	25,866	53,639	39,755	158,812	24,778	35,000							
Steve Tshwete LM	12,169	1,758	-4,603	7,362	39,732	10,494	17,000							
Emakhazeni LM	-1,558	-3,189	-1,259	5,993	-10,167	18,160	3,060							
Thembisile LM			30,570	14,571	21,404	9,483	14,000							
Dr J S Moroka LM			1,484	-15,444	3,656	2,031	3,000							
<b>NKANGALA DM</b>			<b>83,732</b>	<b>55,932</b>	<b>207,674</b>	<b>65,299</b>	<b>72,460</b>							

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.

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.

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



Source: Statistics South Africa - Community Survey, 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.

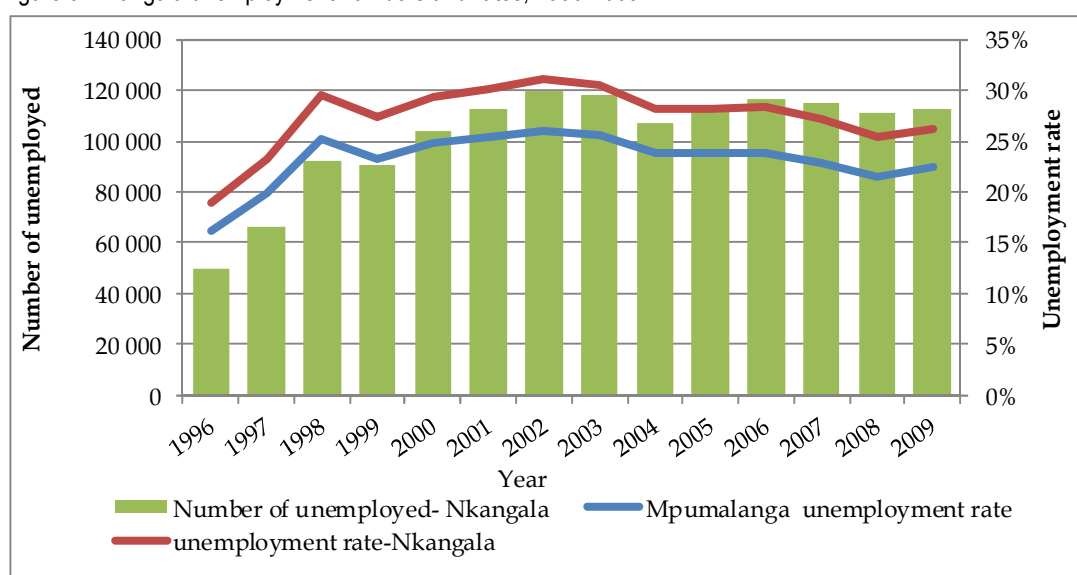
## 4.6 Unemployment

Unemployment occurs when a person is willing and able to work but is unable to find employment. The unemployment rate is defined as the percentage of those in the labour force who are unemployed but actively seeking work. The relatively high unemployment rate remains a challenge, to which the government has given priority and for the country as a whole

According to Statistics South Africa, the unemployment rate for South Africa and Mpumalanga at the end of the third quarter of 2010, was 25.3 per cent and 28.4 respectively. The Quarterly Labour Force Survey (QLFS) conducted by Statistics South Africa is unfortunately not disaggregated to district level and researchers have to depend on other sources like Global Insight for unemployment data on municipal level.

Figure 9 depicts the district unemployment averages in terms of both the unemployed number of people and the unemployment rate from 1996 to 2009. In 2001, Nkangala had an average unemployment rate of 30.2 per cent, which was higher than the provincial rate. The unemployment rate in Nkangala decreased to 26.2 per cent in 2009 or to 112 642 unemployed people.

Figure 9: Nkangala unemployment numbers and rates, 1996-2009



Source: Global Insight – ReX, September 2010

Table 7 represents the unemployment rate for Nkangala and its local municipalities from 1996 to 2009. The unemployment rate in Nkangala at 26.2 per cent was higher than the provincial figure. Dr JS Moroka recorded the highest unemployment rate of 58.2 per cent and Steve Tshwete the lowest at 13.1 per cent in 2009.

Table 7: Unemployment rates of Mpumalanga, Nkangala and its local municipalities, 1996-2009

Region	1996	2001	2009
Nkangala	18.9%	31.2%	26.2%
Victor Khanye	20.2%	34.9%	29.0%
Emalahleni	15.3%	25.1%	18.5%
Steve Tshwete	9.6%	16.5%	13.1%
Emakhazeni	13.4%	18.4%	14.5%
Thembisile	24.1%	36.1%	25.6%
Dr JS Moroka	30.3%	55.2%	58.2%

Source: *Global Insight – ReX, September 2010*

The formal sector (non-agricultural) in Nkangala was responsible for 66.3 per cent of total employment in the district in 2009, the informal sector (non-agricultural) 21.0 per cent, agriculture 5.0 per cent and private households 7.7 per cent, as illustrated in Figure 6. The province as a whole registered a lower share in the formal sector (55.4 per cent) and subsequently higher shares by the three other sectors.

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.

In 2009, the wholesale and retail trade sector was the biggest employer in Nkangala with a share of 21.8 per cent (Table 5). Mining (16.7 per cent), community services (15.1 per cent) and manufacturing (13.1 per cent) contributed significantly to employment in the district. The trade sector was the leading sector in terms of employment provision in all municipal areas, with the exception Steve Tshwete and Dr JS Moroka.

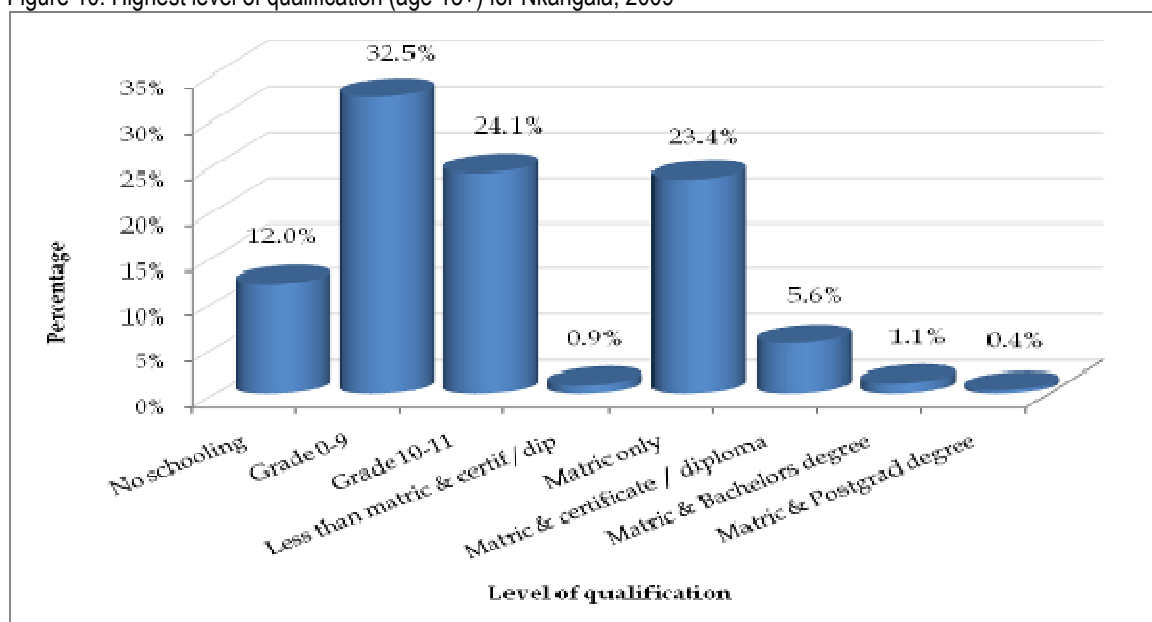
Mining was the dominant employer in Steve Tshwete with 21.1 per cent. In Dr JS Moroka community services sector (49.6 per cent) was the main employer. The agriculture sector was the main employment provider in Victor Khanye with a significant share of 17.6 per cent in 2009. The smallest provider of employment in the district, as well as in the majority of the local municipalities, was electricity.

## 4.7 Education

Outcome 1 concentrates on the improved quality of basic education and with detailed outcomes for the institutions to address the challenges of the district in terms of education. Figure 14 illustrates the highest level of education in Nkangala. In 2009, 12.0 per cent of people 15 years and older had no schooling, 32.5 per cent had grade 0 – 9, 24.1 per cent of people had an education level of grade 10 - 11 whilst 23.4 per cent of people completed matric only. Although 7.1 per cent of people 15 years and older in Nkangala have matric and post matric qualifications, it was more than the provincial figure of 6.9 per cent.



Figure 10: Highest level of qualification (age 15+) for Nkangala, 2009



Source: Global Insight – ReX, September 2010

According to Table 8 below, in 2009 Thembisile Hani recorded the highest percentage of 16.6% of people 15 years and older with no schooling and Emalahleni scored the lowest at 7.3%.

Table 8: Highest qualifications in Nkangala and local municipalities, 2009

Indicator	Victor Khanye	Emalahleni	Steve Tshwete	Emakha-zeni	Thembi-sile	Dr JS Moroka
No schooling	14.5%	7.3%	9.4%	13.8%	16.6%	15.9%
Grade 0 – 9	42.8%	30.6%	29.6%	36.8%	33.3%	33.1%
Grade 10 – 11	20.6%	24.7%	23.8%	21.1%	25.3%	23.9%
No matric & certif/dipl	0.5%	1.2%	1.2%	0.7%	0.6%	0.6%
Matric only	16.3%	27.2%	27.0%	20.4%	20.1%	20.5%
Matric & certif/dipl	3.9%	7.0%	7.2%	5.3%	3.4%	4.9%
Matric & Bachelor degree	1.0%	1.4%	1.4%	1.4%	0.6%	1.0%
Matric & Postgraduate degree	0.4%	0.6%	0.5%	0.4%	0.2%	0.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

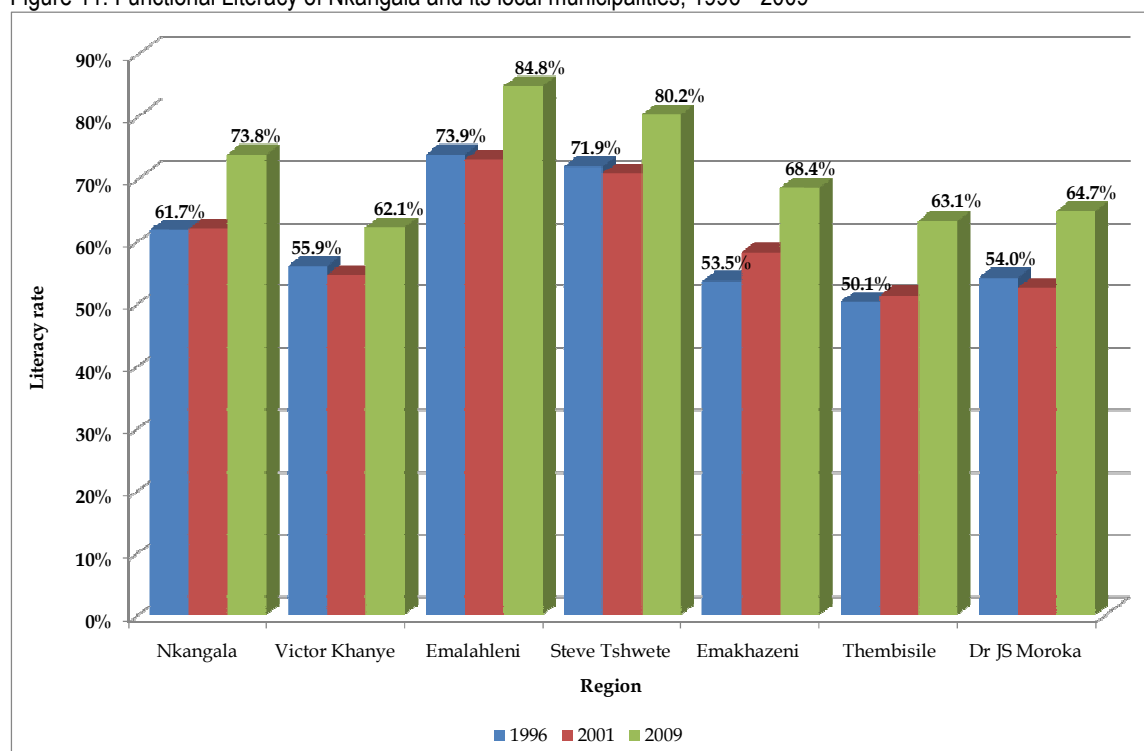
Source: Global Insight – ReX, September 2010

The highest percentage of people who completed their secondary schooling was registered in Emalahleni (27.2 per cent) followed by Steve Tshwete (27.0%). Steve Tshwete recorded the highest percentage of people with tertiary qualifications (9.1 per cent) whereas Thembisile managed to record a least percentage of people with tertiary qualifications (4.2 per cent).

Figure 15 shows the functional literacy of Nkangala and local municipalities. Nkangala's functional literacy rate (age 20+ and completed grade 7 and higher) dramatically increased from 61.7 per cent in 1996 to 73.8 per cent in 2009, compared with Mpumalanga's 67.7 per cent.



Figure 11: Functional Literacy of Nkangala and its local municipalities, 1996 - 2009



Source: Global Insight – ReX, September 2010

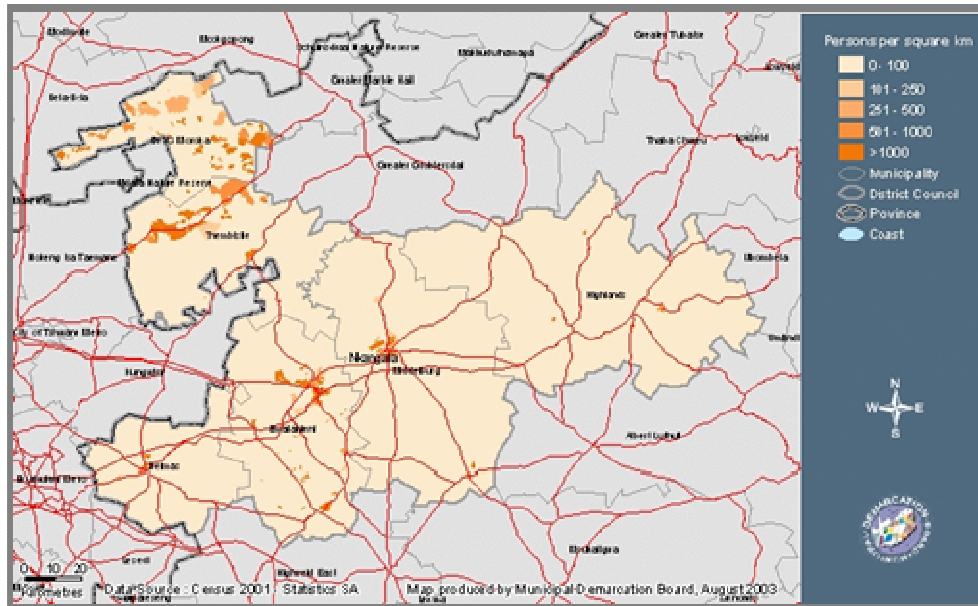
Emalahleni's functional literacy in 2009 was the highest at 84.8 per cent followed by Steve Tshwete (80.2 per cent) and Emakhazeni (68.4 per cent) whereas Dr JS Moroka (64.7 per cent), Thembisile (63.1 per cent) and Victor Khanye (62.1 per cent) recorded the lowest percentages.

Culminating from the analysis, 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 10: 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 Emalaheni 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:

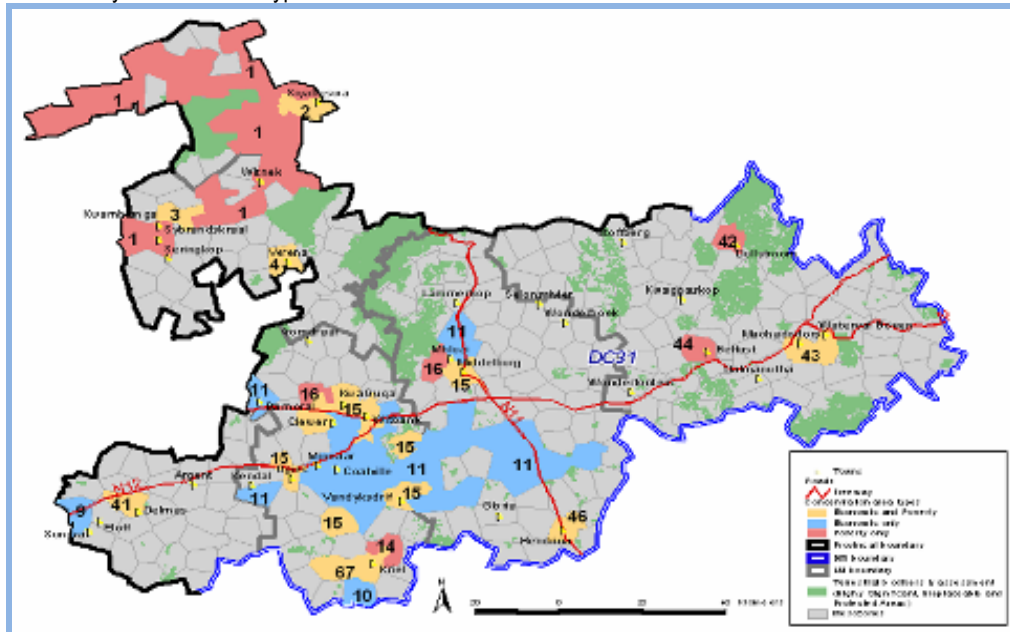
- Community services and facilities have to be duplicated at a great cost;
- The threshold levels for viable provision of community services are low;
- Engineering services are expensive to provide; and

- Communities have to make use of public transport to move between areas.

#### 4.9 Spatial distribution of economic activity areas and poverty pockets

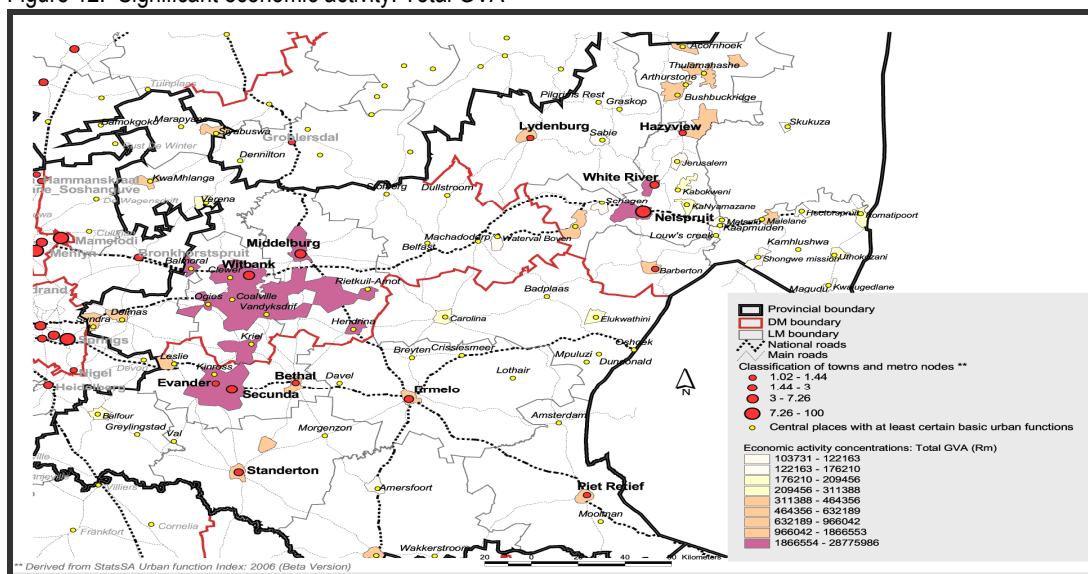
The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile Hani local municipalities, is depicted in figure 11 below. This is over and above these municipalities being the most populous within the District

Figure 11: 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 12: 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

Table 9 below, demonstrates Nkangala's annual per capita personal income in nominal terms (current prices) that showed noticeable improvement from R9 665 (R805 per month) in 1996 to R32 172 (R2 681 per month) in 2009. Among the six local municipalities in Nkangala, Steve Tshwete recorded the highest annual per capita income of R44 601 (R3 717 per month) whilst Thembisile registered the lowest annual per capita income of R19 516 (R1 626 per month).

Table 9: Annual per capita income (current prices) in Nkangala and its local municipalities, 1996 – 2009

Region	1996	2001	2009
Nkangala	R9 665	R15 708	R32 172
Victor Khanye	R9 822	R16 054	R28 344
Emalahleni	R15 735	R23 416	R43 701
Steve Tshwete	R17 403	R27 184	R44 601
Emakhazeni	R7 862	R12 136	R28 555
Thembisile	R5 130	R8 223	R19 516
Dr JS Moroka	R4 525	R7 935	R21 529

Source: *Global Insight – ReX, September 2010*

#### Household income

The annual per household income in current terms in Nkangala increased from R44 451 (R3 704 per month) in 1996 to R118 905 (R9 909 per month) in 2009. In 2009, Emalahleni registered the highest annual per household income in current prices at R151 795 (R12 650 per month) and Thembisile recorded the lowest annual per household income of R78 213 (R6 518 per month) during the period under review (Table 10).

Table 10: Annual per household income (current prices) in Nkangala and its local municipalities, 1996 - 2009

Region	1996	2001	2009
Nkangala	R44 451	R64 272	R118 905
Victor Khanye	R41 414	R61 460	R99 527
Emalahleni	R65 339	R88 552	R151 795
Steve Tshwete	R69 228	R99 967	R151 566
Emakhazeni	R31 022	R42 736	R91 526
Thembisile	R25 907	R36 541	R78 213
Dr JS Moroka	R24 163	R37 285	R91 226

Source: *Global Insight – ReX, September 2010*

## 4.11 Disposable income

Real disposable income (income received after taxes) per capita expressed in constant 2005 prices in Nkangala increased from R15 609 per annum (R1 301 per month) in 1996 to R21 385 per annum (R1 782 per month) in 2009 (Table 11).

Table 11: Annual per capita disposable income (constant prices) in Nkangala and its local municipalities, 1996 - 2009

Region	1996	2001	2009
Nkangala	R15 609	R17 755	R21 385
Victor Khanye	R15 845	R18 157	R18 881
Emalahleni	R25 090	R26 189	R28 743
Steve Tshwete	R27 617	R30 239	R29 339
Emakhazeni	R12 943	R14 070	R19 203
Thembisile	R8 560	R9 583	R13 298
Dr JS Moroka	R7 569	R9 228	R14 576

*Global Insight – ReX, September 2010*

In 2009, Steve Tshwete showed the highest annual per capita disposable income of R29 339 (R2 445 per month) at constant prices, followed by Emalahleni (R28 743) and Emakhazeni (R19 203). The lowest annual per capita disposable incomes were registered in Victor Khanye (R18 881) and Dr JS Moroka (R14 576) and Thembisile (R13 298) respectively.

According to Global Insight, households in Nkangala improved their annual per household disposable income at constant prices from R71 787 (R5 982 per month) in 1996 to R79 038 (R6 587 per month) in 2009 (Table 13). During 2009, Thembisile registered the lowest annual per household disposable income at constant prices of R53 294 (R4 441 per month) whilst Emalahleni recorded the highest annual per household income of R99 837 (R8 320 per month).

Table 12: Annual per household disposable income (constant prices) in Nkangala and local municipalities, 1996 - 2009

Region	1996	2001	2009
Nkangala	R71 787	R72 646	R79 038
Victor Khanye	R66 811	R69 508	R66 299
Emalahleni	R104 188	R99 038	R99 837
Steve Tshwete	R109 858	R111 202	R99 703
Emakhazeni	R51 067	R49 546	R61 550
Thembisile	R43 226	R42 588	R53 294
Dr JS Moroka	R40 418	R43 361	R61 762

*Global Insight – ReX, September 2010*

## 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 13. The distribution model presents the number of households per income category. It is evident from the presentation that more than the quarter (28.6 per cent) of households in Nkangala earned less than R30 000 per year (R2 500 per month) in 2009.

Table 13: Household per income category in Nkangala, 2009

Income category	Number of households	Percentage of total households	Cumulative percentage of total households
0 – 2400	748	0.2%	0.2%
2400 – 6000	2 162	0.7%	1.0%
6000 – 12000	20 311	6.7%	7.6%
12000 – 18000	26 099	8.6%	16.2%
18000 – 30000	37 632	12.4%	28.6%
30000 – 42000	36 913	12.1%	40.7%
42000 – 54000	29 493	9.7%	50.4%
54000 – 72000	28 060	9.2%	59.6%
72000 – 96000	25 174	8.3%	67.9%
96000 – 132000	23 056	7.6%	75.5%
132000 – 192000	21 439	7.0%	82.5%
192000 – 360000	27 399	9.0%	91.5%
360000 – 600000	14 207	4.7%	96.2%
600000 – 1200000	8 049	2.6%	98.8%
1200000 - 2400000	2 716	0.9%	99.7%
2400000+	845	0.3%	100%
<b>Total</b>	<b>304 303</b>	<b>100.0%</b>	<b>-</b>

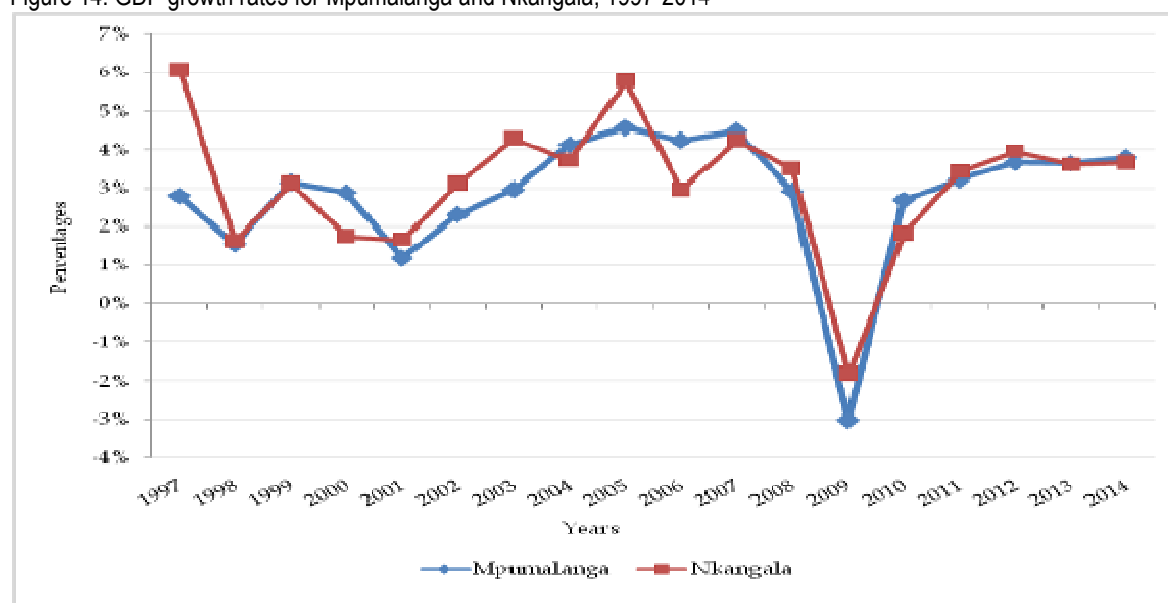
Source: Global Insight – ReX, September 2010

#### 4.13 GDP growth

Nkangala's contribution to Mpumalanga's economy showed a marginal increase from 37.0 per cent in 1996, to 39.9 per cent in 2009. The economic growth of the district, as measured by GDP growth, was lower than the provincial rate in 2009 (Figure 14).

The average annual growth rate for the district and the province over the period 1996 to 2009 was 3.1 per cent and 2.6 per cent, respectively. Despite the economic recession experienced in 2008 and 2009, the forecasted annual growth rate going forward (2009-2014) is 3.4 per cent for the province and 3.3 per cent for the district.

Figure 14: GDP growth rates for Mpumalanga and Nkangala, 1997-2014



Source: Global Insight- ReX, September 2010

Table 14: Forecasted GDP growth rates for Mpumalanga and districts, 2009-2014

Period	Mpumalanga	Ehlanzeni	Gert Sibande	Nkangala
1996-2009	2.6%	2.2%	2.5%	3.1%
2010	2.7%	1.5%	4.9%	1.8%
2011	3.2%	3.1%	3.2%	3.4%
2012	3.7%	3.5%	3.5%	4.0%
2013	3.7%	3.4%	3.9%	3.6%
2014	3.8%	3.9%	3.9%	3.7%
2009-2014	3.4%	3.1%	3.9%	3.3%

Source: *Global Insight – ReX, September 2010*

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 15 displays the share of each economic sector in the district and the six local municipality economies in 2009. The three largest contributors in terms of gross value added (GVA) to the district economy were mining (29.7 per cent), community services (14.0 per cent) and finance (13.5 per cent).

Table 15: Sectoral contribution to regional GVA (constant prices), 2009

Sector	Nkangala	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile	Dr JS Moroka
Agriculture	1.9%	12.6%	0.5%	2.2%	4.0%	0.7%	2.3%
Mining	29.7%	16.1%	35.0%	32.0%	23.3%	4.3%	0.0%
Manufacturing	12.2%	4.2%	5.2%	24.2%	6.7%	6.3%	2.6%
Electricity	8.9%	0.7%	14.4%	4.9%	2.7%	3.1%	3.6%
Construction	2.1%	2.1%	2.3%	1.5%	2.5%	2.9%	3.4%
Trade	8.9%	11.6%	8.6%	5.8%	8.7%	27.7%	13.1%
Transport	8.8%	17.3%	9.1%	5.6%	26.8%	9.5%	8.1%
Finance	13.5%	15.6%	14.4%	14.0%	9.5%	6.5%	8.0%
Community services	14.0%	19.8%	10.4%	9.8%	16.0%	39.0%	58.8%
<b>Primary sector</b>	<b>31.6%</b>	<b>28.7%</b>	<b>35.5%</b>	<b>34.2%</b>	<b>27.2%</b>	<b>5.0%</b>	<b>2.4%</b>
<b>Secondary sector</b>	<b>23.2%</b>	<b>7.0%</b>	<b>21.9%</b>	<b>30.6%</b>	<b>11.8%</b>	<b>12.3%</b>	<b>9.6%</b>
<b>Tertiary sector</b>	<b>45.2%</b>	<b>64.3%</b>	<b>42.5%</b>	<b>35.2%</b>	<b>60.9%</b>	<b>82.7%</b>	<b>88.1%</b>

Source: *Global Insight – ReX, September 2010*

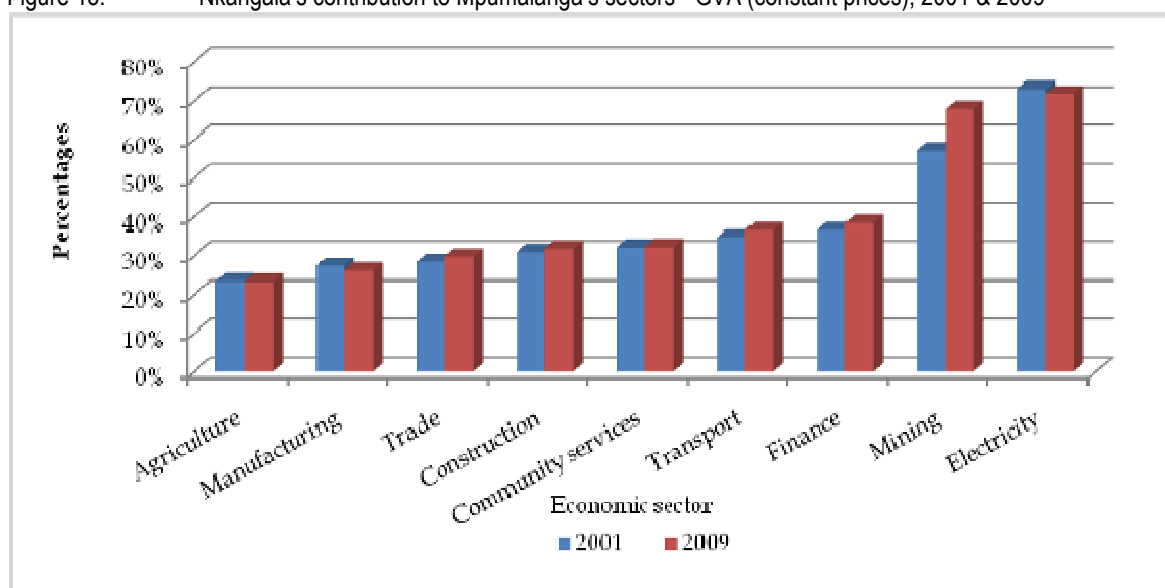
The primary sector in Nkangala contributed 31.6 per cent, the secondary sector 23.2 per cent and tertiary sector 45.2 per cent in 2009. Provincially the primary contributed substantially less with a share of 20.8 per cent while the secondary sector

contributed more with a share of 26.2 per cent. Mining was the leading contributor in the economies of Emalahleni and Steve Tshwete with respective shares of 35.0 per cent and 32.0 per cent. Dr JS Moroka and Thembisile were dominated by community services with shares of 58.8 per cent and 39.0 per cent, respectively

## 4.15 Regional contribution

The total industry contribution by Nkangala to Mpumalanga's GVA increased slightly from 38.7 per cent in 2001 to 39.9 per cent in 2009. Figure 15 shows the contribution of each of the economic sectors in Nkangala to the provincial GVA in 2001 and 2009. The district was a substantial role-player in the provincial electricity (71.9 per cent) and mining (67.9 per cent). Agriculture made the smallest contribution to the provincial GVA of 23.3 per cent.

Figure 15: Nkangala's contribution to Mpumalanga's sectors - GVA (constant prices), 2001 & 2009



Source: Global Insight - ReX, September 2010

Table 16 below exhibits the contribution by each of the six local municipalities to the district's GVA in 2009. Emalahleni has considerable contributions to electricity (75.0 per cent), mining (54.4 per cent) and construction (51.9 per cent) and was also the biggest contributor to the district's GVA with a percentage share of 46.3 per cent. Steve Tshwete with a 36.9 per cent share was a strong second, while the other four local municipalities jointly contributed only 15.8 per cent.



Table 16: Regional contribution to district GVA (constant prices) by sector, 2009

Sector	Victor Khanye	Emalahleni	Steve Tshwete	Emak-hazeni	Thembis-ile	Dr JS Moroka	District
Agriculture	30.8%	13.1%	43.1%	6.7%	2.0%	4.2%	100.0%
Mining	2.5%	54.4%	39.8%	2.5%	0.8%	0.0%	100.0%
Manufacturing	1.6%	19.8%	73.3%	1.8%	2.8%	0.8%	100.0%
Electricity	0.4%	75.0%	20.4%	1.0%	1.9%	1.4%	100.0%
Construction	4.7%	51.9%	26.3%	3.8%	7.6%	5.6%	100.0%
Trade	6.1%	44.7%	24.0%	3.2%	16.9%	5.1%	100.0%
Transport	9.2%	48.1%	23.7%	9.9%	5.9%	3.2%	100.0%
Finance	5.4%	49.4%	38.2%	2.3%	2.6%	2.1%	100.0%
Community ser- vices	6.6%	34.3%	25.7%	3.7%	15.1%	14.6%	100.0%
All sectors	4.7%	46.3%	36.9%	3.2%	5.4%	3.5%	100.0%

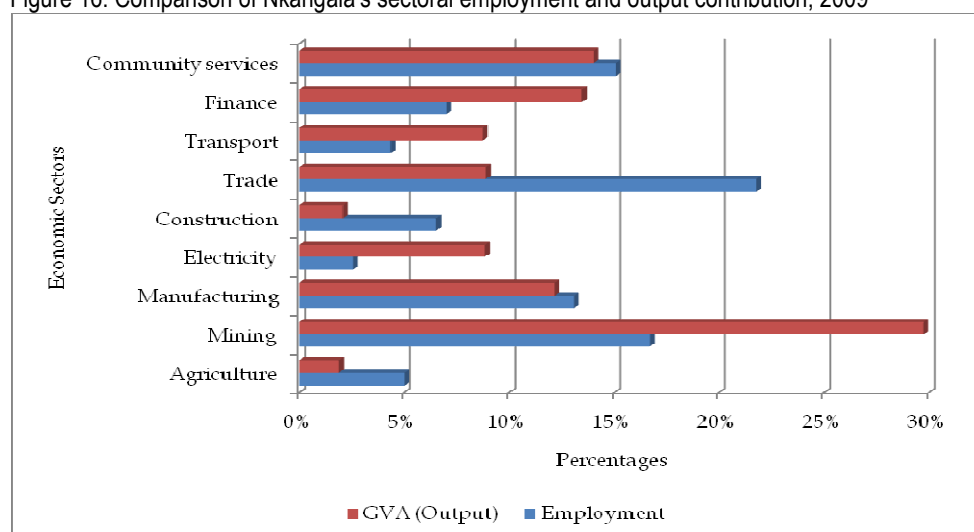
Source: Global Insight – ReX, September 2010

#### 4.16 Sectoral employment and output

Figure 16 provides a comparison of employment with output at sectoral level for 2009. 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 in the past, but it is evident from the chart that capital-intensive mining processes are now dominantly used.

Figure 16: Comparison of Nkangala's sectoral employment and output contribution, 2009



Source: Global Insight – ReX, September 2010.

#### **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 51.9 compared to the provincial average of 40.6 in 2009. Of the five local municipalities, only Victor Khanye, with an index score of 42.4, was more diversified than the district and Dr JS Moroka the least diversified at 68.4. 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.

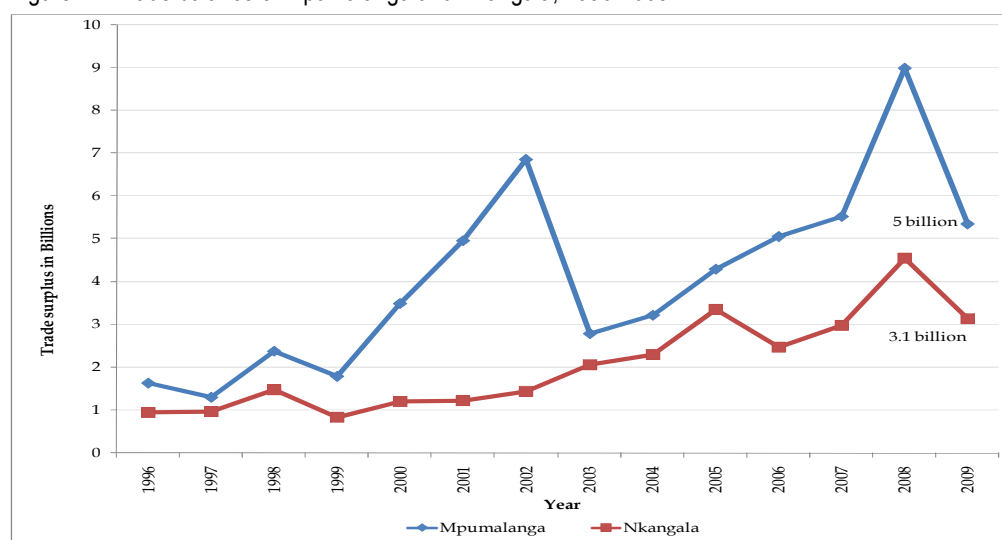
In Nkangala, only mining (4.61) and electricity (3.18) held a comparative advantage over the same sector in the provincial economy. The contribution by agriculture (0.66), manufacturing (0.56), construction (0.54), trade (0.55), transport (0.65), finance (0.48) and community services (0.51) to the district's economy, were lower than the contribution by the same sectors to the provincial economy.

Of the six local municipalities, Emalahleni held the highest comparative advantage in mining (5.19) and electricity (4.91). Victor Khanye (4.60) registered the highest comparative advantage for agriculture, Steve Tshwete (1.28) for manufacturing, Emakhazeni (2.17) for transport and Dr JS Moroka for community services (2.66).

#### **4.19 International Trade**

Nkangala contributed moderately to provincial exports and imports with shares of 44.1 per cent and 23.1 per cent in 2009 respectively. Nkangala ranked first among the three districts in terms of total trade contribution to the provincial figure. The district registered a positive trade balance with exports exceeding imports by R3.1 billion in 2009. The positive trade balance of the district is displayed in **Figure 17**, where it evident that, although it increased over the 12-year period, the trade balance of the province exceeded that of the district.

Figure 17: Trade balance of Mpumalanga and Nkangala, 1996-2009



**Source: Global Insight – ReX, September 2010**

Exports of coal and lignite dominated basket of products exported from the district with a share of 35.9 per cent to provincial exports. Imports flowing to the district were mainly metal products, machinery and household appliances (61.2 per cent) share of provincial exports.

Among the six local municipalities in the district, Emalahleni was the main contributor in terms of both exports (64.6 per cent) and imports (48.0 per cent). On the export side, Steve Tshwete contributed 34.8 per cent in 2009 with Emakhazeni adding 2.0 per cent. Victor Khanye was responsible for 34.7 per cent of the district's imports with Steve Tshwete accounting for 10.1%.

#### 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

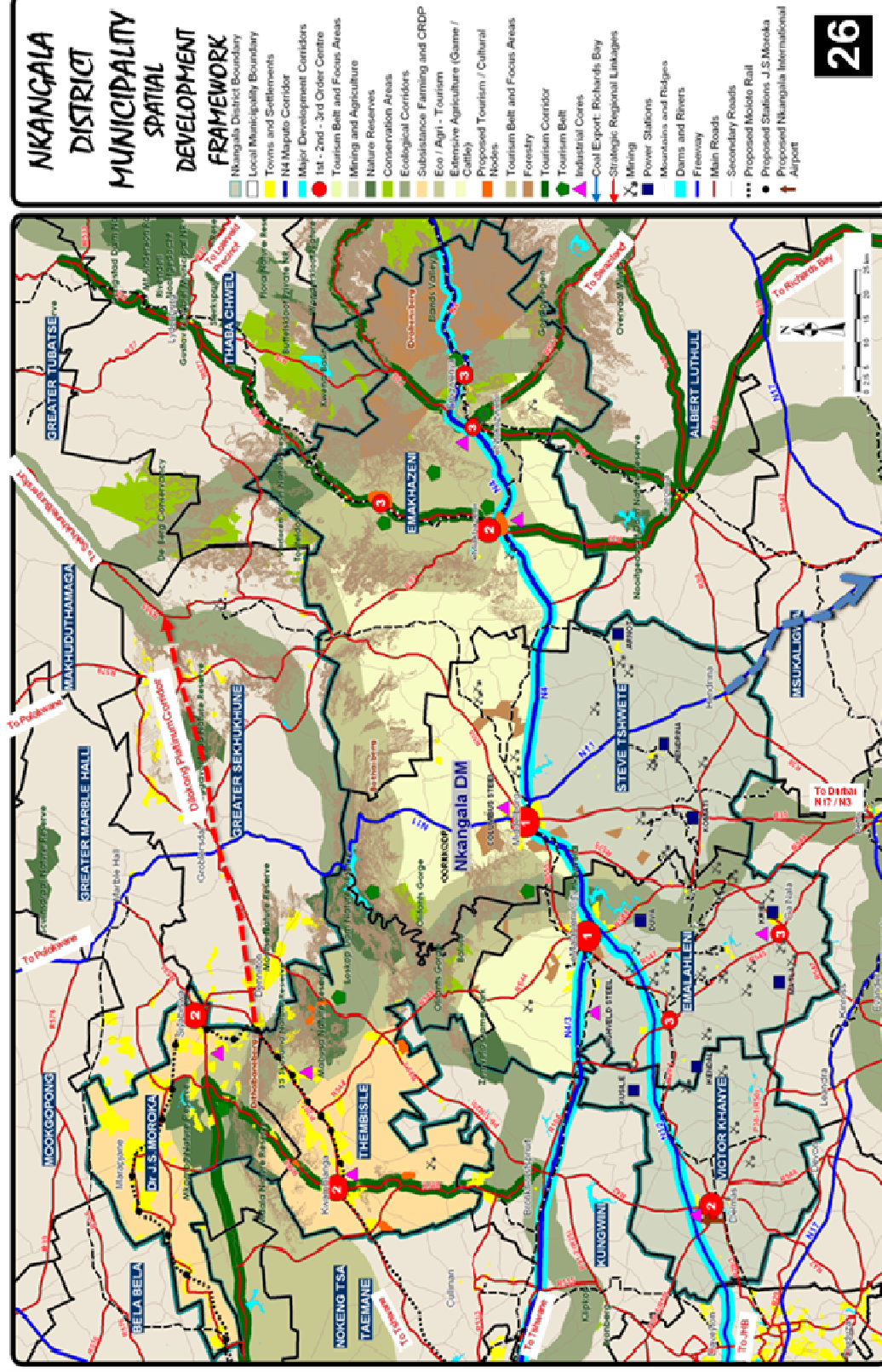
the corridor would include agro-processing, service industries for the agricultural sector, manufacturing, warehouses, wholesale trade, clean industries and hospitality uses.

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 of NDM



## Transit Orientated Development

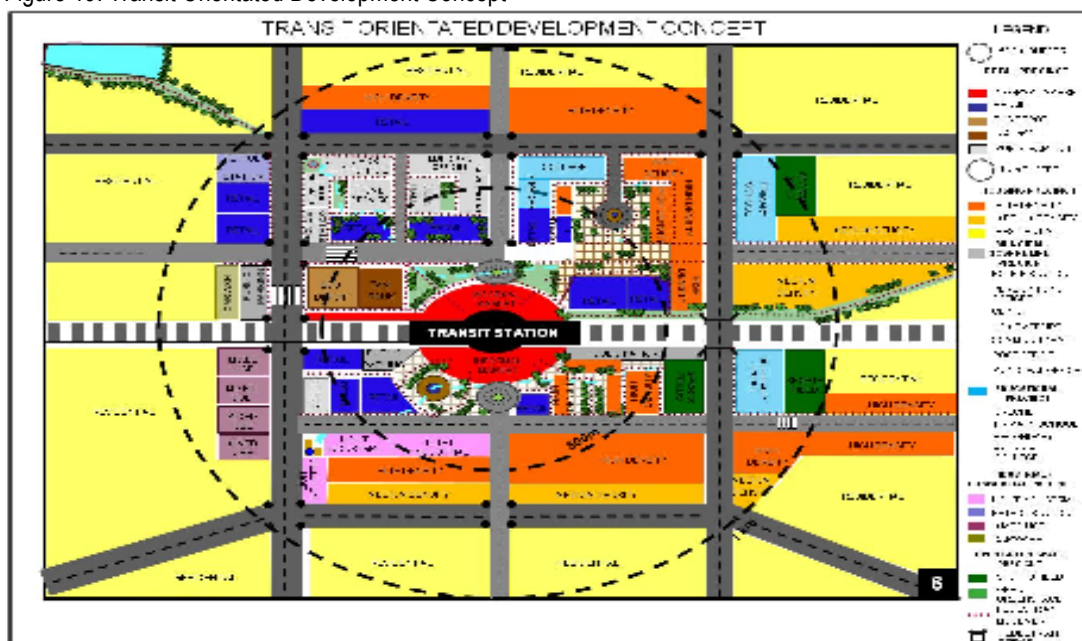
Transit Orientated Development (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station (see figure 19). TODs are purposely designed to facilitate access to the railway stations and so increase the use of the public transportation 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

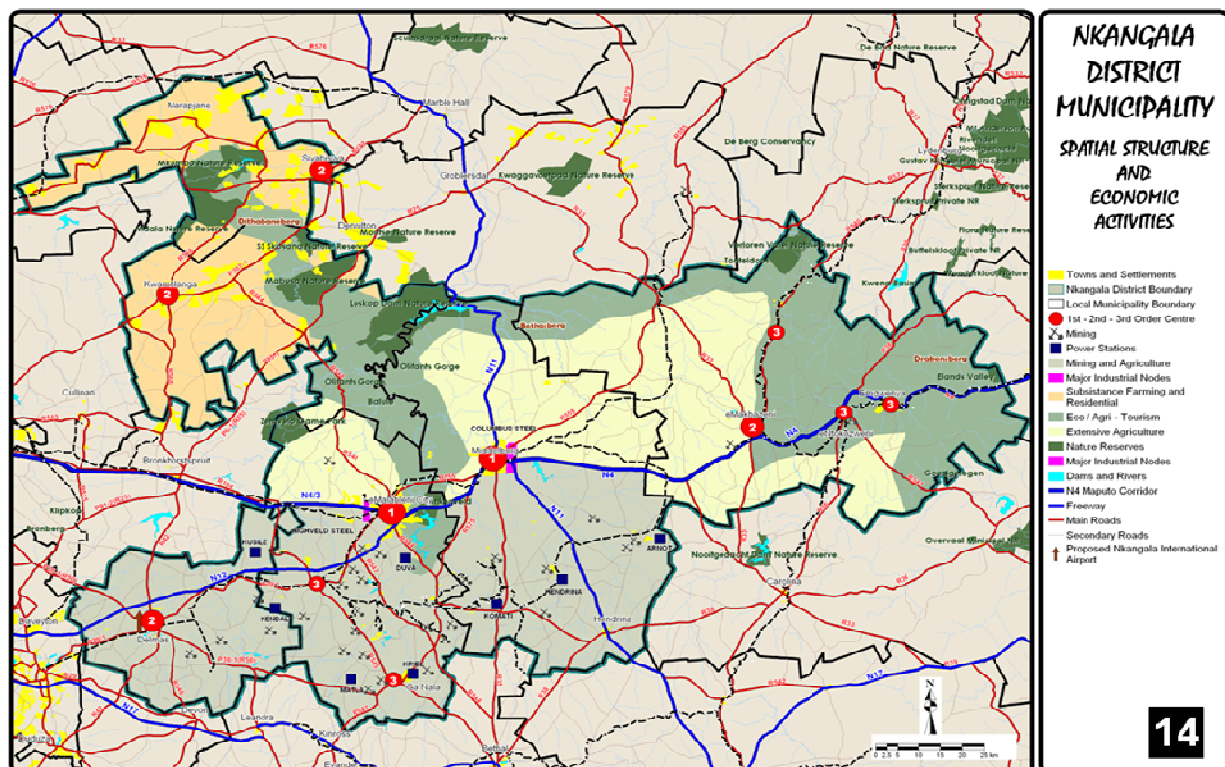
The Nkangala District offers considerable tourism potential (refer to figure 20). The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing 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: Spatial Structure and Economic Activities within 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

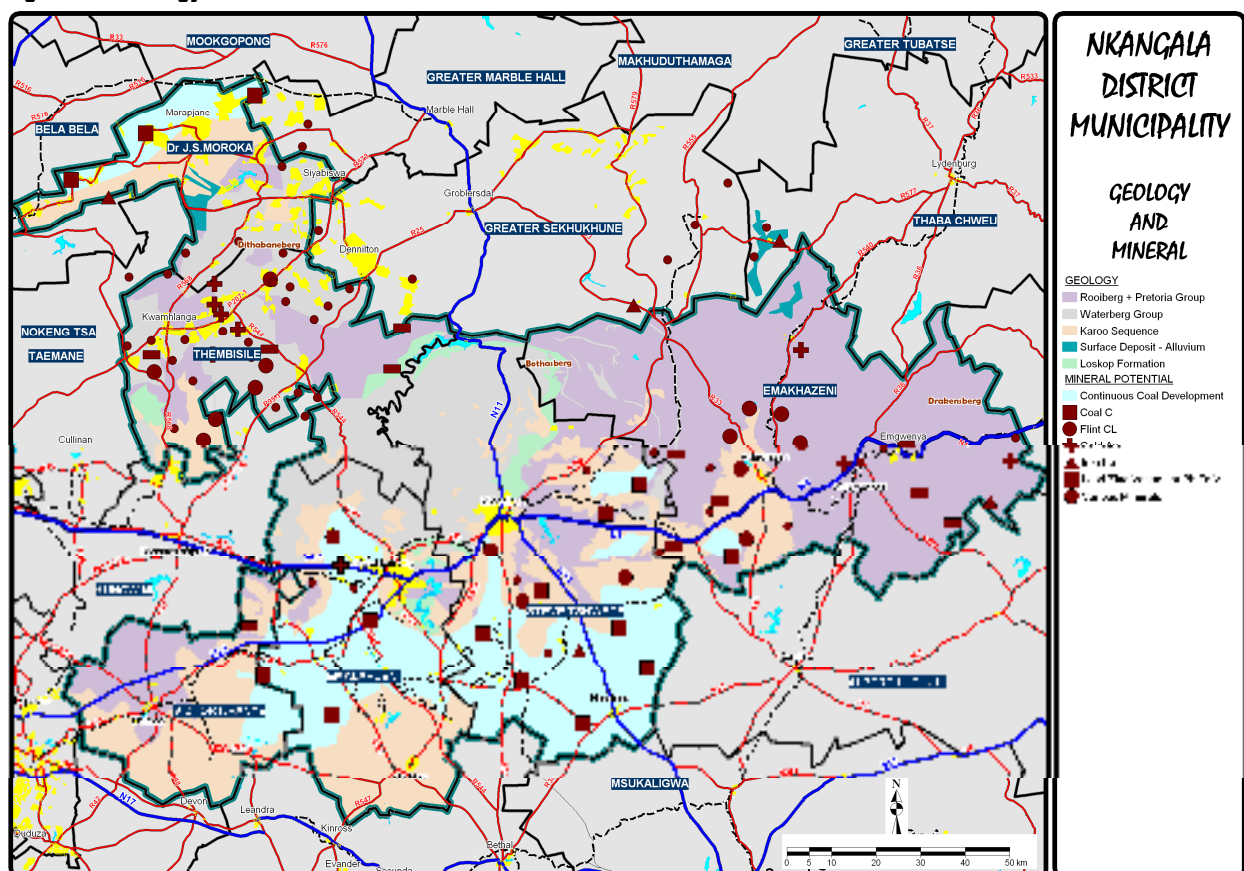
The agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agri-processing. Mining predominantly occurs in the southern regions of the District and is closely related to the power 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.



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.

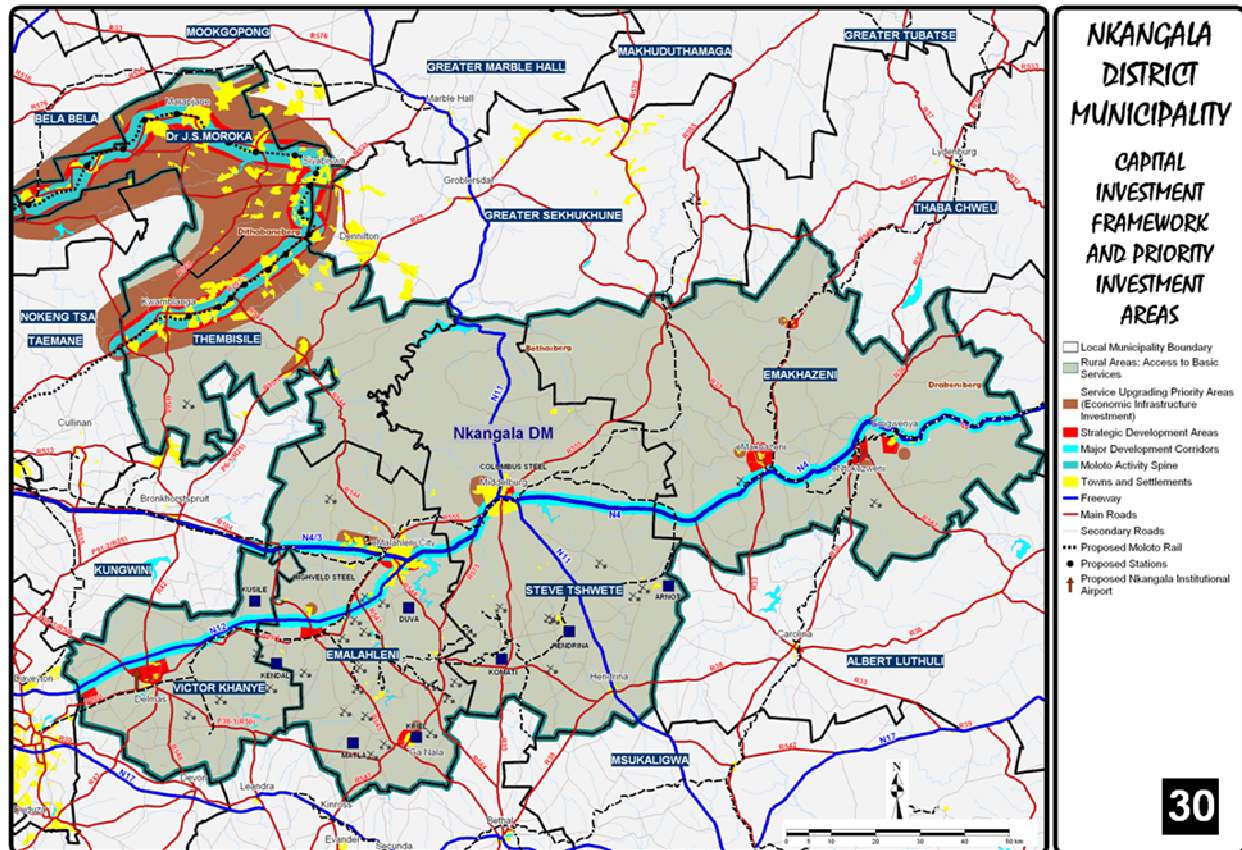
The service upgrading priority areas are conceptually indicated in figure 24. These areas should be the focus areas for capital expenditure, to address service backlogs in terms of basic services such as water, sanitation, roads and electricity as well as social facilities. The upgrading should form 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 13: 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.
- Facilitate establishment of Agri-Villages

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

Extensive progress has been made regarding Powers, Duties and Functions in the NDM area during the past five years. These are reflected in the Nkangala District Service Delivery Audit (March 2011) and the IDP.

The Minister of Finance indicated in his 2005/2006 budget speech that RSC levies will be phased out from 1 July 2006 without giving any indication as to how District Municipalities will function once levies are phased out, the challenge is for NDM to implement the division of powers between the NDM and Local Municipalities, to obtain fund for the execution of unfunded mandates such as Environmental services, the issue of service boundaries has not yet been resolved.

The following strategic interventions were accordingly identified: Capacity assessment conducted by the Demarcation Board in 2007, MP313 increased the number of functions performed since 2007. MP311, MP314, MP315 MP31, DC31 and MP312. 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.

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 17: 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, MP313, MP314
Local tourism	No	Yes	No	No	Yes	No	MP311, MP312, 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	Yes	Yes	Yes	Yes	Yes	Yes	-

Function	Victor Khanye	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile	NDM
accommodation, care and burials of animals							
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, MP314, 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 District: 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

Notwithstanding all these successes achieved by the Council, there are still challenges to be addressed during the next Term of Council, viz:

- Physical Planning functions for Emakhazeni, Thembisile Hani and Dr JS Moroka were allocated to the Nkangala District in 2003, and needs to be re-assessed.
- The issue of land administration between the municipalities and the traditional leaders within the former homeland areas needs to be addressed.
- 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.

## **6.2 Issue 2: Organisation Restructuring and Transformation**

### **6.2.1 Background and Problem Statement**

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. Appointment of persons with disabilities, promoting the culture of performance among Councilors, the coordination and integration of the PMS for the NDM and the LMs, to build capacity of Councilors and employees and implementing the electronic Document Management System.

This multi-faceted issue includes administration and human resources (HR), Information Communication Technology (ICT) and Geographical Information Systems (GIS). 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 remains critical:

- 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 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 Organizational 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.

**Information and Communication Technology:** 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 District will continue to ensure that its website is relevant and resourceful to all the stakeholders, and that it becomes an integral marketing instrument of the District.

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.

**Geographic Information System (GIS):** The NDM implementation of the 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.

The revised SDF of the District is linked with the GIS to harness the effectiveness of the System in providing key planning and spatially referenced service delivery information as and when required for expedient decision-making.

Overall, the following remains pertinent to the optimal functionality of NDM as an Organization:

- 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
- Appointment of persons with disabilities.
- Promoting a culture of performance among Councillors.
- The coordination and integration of the PMS for the NDM and the LMs.
- To build capacity of Councillors and employees (engineering, planning, performance monitoring and evaluation are some of the critical skills that are required).

- Implementing an electronic Document Management System for the District Municipality.

## 6.3 Issue 3: Financial Viability

### 6.3.1 Background and Problem Statement

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District.

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.

**Effective and efficient income and expenditure management and reporting:** Viable municipalities should promote effective and efficient income and expenditure management and reporting. In this regard, it is recommended that a work study be conducted for the finance department to ensure proper delegation of roles and responsibilities and clarification thereof, review of job descriptions and the upgrade of the financial system to the Caseware software. The District municipality also pledged to be part of the 2014 Operation Clean Audit..

**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.

The critical areas of the NDM and its six constituent local municipalities include amongst the following:

- Payment of services
- Revenue collection
- Capacity for municipal infrastructure expenditure
- Compliance with financial legislation
- Facilitate financially viable Municipalities across the District through:
  - 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 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.

Infrastructure development and maintenance is critical to the process of economic development and poverty reduction. Central to the poor infrastructure at some municipalities in the NDM area is the lack of coordinated infrastructure maintenance strategies. In order to counter this trend and proactively manage the new infrastructure, the NDM will have to coordinate the compilation and implementation of Infrastructure Maintenance Strategies at local municipalities during the next five years. 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.

The aforementioned issues suggest that for NDM to strengthen and sustain its Financial Viability and that of the respective constituent Local Municipalities, the following ought to be strategically pursued:

- Engage relevant stakeholders so that adequate funding mechanisms can be put in place for the to successfully implement all its functions
- Facilitate attainment of clean Audit Reports by the and local municipalities
- 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
- Assist municipalities in implementing revenue enhancement mechanisms
- Assess weakness in the current revenue stream of municipalities and implement remedial plans
- Identify additional revenue from current as well as other sources

## 6.4 Issue 4: Good Governance and Communication

### 6.4.1 Background and Problem Statement

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. The broad-based capacitation of the community on issues relating to economic development and job creation, health, safety and education, establishment of an efficient Ward Committee System in all municipalities both urban and rural, Implementation of a system of CDWs in the District, 25% of Wards not functional, lack of skills, poverty, high unemployment high level of crime and violence experienced by the youth.

**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 prepared based on the risk assessment adopted by Council in January 2011.

In order to develop effective audit plan, as per legislation, the risk assessment was conducted and adopted by Council in January 2011. 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.

**RISK MANAGEMENT FUNCTION:** King III on good corporate governance stresses the need for an organisation to follow the risk-based approach instead of the traditional compliance based approach. Thus, organisations need to establish risk management units to deal with matters relating to risk management. Organisations should develop a policy and plan for a system and process of risk management for approval /adoption by Council. The risk management policy should be distributed throughout the municipality. Council should review the implementation of the risk management plan at least once a year. The Council should appoint a committee responsible for risk. A systematic, documented, formal risk assessment should be conducted at least once a year. Internal audit should provide a written assessment of the effectiveness of the system of internal controls and risk management to the Council.

In the last 5 years majority of Municipalities within the District performed fairly well. Hence numerous Awards from varying institutions in recognition of this performance. However, the last two Financial years have seen indifferent performance in some of the Municipalities in the District. Table 18 below depicts the audit performance of all Municipalities in the last 5 years.

**Table 18:** District wide Audit Opinions over the last 5 Years

Municipality	2005/06	2006/07	2007/08	2008/09	2009/2010
Nkangla Distirct Municipality	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Emakhazeni	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Victor Khanye	Unqualified	Unqualified	Unqualified	Qualified	Unqualified
Thembisile Hani	Unqualified	Unqualified	Unqualified	Disclaimer	Disclaimer
Steve Tshwete	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
DR. J S Moroka	Unqualified	Unqualified	Unqualified	Qualified	Disclaimer
Emalahleni	Unqualified	Unqualified	Unqualified	Unqualified	Qualified

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

**Community Feedback Programme:** In the Spirit of Cooperative and Accountable 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, and assimilate developmental issues for the subsequent Financial year respectively. Mechanisms on enhancing the impacts of this programme will be progressively explored. The schedule of the meetings is contained in the 2011/12 District Framework Plan.

**STAKEHOLDER ENGAGEMENTS FORA:** District IDP/LED Forum is functional and seating as scheduled on quarterly basis. The issue of inclusivity is highly prioritised in the constitution of the Forum, where all the Organised formations across the District are represented at the Form. This Forum plays a pivotal role in the development, review and implementation of the District's IDP.

Whilst majority of the Working Groups are seating as planned, there are those that are either not seating at all, or are not adequately operating as envisaged pertaining the nature of issues discussed therein.

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 through functional Ward Committees..

**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 District-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:** The broad-based capacitation of the community on issues relating to economic development and job creation, health, safety and education must be high on the agenda of the NDM. Furthermore, the establishment of an efficient Ward Committee System in all municipalities (both in the urban and rural areas), and the implementation of a system of Community Development Workers in the District, must also be addressed.

The Mpumalanga Province has deployed 125 CDWs in the Nkangala District with the idea to have at least one CDW in each ward. This objective has not been achieved yet, but Province is currently trying to address the shortfall. The Nkangala 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, and the success of this initiative needs to be carefully monitored in the next year.

These are critical structures of local governance, and 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 for Nkangala District Municipality marked a crucial milestone in that while the challenges confronting youth development are obviously noticeable, the opportunities that lies ahead have equally being identified.

The challenges of youth development are well encapsulated in the Integrated Youth Development Strategy document which was noted by Council. These challenges stems from the definition of who qualify as “Youth”. The vast majority of both local (e.g. the National Youth Commission Act, 1996) and international charters, policies and strategies, define “youth” as those between the ages of 14 and 35 years. However, of particular importance within the South African development context, is that the National Youth Policy (NYP) (2009 -2014) supplements this definition by segmenting the youth population in age cohorts and target groups. This is to acknowledge the fact that young people are not a homogenous group, but that the definition of “the youth of Nkangala” actually imply and consists of a matrix of cohorts and groups, resulting in numerous specific and different categories.

Provided this complexity and the reality of the limitations of resources, whilst seeking to affect detectable impact, the District, in line with the NYP recognises that immediate attention should be given to the following prioritised youth target groups:

**Young woman:** They are more likely to be unemployed than males, since they tend to have fewer occupational opportunities in a patriarchal society. They are also more vulnerable (economically and socially) as opposed to their male counterparts.

**Youth with disabilities:** Youth with disabilities require support and assistance to ensure that they have access to a variety of resources. At present, they are unable to compete with their peers due to inability to access such resources. This applies with even greater force to youth with disabilities living in rural areas.

**Unemployed youth:** There is still a significant number of young people who are unemployed and therefore vulnerable to poverty. It is estimated that one third of all of South Africa's youth live in poverty, and approximately half of this one third lives in extreme poverty. Almost two thirds of youth in the age group 15 to 24 live in households with expenditures of less than R1 200 per month, as do approximately 60% of youth aged 25 to 34 years (*Labour Force Survey*, March 2007).

**School-aged-out-of-school youth:** These young women and men can be described as those who have dropped out of school prematurely and are unskilled. They are mostly unemployed since they do not have the necessary / required starting qualifications. They have no adult supervision; have poor levels of general welfare and well-being, and experience increased levels of stress. They are also exposed to high-risk behavior such as HIV infection, rape, alcohol and drug abuse, violence and exploitation, and often run a risk of being in conflict with the law.

**Youth in rural areas:** Young women and men in rural areas face particular constraints with regard to both accessibility and availability of services and facilities, and this result in fewer opportunities and less information and employment than in urban areas.

**Youth at risk:** A high percentage of South Africa's youth falls into this category, and includes youth living with HIV/AIDS, youth headed households, youth in conflict with the law, and youth abusing dependency-creating substances. As encapsulated in the Integrated Youth Development Strategy as well as through the public participation processes of the District, the following **challenges confronting** youth development have been elevated. namely:

- Young woman are more likely to be unemployed than males, since they tend to have fewer occupational opportunities in a patriarchal society. They are also more vulnerable (economically and socially) as opposed to their male counterparts.
- The need for support and assistance to youth with disabilities particularly access to a variety of resources. At present, they are unable to compete with their peers due to inability to access such resources such as schooling facilities for people with special needs.
- A significant number of young people who are unemployed and therefore vulnerable to poverty.
- A high percentage of South Africa's youth falls into the youth at risks category, and includes youth living with HIV/AIDS, youth headed households, youth in conflict with the law, and youth abusing dependency-creating substances.

**WOMEN EMPOWERMENT** The participation and representation of women in various Committees' of Council has improved over the past years. Following the successful hosting of the 2006, 2008 and 2010 NDM Women Summit, this affirms NDM position in seeking to elevate women's issues to the fore.

Strangely, the **challenges** confronting women in different parts of the region remain the same and could be summed up as follows:

- The violence directed towards women and children remains a challenge.
- High teenage pregnancy, which present a challenge in bridging the skills gap between boy and girl children.
- Lack of diversification on the economic streams followed by women resulting in limited opportunities.
- The lack of dedicated programmes for the development of women

Yet against these challenges, the massive contribution of women towards development not only in the country but throughout the region has not gone un-noticed. The contribution of women towards the economy be it directly and indirectly is creditable. Women continue to perform welfare related responsibilities such as in childcare facilities, caring for the orphans, poverty alleviation programmes, contributing towards education.

The participation of women in other sectors which have been constructed as male dominated is impressive. This growth has been noted and recorded especially in the NDM run Expanded Public Works Programme (EPWP) that has noted a steady growth in the number of women who participate in the programme as reflected below:



Emanating from the 2010 NDM Women Summit, under the theme "Equal rights, Equal opportunities, Progress for All", the following progressive resolutions were taken by the delegates:

- A progress report on the implementation of Growth and Development Summit Agreement of 2009 resolutions signed by NDM together with Private Sector to be investigated and reported to the Mayoral Committee.
- A workshop on available opportunities in other sectors including on the establishment of cooperatives and funding thereto to be held and facilitated by amongst others DME, DTI and SEDA.
- An information hub on economic development opportunities available in the region on how best such information can be disseminated to be investigated and reported upon.
- All municipalities to include in the IDP Human Rights Programmes in particular Women Programme and budget accordingly.
- SALGA, Premier's Officer, Ministry of Women, NDM and LM's to embark on coaching programmes especially for women.
- Municipal Councils to ensure that Gender Desks are established in their Councils.
- All endeavors be made for appointment at senior management level by Councils to be done in a gender representative manner in line with the Employment Equity.
- NDM to investigate for pilot purposes an implementation of a Community Builder of the Year Programme for the region.
- An investigation on an in-house programme or vehicle such as an EPWP for women to be researched and reported upon for possible implementation.
- Regular programmes to encourage HIV/AIDS testing in the community and workplaces to be conducted in municipalities in conjunction with the relevant departments.
- A session to review progress on the implementation of women resolutions to be held in 2011.

an Audit committee and Risk Management Strategy were established and approved by Council in 2009, 85 % of ward functional in march 2010, the deployment of 125 CDWs in the District, the implementation of the EPWP programme benefitted 207 contractors 90 contractors being the youth, the improvement of women participation in the District( there are three Executive Mayors in the District) the youth and women summit held respectively.

To harness Sound and Good Governance in executing its mandate, NDM will need to focus during the next medium – Long Term focus on the following matters

- Inadequate functionality of established stakeholder engagement mechanisms:
  - Various IDP LED Working Groups not regularly taking place as anticipated.
  - Majority of Ward Committees in some Municipalities not seatings as per their schedule.
  - The role and number of CDWs in relation to the Municipal Ward Committees.
  - Unsatisfactory participation of Sector Departments in the Municipal IDP processes.
- Lack of youth participation in community structures, training and learning opportunities.
- The voices of rural women need to be elevated, particularly concerning developmental issues influencing their livelihoods in their respective neighbourhoods.
- Lack of diversification on the economic stream resulting to Wwomen being exposed to non or limited opportunities.
- The violence directed towards women and children.
- High teenage pregnancy, which present a challenge in bridging the skills gap between boys and girls.
- The lack of dedicated programmes for the development of women
- Adopt IDP planning processes appropriate to the capacity and sophistication of the District.
- Ensure Ward Committees are representative and fully involved in community consultation processes around the IDP, Budget and other strategic service delivery issues.
- Ensure regular communication of NDM's achievements through Newsletters, Print and Electronic Media.
- Ensure regular communication of Community Outreach Programme via various media/modes.
- Create a sound policy environment and full functioning IGR Systems in the District.
- Facilitate the launching and training of all the Ward Committees throughout the District.
- Facilitate assimilation and dissemination of Quarterly Ward Committee reports.

- Facilitate the integration of Community Development Workers within the Ward Committee System.
- Ensure Council operate in a way that restores community trust in Local Governance.

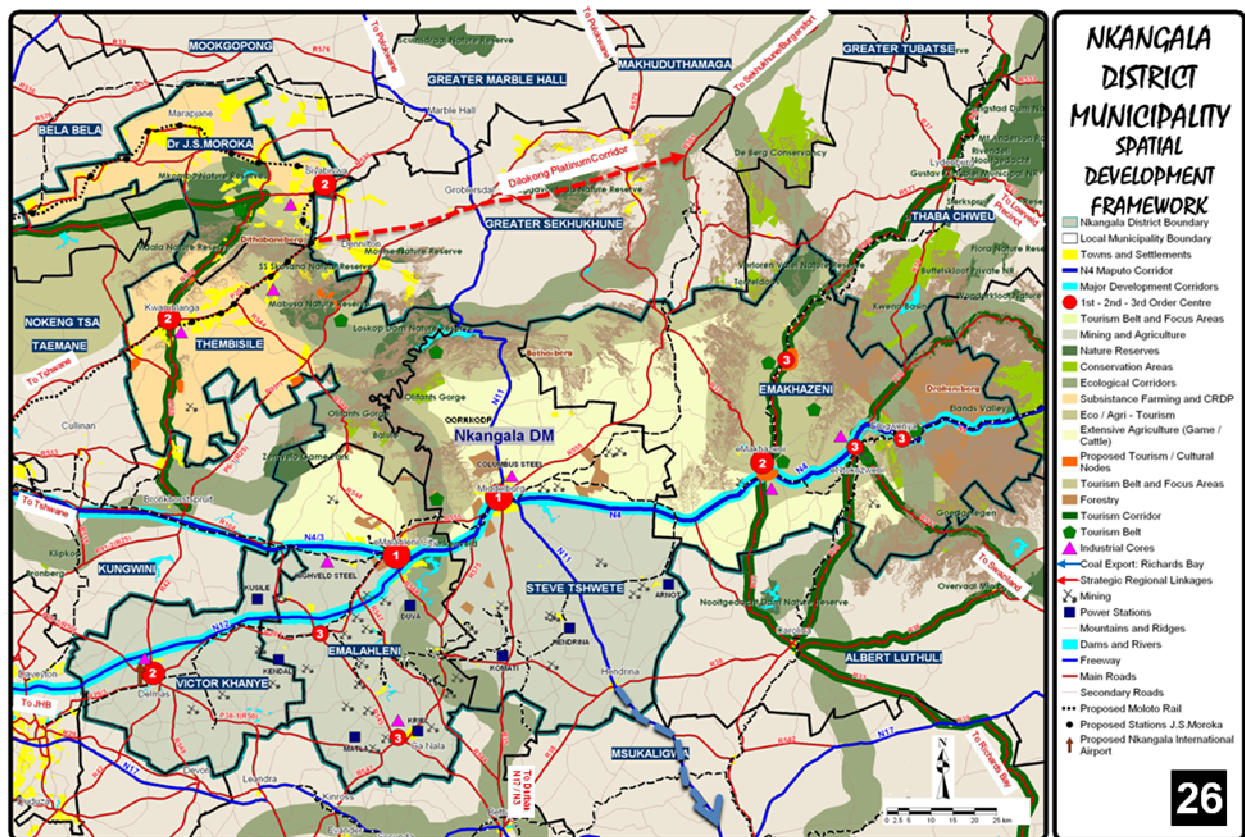
## 6 B: SERVICE DELIVERY PRIORITY ISSUES AND NEEDS

### 6.5 Issue 5: Spatial Restructuring and Service Provision

#### 6.5.1 Background and Problem Statement

The Nkangala District Municipality covers a vast area of approximately 188 118 hectares. The District is predominantly a rural area, comprising extensive farming, forestry, nature reserves and mining areas. There are approximately 165 towns and villages distributed throughout the area. These can be classified in three main categories, namely towns, rural villages (mainly residential) and settlements associated with mining or electricity activities (collieries).

Figure 25



eMalahleni City and Middelburg are the two main towns in the district, both in terms of location and function. Delmas and eMakhazeni are secondary service centres serving as central places to the surrounding farming areas. The tourism potential associated with the eastern regions of the District has resulted in the regeneration and growth of Dullstroom/Waterval-Boven/Engenya in the Emakhazeni Municipality.

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.

During the beginning of the current Term (2006/07), NDM Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. The establishment of MPCCs throughout the District, ensuring that the Land Use Management System of LMs are in place, and the updating of all Cadastral Base Maps for all towns and Villages in the District

The following strategic interventions were accordingly identified: the review of the SDFs of the District and all LMs, the physical planning function of Emakazeni, DR J S Moroka and Thembisile Hani is done at the District because these municipality do not have the capacity to deal with town planning applications and related issues, the development of Land Use Management System for the three affected municipalities, the development of the GIS system.

The achievements are as follows:

- NDM SDF and Land Audit and those of all the constituent Local Municipalities were review and adopted during 2007/08 financial year, and reviewed during 2010/11 financial year.
- Several Land Tenure and township project were approved and finalised accordingly.
- The Development and Planning Unit was established in NDM which includes physical planning to assist Local Municipality with the low capacity on special on physical planning.
- Land Use Management Schemes for Emakhazeni, Dr JS Moroka and Thembisile Hani Municipality were developed and completed.
- NDM developed Geographic Information System (GIS) and is full functionally, however still to be rollout in Local Municipality. The GIS Strategy is developed to guide in terms of assisting Local Municipality.

Notwithstanding all the aforementioned successes, achieved by the Council there are still challenges to be addressed during the next Term of Council, viz:

**Township Establishment and upgrading of settlements** There is outstanding township establishment and upgrading of settlements status quo is presented in table 16. 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.

**Table1 8: 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: 2009-Department of Agriculture, Rural Development and land Administration

**Integrated Human Settlement:** Emakhazeni and Emalahleni local municipalities need the special attention on addressing the issues of housing and land for settlement purposes through township establishment.

**Informal 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. Informal settlements become the challenge to local municipalities in providing services. This settlement need to be upgraded and formalise accordingly.

**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 function is with NDM and the three local municipalities (Emakhazeni, Dr JS Moroka, and Thembisile Hani) are not authorised 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 need to be review to address issues of possible shared services center, capacity building, education awareness and taking back the physical planning function to the local municipalities.

**Land Use Management Systems:** A land use scheme is a critical component of the integrated spatial planning system and deals with zoning and built form controls. The intent embodied within the package of spatial plans must be translated into the most appropriate zones and controls within the land use schemes. Land Use Management Schemes, more commonly known as Town Planning Schemes, are statutory planning tools used to manage and promote development.

Nkangala District Municipality undertook the compilation of the Land Use Management Schemes of the three local municipalities namely Thembisile Hani, Dr JS Moroka and Emakhazeni. The land Use Management Schemes for Thembisile Hani Local Municipality, Dr JS Moroka and Emakhazeni Local Municipality has been finalized and approved by Council. Steve Tshwete and Victor Khanye Local Municipality has their own wall-to-wall land use scheme and Emalahleni Local Municipality land use scheme is been approved.

The next phase of this programme would be to convert and translate them into a new Land Use Management System. This conversion and translation will be largely driven by the Spatial Development framework, property assets management registered e.c.t (where appropriate) when they are adopted.

**Geographical Information Systems:** The NDM implementation of the Geographic Information System (GIS) was initiated in 2005. GIS practitioner has been appointed to assist on the overall function of the GIS. 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 Emakhazeni, Emalahleni, Victor Khanye, Thembisile Hani and Dr JS Moroka Local Municipalities. Lack of Capacity in terms of the Human Resources and GIS resource are the challenges are faced by local municipalities. The GIS Strategy has been developed to assist Local Municipality on the GIS issues.

**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 environmental 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 20: Outstanding claims breakdown per Municipal Area

Municipal Area	Total Outstanding Claims (allocated)	Outstanding Consolidated (allocated)	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*

**Area Based Planning:** the Department of Rural Development and Land Reform have undertaken the process Area Based Planning. Area Based Planning was suppose to provide an integrated framework and opportunity for Municipalities to access land and to further unlock socio-economic potential associated with land. However, the project was placed on hold by the Department of Rural Development and Land Reform as funders till further notice.

**Spatial Development Framework:** Nkangala District Municipality undertook the reviewal of the Spatial Development Frameworks (SDF's) of the District and the six Local Municipalities during 2010/11. The objective of the exercise was to align the SDF's with the Comprehensive Rural Development Plan and other national and provincial plan such as the National Spatial Development Perspective (NSDP), the Mpumalanga Spatial Rationale (MSR's) and the Provincial Growth Development Strategy (PGDS).

Linked to the above, the eviction of farm workers/occupants also remains a problem in the Nkangala 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 of Steve Tshwete, Emalahleni and Victor Khanye as well.

The following are some of the key issues the District will have to address in the medium to long-term period:

- Mushrooming of informal settlements in Emalahleni and Emakhazeni.
- Settlements around Thembisile Hani and DR JS Moroka municipalities are not formalized, not registered with the surveyor general
- The long process of finalizing land tenure projects, township establishment on the state land.
- Lack of GIS resources in local municipalities
- The pace of land reform and restitution claims is slow
- The eviction of farm workers.

## 6.6 Issue 6: Health

### 6.6.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. 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. Hence, the overwhelming support by *state* for the National Health Insurance (NHI) and the fact that the implementation of NHI should be fast-tracked, but done correctly within reasonable time frame.

As promulgated in the Constitution of the Republic of South Africa, Act 108 of 1996 (as Amended), 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.

Furthermore Section 156 provides that " A municipality has the executive authority in respect of, and has the right to administer- the local government matters listed in Part B of Schedule 4 and Part B OF Schedule 5 one of which is **MUNICIPAL HEALTH SERVICES** .Section 84 (i) distinguishes Municipal Health Services as a function of District municipalities.

In July 2004 the National Health Act, 61 of 2003 was promulgated and contains a clear definition of what Municipal Health Services and are listed as including: Water quality monitoring; Food control; Waste management; Health surveillance of premises; Surveillance and prevention of communicable diseases, excluding immunisations; Vector control; Environmental pollution control; Disposal of the dead; Chemical safety (the latter is a local municipal function but form an integral part of the EHS scope) but excludes port **health**, **malaria control** and **control of substances** – the powers and functions of these three areas of Municipal Health Services remain with the provinces. However within the NDM currently, MHS is rendered by Steve Tshwete, Emalahleni, Emakhazeni and Victor 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 region 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.

On the broader health care services including the primary and secondary health care services the government identified the following ongoing deficiencies and challenges:

- Delays in the referral system.
- Ineffective complaints systems.
- Lack of cleanliness is a problem.
- Insufficient communication between the public and the Department of Health.
- Inconsistent compliance with the National Health Act.
- Space in clinics is of concern, especially in KZN & Eastern Cape.
- Unavailability of emergency services contributes to infant mortality.
- Competition amongst provinces especially in attracting health workers

Against that backdrop the government has identified amongst others the following priorities that must inform a major improvement in the health care system:

- A massive HIV testing campaign
- Increase employment of doctors, nurses, health technicians and other health professionals.;
- Integrate and increase Community Health Workers.
- Re-introduce and increase nurse training and reopen nursing schools and colleges.;
- Increase training total number of doctors and other technicians.;
- Monitor and report on the availability of medicines, especially on Antiretrovirals (ARVs), anti-TB drugs and chronic medication.;
- Quarterly reports on mortality trends on stillbirth rate, infant mortality rate, maternal mortality rate and avoidable deaths
- 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

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 response of the District Municipality against the pandemic.

According to the 2<sup>nd</sup> 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 annual 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.

- Lack of mobile clinics in rural areas especially at Braakfontein ward 7

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);
  - Lack of mobile clinic in rural areas especially at Bankfontein ward 21;



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)
- Lack of mobile clinics at Matshipe Village;

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 and shortage of beds especially at Belfast community hospitals.
- 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. HIV AIDS Prevalance

The HIV AIDS prevalence in the district remains a major concern confronting health care.

**Table 21** below depicts the changes in HIV prevalence for Mpumalanga, Nkangala and its local municipalities between 1997 and 2009.

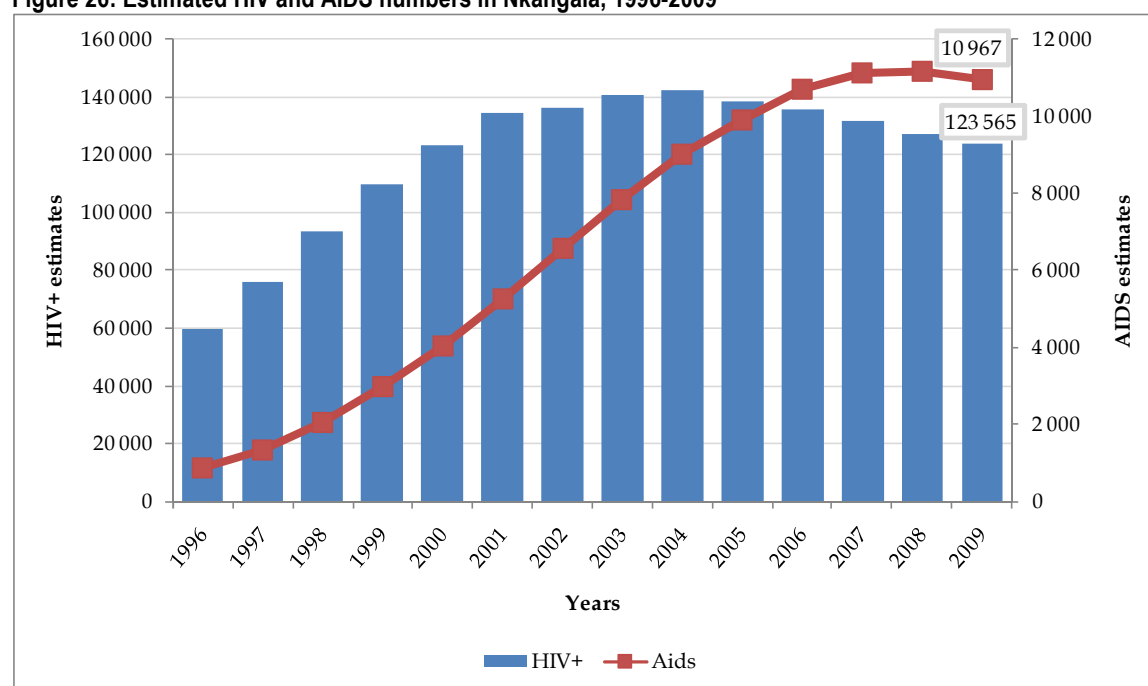
**Table 21: HIV prevalence for Mpumalanga, Nkangala and local municipalities, 1996- 2009**

Region	1996	2001	2009
Mpumalanga	6.1%	12.5%	10.6%
Nkangala	6.1%	12.8%	11.0%
Victor Khanye	6.3%	13.0%	11.1%
Emalahleni	6.4%	13.7%	11.8%
Steve Tshwete	5.7%	13.0%	11.6%
Emakhazeni	6.2%	12.8%	10.9%
Thembisile	6.2%	12.7%	10.8%
Dr JS Moroka	6.0%	11.8%	9.5%

*Source: Global Insight – ReX, September 2010*

The estimated HIV prevalence rate (percentage of total population) for Nkangala was 6.1 per cent in 1996 increasing to 12.8 per cent in 2001, and declined to 11.0 per cent in 2009 or some 0.4 percentage points above the provincial rate of 10.6 per cent. Emalahleni had the highest HIV prevalence rate in the district of 6.4 per cent in 1996 and 11.8 per cent in 2009. Dr JS Moroka had the lowest HIV prevalence rate of 9.5 per cent in the district, in 2009.

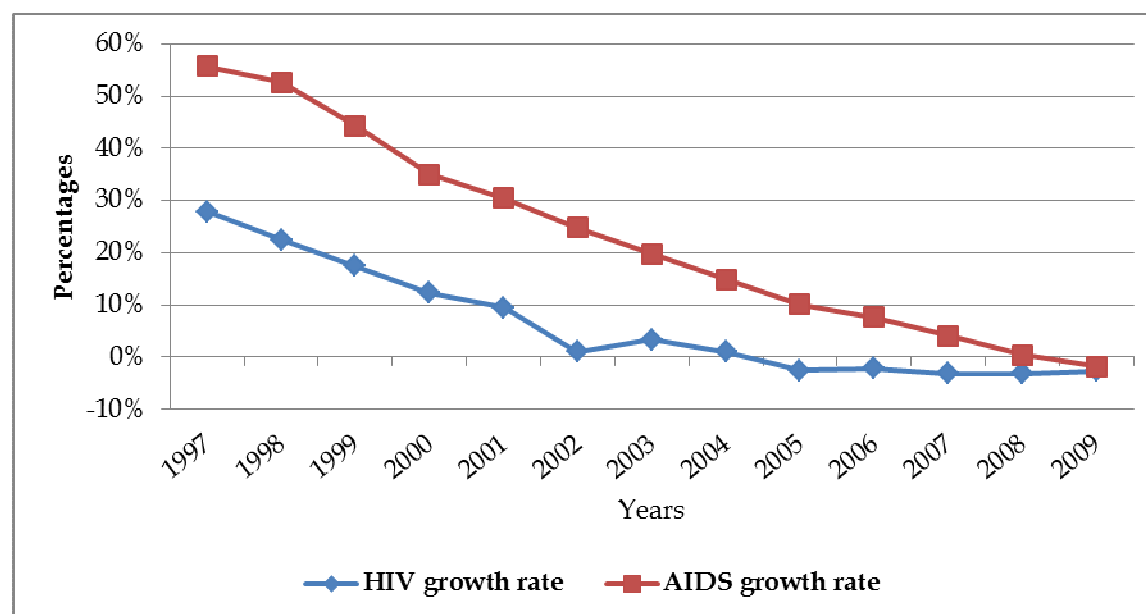
**Figure 26: Estimated HIV and AIDS numbers in Nkangala, 1996-2009**



**Source: Global Insight – ReX, September 2010**

HIV estimates in Nkangala according to Global Insight, increased from 59 419 in 1996 to 123 565 in 2009 (Figure 3). This represents a 108.0 per cent increase in this period. There is however a downward trend of HIV in the district level since 2005. The highest figures of 141 846 were recorded in 2004. AIDS estimates for Nkangala according to Global Insight, increased from 867 in 1996 to 10 967 in 2009.

Figure 27: HIV and AIDS growth rates in Nkangala, 1997-2009



Source: Global insight – ReX, September 2010

Figure 25 portrays the Nkangala HIV and AIDS growth rates from 1997 to 2009. The HIV growth rate decreased from 27.9 per cent in 1997 to a downward trend of -2.7 per cent in 2009. Conversely, the AIDS growth rate was 55.7 per cent in 1997 and declined sharply to a negative rate of -1.7 per cent in 2009.

According to the Department of Health, the HIV prevalence rate (among antenatal women) in Nkangala, increased from 27.5 per cent in 2007 to 32.6 per cent in 2009. Despite the increasing trend, it is the lowest rate of the three districts. The provincial rate was 34.7 per cent in 2009.

In an endeavour to enhance its effectiveness in providing Services to communities across the District, the Department of Health rolled out, and will continue to roll out Mobile Clinics as indicated in Table 22 below.

**Table 22: Mobile Clinics and Points**

Sub district	Number of Mobile Units	New Units for 2011-12	Number of Points	New Points for 2011-12
Emalahleni	09 (03 LA)	02	66	06
Emakhazeni	02	03	214	0
Dr J.S Moroka	02	01	14	01
Steve Tshwete	04	02	93	0
Thembisile	03	02	15	03
Victor Khanye	02	01	60	06
<b>District Average</b>	<b>22</b>	<b>11</b>	<b>369</b>	<b>16</b>

This is an appropriate response from the Department as the issue of accessibility of Health Services at all times was vastly raised in all the meetings of the District Community Outreach Programme during September 2010 and February 2011 respectively.

To make a serious dent on the Health status of the communities within its jurisdictional area, NDM in collaboration with key Stakeholders will need to during the medium – Longer Term of Council place more emphasis on the following issues:

- 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
- 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

In addition to the Health related challenges, the following were raised during the NDM's 2010/11 Community Outreach Programme during August 2010 and February 2011 respectively:

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)

Notwithstanding a range of successes pertaining to the provision of Health Services as reflected in the Nkangala Service Delivery Audit, there are still challenges that must be coherently attended to during the short to medium term:

- Poor maintenance of existing clinics and hospitals Disparity of salaries and conditions of services of employees between the Provincial Health Department and that of 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
- Inconsistent visits by doctors to the clinics, and inconsistent drug supply to the health facilities
- Budgetary constraints for local government clinics
- Insufficient patient transport
- Diarrhea outbreaks, particularly in the Victor Khanye municipal area
- Infection control (infrastructural – esp. TB hospital)
- Inadequate beds for MDR/XD
- Lack of Pharmacy assistants across board
- High turn-over of doctors and nurses
- 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 material
- 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 impact on accessibility of the health system
- Safety of Personnel at 24-hour service centres is a challenge

## **6.7 Issue 7: Education**

### **6.7.1 Background and Problem Statement**

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. 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:

#### ***6.7.1.1. 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.

#### ***6.7.1.2. 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 mathematics 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.

#### **6.7.1.3. 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 developments to construct a University in Mpumalanga Province 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.

#### **6.7.1.4. 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.

#### **6.7.1.5. Management of examinations in the Mpumalanga Province**

In 2010, the NSC and other public examinations in the Mpumalanga province were managed jointly by the Department of Basic Education in conjunction with the cooperation of the Mpumalanga Department of Education. This decision of the Minister of Basic Education, Mrs Angie Motshekga, MP was due to the recurrent examination irregularities detected in the province and the concomitant risk of compromising the credibility of examinations in the province. The engagement of the DBE in the Mpumalanga province was underpinned by five key principles:



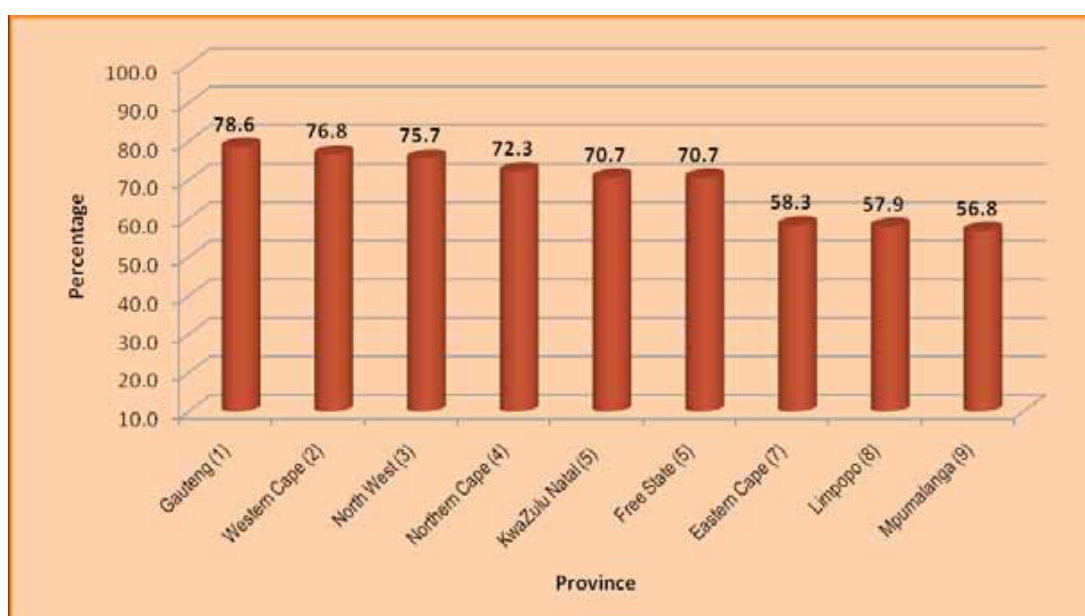
- a) this is a collaborative process that is managed jointly by representatives from the DBE and Mpumalanga Department of Education (MDE);
- b) the intervention is for a limited period of time until the credibility of public examinations is re-established in the province;
- c) the intervention is framed by the need to re-instate the credibility of examinations in the province;
- d) candidates have a right to expect a fair and credible examination process and to the award of a relevant certificate, where appropriate;
- e) a commitment to sharing expertise via the support and training programme;

Accordingly, the 2010 Matric Results were as follows on the **National NSC Performance**



### GRADE 12 PERFORMANCES BY PER PROVINCE

The following table presents the Provincial Performance by order.



The overall national achievement rate for 2010 is **67.8%**. This is an increase of **7.2 %** compared to 2009. Unfortunately, the 2010 Grade 12 learner's results revealed that Mpumalanga Province obtained the lowest pass rate which is **21.8** percentages lower than Gauteng which registered the highest pass rate.

Candidates Performance in Mathematics and Physical Science by Gender 2010

Subject	Gender	Total Wrote	Total Achieved	% Achieved
Mathematics	Male	120044	62552	52.1
	Female	142990	62197	43.5
	Total	263034	124749	47.4
Physical Science	Male	98618	49497	50.2
	Female	106746	48763	45.7
	Total	205364	98260	47.8

Interestingly, at the National level, male candidates showed to have performed better on science related subjects, namely Mathematics and Physical Science. This performance is of concern in that in order to turn the situation around in terms of women accessing fields that are male dominated, the status quo would need to be changed.

Score of the Province per subject

Subject	Year	Total Wrote	Pass by 30% and above	% of Pass by 30% and above	Pass by 40% and above	% of pass by 40% and above
Accounting	2009	14 795	7 178	48.5	3 543	23.9
	2010	13 793	6 366	46.2	3 172	23.0
Afrikaans First Additional Language	2009	3 216	3 010	93.6	2 322	72.2
	2010	3 232	2 921	90.4	2 296	71.0
Afrikaans Home Language	2009	2 710	2 700	99.6	2 683	99.0
	2010	2 556	2 552	99.8	2 544	99.5
Agricultural Sciences	2009	17 204	7 715	44.8	3 286	19.1
	2010	16 082	8 474	52.7	4 108	25.5
Business Studies	2009	18 859	10 021	53.1	5 176	27.4
	2010	18 219	9 613	52.8	5 195	28.5
Economics	2009	15 294	8 118	53.1	2 516	16.5
	2010	15 032	9 250	61.5	4 531	30.1
English First Additional Language	2009	50 894	46 404	91.2	34 491	67.8
	2010	49 438	44 842	90.7	30 803	62.3
English Home Language	2009	3 545	3 463	97.7	3 152	88.9
	2010	3 530	3 423	97.0	2 864	81.1
Geography	2009	21 858	14 129	64.6	7 259	33.2
	2010	21 702	13 372	61.6	7 455	34.4
History	2009	7 582	3 791	50.0	1 987	26.2
	2010	7 089	3 489	49.2	1 842	26.0
Life Orientation	2009	55 005	54 839	99.7	54 146	98.4

	2010	53 777	53 701	99.9	53 385	99.3
Life Sciences	2009	28 161	15 789	56.1	8 904	31.6
	2010	27 633	18 573	67.2	12 179	44.1
Mathematical Literacy	2009	29 720	17 106	57.6	9 636	32.4
	2010	29 099	21 773	74.8	14 503	49.8
Mathematics	2009	24 860	9 596	38.6	5 889	23.7
	2010	24 167	10 007	41.4	6 429	26.6
Physical Sciences	2009	20 666	5 979	28.9	3 099	15.0
	2010	20 139	8 352	41.5	4 980	24.7

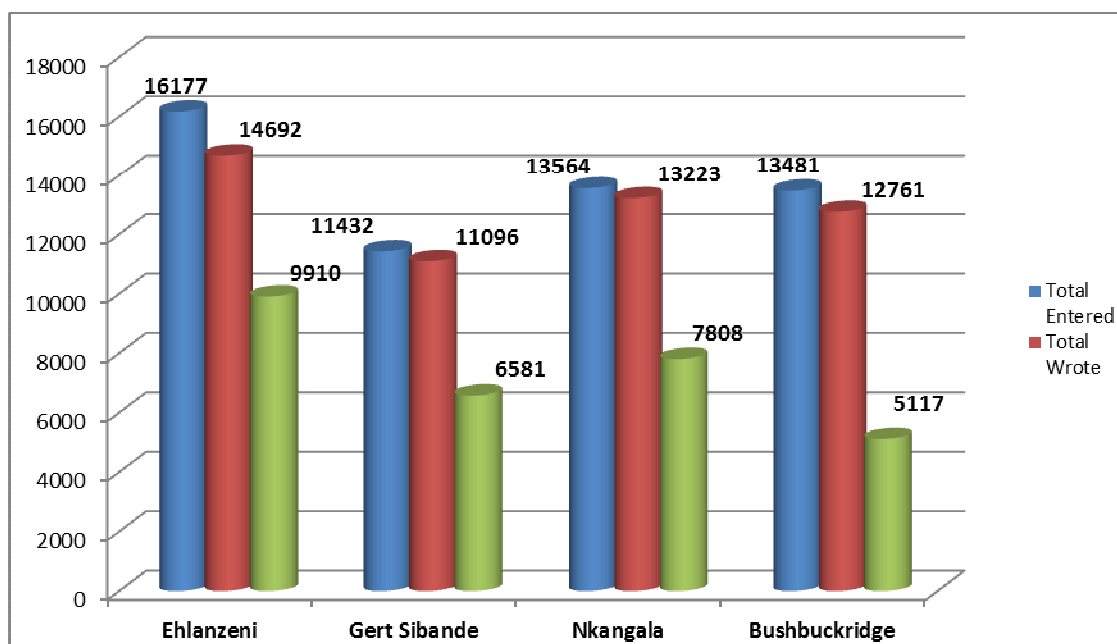
The Provincial performance per subject indicates that the majority of learners performed very well on Life Orientation as a subject at 99.3 % and obtained fairly average to high scores on languages. Concerns are however notable on the performance in subjects related to Physical Science and Economics which percentage attained is at 15 and 16% respectively. Although the pass rate for Mathematics is slightly better, failure to obtain higher percentage pass rate thereto have a direct negative effect on the Province in that the filling the gap in so far as rare skills in concerned could be difficult if not enough students with higher marks are produced.

#### District Performance for Mpumalanga Province: 2009 and 2010

Re-gions/District	Total Wrote 2009	Total Achieved 2009	% achieved in 2009	Total Wrote 2010	Total Achieved 2010	% achieved in 2010	% Difference of the Total Achieved
Bushbuckridge	13811	3897	28.2	12761	5117	40.1	11.9
Ehlanzeni	15369	8745	56.9	14615	9876	67.6	10.7
Gert Sibande	11337	5920	52.2	11096	6581	59.3	7.1
<b>Nkangala</b>	13478	7287	<b>54.1</b>	13223	7808	<b>59</b>	<b>4.9</b>

Data source: Department of Basic Education, Report on the National Senior Certificate Examination Results ( 2011).

Although the pass rate of the Province was the lowest, it arose to 8.9 percent from 47.9 percent, which was the lowest in the country in 2009, to 56.8 percent in 2010. Nkangala region scored the second lowest region in the Mpumalanga Province following Ehlanzeni and Gert Sibande at 67.6 and 59.3% respectively. However, the NDM region performance in comparison to the 2010 improved by 4%.



Data source: Department of Basic Education, Report on the National Senior Certificate Examination Results (2011).

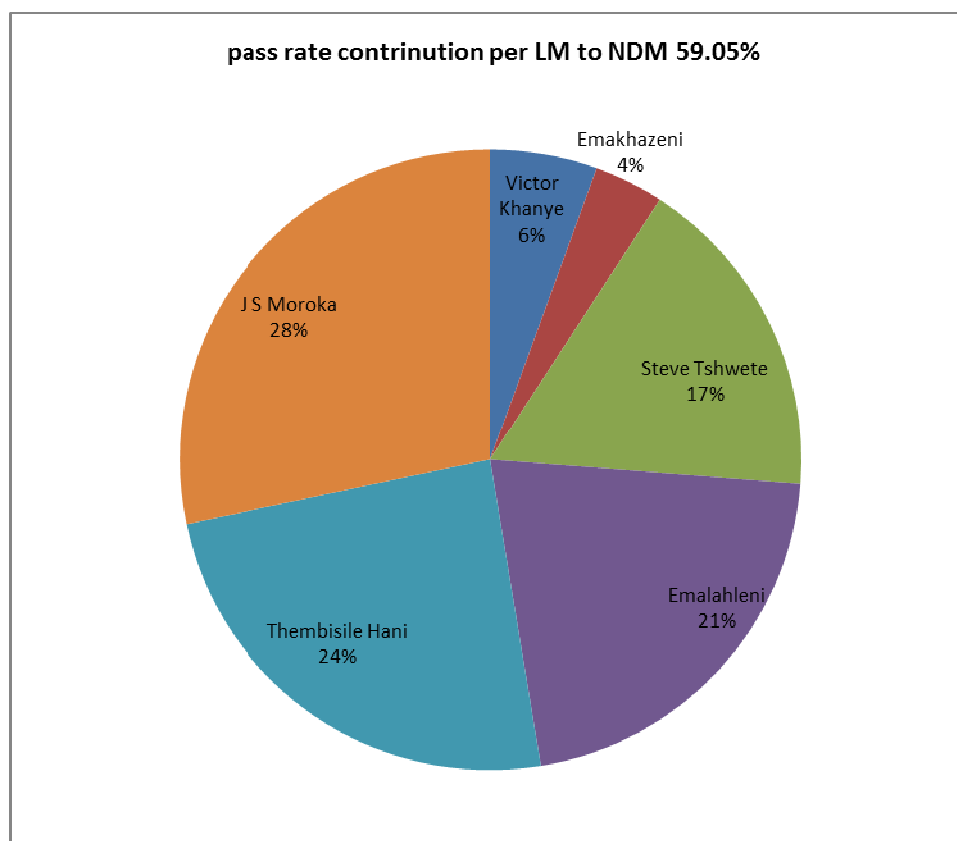
Nkangala region scored the second lowest region in the Mpumalanga Province following Ehlanzeni and Gert Sibande at 67.6 and 59.3% respectively. However, the NDM region performance in comparison to the 2010 improved by 4%.

#### Performance of schools per under Nkangala District Municipality

The performance of Nkangala region is attributed thereto by the performance of the schools located in local municipalities as reflected in the table below:

AREA	NUMBER OF SCHOOLS	TOTAL ENTERED	TOTAL WROTE	TOTAL PASSED	PAS S %
Victor Khanye LM	6	590	571	435	78.16
Emakhazeni LM	8	368	360	282	78.33
Steve Tshwete LM	21	2023	1983	1334	64.3
Emalahleni LM	28	2875	2801	1649	59.6
Thembisile Hani	41	3539	3459	1894	55.42
DR JS Moroka	45	4169	4049	2214	55.28
<b>TOTAL</b>	<b>149</b>	<b>13564</b>	<b>13223</b>	<b>7808</b>	<b>59.05</b>

Four schools under Nkangala region obtained 100% pass rate. Three thereof are located under Steve Tshwete LM while the other school is under Emalahleni. However it be pointed out that these schools are not categorised as previously disadvantaged. Siyifunile Secondary under Emakhazeni LM obtained 97.2% pass rate which is a highest percentage obtained for all previously disadvantaged schools under Nkangala. Although Dr J S Moroka and Thembisile Hani LM have obtained lesser % pass rate, they account for more than 50% pass rate obtained by NDM as reflected by the diagram below:



Although Victor Khanye and Emakhazeni obtained the highest pass rate, however, in terms of the actual contribution by these Local Municipalities to the total number of learners who passed, their contribution is by far the lowest due to the learners it had registered.

In addition to the above issues, the following issues were raised during the DM 2010/11 Community Outreach Programme:

#### 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)

## 6.8 Issue 8: Welfare

### 6.8.1. Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. The need for the provision of facilities and services for the aged, disabled, orphans, children living on the streets, the vulnerable people, pension-payouts are generally lacking in the District.

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.

Protection of Children: Within the District, a new phenomenon that 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. 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 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 the 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 in areas where Thusong Service Points or Community halls are inexistence.

### 6.8.1. Access to Services

In terms of access to social services grants, SASSA's records as reflected in the table 26 below indicates that Thembisile Hani and Dr J S Moroka municipality has by far recorded the majority of beneficiaries.

**Table 27 Access to Services**

Nkangala District							
Number of beneficiaries per Local municipality - 2010							
Grant Type	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile	Dr JS Moroka	Victor Kanye	Totals
Old Age	10,513	2,854	8,154	17,994	23,406	2,184	65,105
War Veteran	2	0	3	1	3	1	10
Permanent Disability	5,593	1,884	2,613	5,360	4,332	823	20,605
Temporary Disability	403	417	352	887	1,328	84	3,471
Foster Care	1,474	561	1,529	1,339	1,654	429	6,986
Care Dependency	523	107	341	659	523	58	2,211
Child Support Grant (0-7)	22,493	4,453	14,039	38,663	31,824	4,358	115,830
Child Support Grant (7-9)	6,304	1,198	3,848	10,050	8,089	889	30,378
Child Support Grant (9-11)	6,057	1,272	3,751	9,838	7,866	943	29,727
Child Support Grant (11-14)	8,315	1,828	5,570	14,668	11,510	1,352	43,243
Child Support Grant (14-15)	2,621	535	1,778	4,817	3,945	398	14,094
Child Support Grant (15-16)	2,261	448	1,596	4,421	3,619	362	12,707
Child Support Grant (16-17)	704	153	348	2,006	1,754	108	5,073
Grant in Aid	59	8	16	69	350	4	506
<b>Municipality Total</b>	<b>67,322</b>	<b>15,718</b>	<b>43,938</b>	<b>110,772</b>	<b>100,203</b>	<b>11,993</b>	<b>349,946</b>

Access to grants is an important indicator of the poverty levels but also that there is an increased access to Home Affairs Department which is the department responsible for the issuing of documentations without which grants cannot be accessed. Furthermore, access to grants implies that there is success in the Thusong Service Centres which have in especially remote areas served as pay points. It is however worth pointing out that against these achievements, challenges in terms of improving the conditions under which grants are paid can still improve.

The growing number of people accessing grants is indicative of the need to accelerate creation of employment so that community members only rely on grants as a temporary measure.

People living with disability continue to be marginalized in that programmes such as sporting tournaments' are hardly created to embrace these groups.

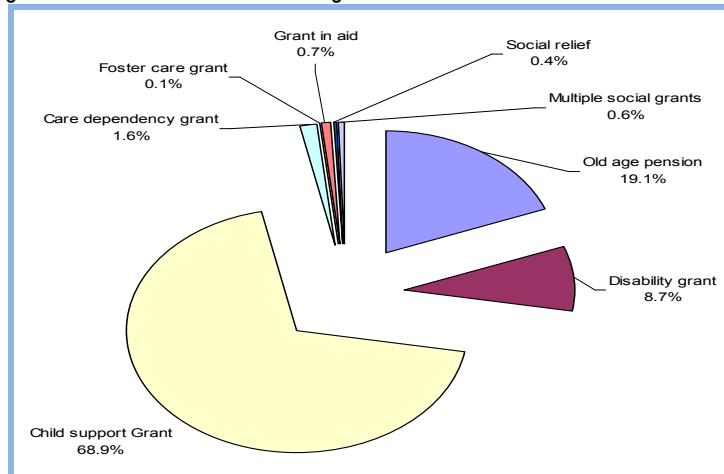
In an effort to ensure improved access to government services the District established a forum, which deals with accessibility of Identity Documents (IDs). The forum meets bi-monthly with the objectives to:

- 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

**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 32: Access to social welfare grants



Within Nkangala, the availability of stimulation centres to accommodate those living with disabilities are very few 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.

Furthermore, the lack of special schools to cater for various disabilities necessitates that programmes on integration of people living with disability in mainstream schools could curb the lack of such facilities and deal away with the discrimination.

The following strategic interventions were accordingly identified: The development of MPCC, which is used as pay-point for the Social grants to elderly and other groupings of the society, the District, established a Forum Chaired by the Municipal Manager dealing specifically with the accessibility of Identity Documents.

Notwithstanding all the aforementioned successes achieved by within the District, there are still challenges to be addressed during the Medium – Longer Term of Council, viz:

- Lack of basic facilities such as water, shelter, waiting areas and sanitation facilities at pay-points
- The high dependency on Welfare grants with the District at 6.2% (63 000)
- The marginalization of persons with disabilities in sporting programmes

In addition to the above issues, during the 2010/11 Outreach Programme, communities have highlighted the following issues:

#### 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 review 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.

It is therefore evident that 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 Services. These issues are all prevalent in the Nkangala District, but the HIV/AIDS pandemic and its impact on the Nkangala community remains a principal factor with a huge effect on the District. There is greater need to integrate and coordinate the efforts of all the stakeholders (including the NDM) in addressing the challenges facing the Welfare Sector.

## **6.9 Issue 9: Culture, Sport and Recreation**

### **6.9.1 Background and Problem Statement**

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District.

#### ***6.9.1.1. 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.

#### ***6.9.1.2. 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.

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. This 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, Nkangala has 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 posses 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.

#### **6.9.1.3. Local Geographic Names Change**

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. There is a need to take the lead in ensuring that the new names are promoted and the information is disseminated.

Meanwhile, the following achievements were realised in the past few years: Culminating from the development and adoption of the Regional Sport and Recreation Master Plan, the building of Sport and Recreation complex at Emthonjeni (Emakhazeni Municipality), the renovation of Lynnville Stadium at Emalahleni, the study on the formalization of the cultural/historical sites within the NDM is completed; the development of a business plan for heritage sites, and 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.

Notwithstanding all the aforementioned successes, achieved by the Council there are still challenges to be addressed during the Medium – Longer Term of Council, viz:

- Tourism precinct like S S Skhosana and Zithabiseni Holiday Resort in Thembisile , Mkhombo Nature Reserves need urgent upgrading
- Shortage of playing fields, availability of other sporting codes and maintenance thereof
- 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

Culminating from the 2010/11 Outreach Programme, the following additional issues were raised:

**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.

## 6.10 Issue 10: Safety and Security

### 6.10.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District.

The responsibility to ensure provision of safety and security lies with the South African Police Services (SAPS). The Constitution of the Republic of South Africa, 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

During the 2011 Community Outreach meetings by the NDM, crime and safety related issues were amongst the issues brought to the attention of the District. It is however noteworthy that crime was raised because of lack of electricity and or motivation thereto in the following areas:

**Emakhazeni LM:** need high mast lights, as darker spots appear to be conducive for the crime of rape in Ward 1

**Victor Khanye LM:** There is a high level of theft at Ward 5

Over and above the community outreach meetings, during the NDM 2010 Women Summit, communities of the Nkangala District's Municipality recorded concerns relating to women safety ranging from:

- Access to certain public spaces by women due to criminal activities targeting women
- Gender based violence directed to women
- Domestic violence and abuse

These issues were further confirmed by the National Crime Statistics (2010 Report) which revealed that for a period between 1<sup>st</sup> March 2009 and 31<sup>st</sup> March 2010 crime was one of the escalating statistics in the country. Table 28 below provides the reported criminal cases per police station in Nkangala District (Indicator Crime Categories)

**Table 28 Crime statistics per Municipality**

Local Municipality	Police Station	TYPE OF CRIME(2009/10)					
		Murder	Total Sexual Crimes	Burglary at Residential Premises	Robbery with aggravating circumstances	Drug Related Crimes	Driving under the influence of Alcohol or Drugs
Emakhazeni	Belfast	2	20	112	33	12	12
	Dullstroom	2	5	78	5	4	3
	Watervaal Boven	1	10	89	9	9	5
	<b>Sub Total</b>	<b>5</b>	<b>35</b>	<b>469</b>	<b>47</b>	<b>25</b>	<b>20</b>
Steve Tshwete	Middelburg	22	108	799	264	71	202
	Blinkpan	11	16	43	39	18	15
	Hendrina	8	26	134	40	20	45
	Mhluzi	21	102	69	69	47	101
	<b>Sub Total</b>	<b>62</b>	<b>252</b>	<b>1 045</b>	<b>412</b>	<b>156</b>	<b>363</b>
Emalahleni	Kriel	5	36	296	48	19	14
	Ogies	10	40	202	137	30	27
	Vosman	45	203	678	295	184	52
	Witbank	33	113	1 805	609	125	86
	<b>Sub Total</b>	<b>93</b>	<b>392</b>	<b>2 981</b>	<b>1 089</b>	<b>358</b>	<b>179</b>
Victor Khanye	Delmas	9	74	340	230	43	25
	<b>Sub Total</b>	<b>9</b>	<b>74</b>	<b>340</b>	<b>230</b>	<b>43</b>	<b>25</b>
Thembisile Hani	Kwaggafontein	14	87	186	75	38	66
	KwaMhlanga	23	172	575	183	52	347
	Tweefontein	4	68	203	66	89	17
	Verena	2	24	57	49	15	4
	<b>Sub Total</b>	<b>43</b>	<b>351</b>	<b>1 021</b>	<b>373</b>	<b>194</b>	<b>434</b>
Dr.JS Moroka	Mmametlake	11	69	165	39	38	15
	Siyabuswa	29	136	274	155	47	10
	Vaalbank	7	70	118	82	26	10
	<b>Sub Total</b>	<b>47</b>	<b>344</b>	<b>557</b>	<b>276</b>	<b>111</b>	<b>35</b>

Arising from the statistics reports, it can be deduced that:

- The sampled categories of crimes statistics are following the population concentrations, economic activities and urbanization trends with most murders happening in Emalahleni, Steve Tshwete, Thembisile and Dr.JS Moroka respectively.
- Total sexual crimes almost also follow the trend with Emalahleni leading and followed by Thembisile Hani, Dr.JS Moroka, Steve Tshwete, ranging from 392 to 352. Victor Khanye and Emakhazeni are following at lesser figures of 74 and 35 respectively.
- Drug related crimes follow the same pattern with Emalahleni taking the lead at 358 cases while Thembisile Hani and Steve Tshwete is leading the pack on Driving Under the Influence of Alcohol and Drugs with 434 and 363 cases respectively.
- Based on the above sampled categories of crimes most of the cases are recorded at Witbank (2 774), KwaMhlanga(1 547), Middelburg(1 466), Vosman(1 457) and Siyabuswa(1 370) police stations respectively.

tively.

**In dealing with these safety issues, NDM 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 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.**

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.

**Moving forward, the District will need to:**

- Ensure that the Regional MRM structure is formally established and launched
- Adopt a programme of action in order to guide the regional events.
- Ensure promotion of Community Policing Forums across the District.
- Facilitate the neighbourhood watch campaign.



## 6.11 Issue 11: Emergency Services

### 6.11.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detriment to the realisations of the Vision of the District. 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.

Three 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. Beyond the acquisition of additional equipment, the personnel were also taken through relevant training and this process is ongoing as required by law.

Be that as it is, there are major challenges encountered especially regarding the response time to emergency incidents is to slow, which results in some properties being completely lost. This relates to the fact that some of these local municipalities do not have 24 hours emergency centres and proper disaster management plans in place to ensure effective reporting and response to all emergency incidents. This is mainly a problem in all the low capacity municipalities in the district namely Victor Khanye; Emakhazeni; Dr JS Moroka; and Thembisile Hani local municipalities.

**Development of the Disaster Management Plan:** The Nkangala District Municipality (NDM), in terms of the Disaster Management Act, 2002 (Act 57 of 2002), is required to compile a municipal disaster management plan. This document fulfils the legal requirement as set out in the Disaster Management Act and the National Disaster Management Framework and confirms the arrangements for managing disaster risk and for preparing for- and responding to disasters within the Nkangala District Municipality.

The key intended outcomes of the plan are the integration of Disaster Risk Management into the strategic and operational planning and project implementation of all line functions and role players within the Nkangala District Municipality, the creation and maintenance of resilient communities within the District, and an integrated, fast and efficient response to emergencies and disasters by all role-players.

The overall objective of the Disaster Management Plan is to define and describe the essential elements and procedures for preventing and mitigating major incidents or disasters, but also to ensure rapid and effective response and aspect specific contingency planning in case of a major incident or disaster that will:

- Save lives;
- Reduce risk exposure;
- Reduce suffering;
- Protect property;
- Protect the environment;
- Reduce economic and social losses; and
- Provide for the safety and health of all responders.

The Nkangala District is not immune to emergencies and disasters and annually suffer the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The District is committed to ensuring the safety of its inhabitants and the sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk within the District in close collaboration with all relevant stakeholders and especially the local municipalities within the District.

Contained in the Disaster Management Plan are the hazards identified for each local municipality which the following being elevated as those affecting most if not all the local municipal areas. These are summarized on the table below:

Hazard Type	Dr JS Moroka LM	Emakhazeni LM	Emalahleni LM	Steve Tshwete LM	Thembisile Hani LM	Victor Khanye LM
Air pollution		X	X	X	X	X
Aircraft Accidents			X	X		
Animal disease	X	X	X	X		X
Bush Encroachment		X				
Cold Snaps			X			
Dam failure	X	X	X	X		
Deforestation	X	X	X		X	X
Desertification		X	X			
Drought	X		X		X	X
Earthquake/Ground Motion			X			
Endangered species		X	X			X
Environmental degradation	X					X

Groundwater pollution	X	X	X	X		X
Hazmat spillage	X	X	X	X	X	X
Heat waves	X		X			X
Human disease	X	X	X	X		X
Illegal dumping	X	X	X	X	X	X
Land degradation	X	X	X			
Fog			X			
Railway Incidences			X	X		
River/flash flood	X	X	X	X	X	X
Road accident	X	X	X	X	X	X
Severe storms	X	X	X	X	X	X
Sewerage/drainage failure	X	X	X	X	X	X
Sinkholes			X			X
Strong winds	X	X	X	X		X
Structural fire	X					
Subterranean fires			X			
Tornado			X			
Urban farming						X
Veld fires	X	X	X	X	X	X
Water pollution	X	X	X	X		X
Water table flood			X	X	X	X

The identification of these hazards serves to highlight priority areas for the district for its planning purposes and which equipments to prioritise and procure.

**Procurement of Fire Fighting Equipments:** NDM continuous to play a supportive role to the local municipalities located in the region by building its vehicle and equipment capacity. The following essential emergency vehicles were procured and delivered to the following local municipality as per the request.

Project	Benefiting municipality
Supply, delivery and Registration of two Disaster management vehicles	Emalahleni LM and NDM
Supply and Delivery Five sets of rescue tools	Emakhazeni X 2 , Victor Khanye, Emalahleni, and NDM
Supply, delivery and Registration Of One HAZMAT Response Vehicle	NDM
Supply, delivery and Registration Of three Rapid Response Vehicles	Victor Khanye, Emakhazeni and NDM
Supply, delivery and Registration Of Veld fire Skid Unit mounted on an Off-road vehicle	Emakhazeni LM

**Fire and Rescue:** The NDM has completed the construction of the KwaMhlanga Fire Station phase 1 & 2, which services mainly the communities of Thembisile Hani and Dr. J S Moroka municipalities. The demands for firefighting services to the communities confirm the need to proceed to construct a satellite fire and rescue station in Dr J S Moroka Municipality.

## 6.12 Issue 12: Water and Sanitation

### 3.12.1 Background and Problem Statement

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The delivery of basic services is essential in improving the quality of life and sustainable development for communities. In order for a household to be considered having adequate access to sanitation, the household should have a facility that removes human waste, is affordable, hygienic, and accessible. Outcome 8 that provides for sustainable human settlements and an improved quality of life sets out clear outputs on the provision of targets for local municipalities as a primary responsibility of Department of Cooperative Governance and Traditional Affairs to contribute in achieve these national targets in 2014.

- Water from 92% to 100%
- Sanitation from 69% to 100%
- Refuse removal from 64% to 75%
- Electricity from 81% to 92%

The infrastructure index ranges from the value of 0 to 1, where 0 indicates that all households in the region have no infrastructure of any kind whereas a value of 1 denotes that all households have an access to the minimum or basic level of service.

**Table 30 Basic service delivery in South Africa, Mpumalanga and Districts, 1996 - 2009**

Indicator	National		Mpuma -langa	Gert Sibande	Nkangala	Ehlanzeni
	Level	2014/15 target				
% of households with formal housing	72.4%	—	79.8%	70.0%	74.7%	90.0%
Formal housing backlog	3 711 528		203 480	84 772	76 957	41 752
% of households with hygienic toilets	69.1%	100%	54.1%	75.7%	49.4%	42.9%
Sanitation backlog	4 156 325	—	462 029	68 774	154 065	239 189
% of households with water at/above RDP level	78.8%	100%	77.1%	84.5%	83.0%	67.8%
Water backlog	2 847 569	—	230 978	43 995	51 883	135 101
% of households with electrical connections	80.2%	92%	82.3%	81.0%	85.0%	81.3%
Electricity backlog	2 659 153	—	178 115	53 860	45 791	78 464
% of households with formal refuse removal	61.0%	75%	45.9%	59.9%	48.5%	34.6%
Formal refuse removal backlog	5 247 071	—	544 327	113 581	156 655	274 091
Infrastructure index	0.69	—	0.65	0.70	0.66	0.60

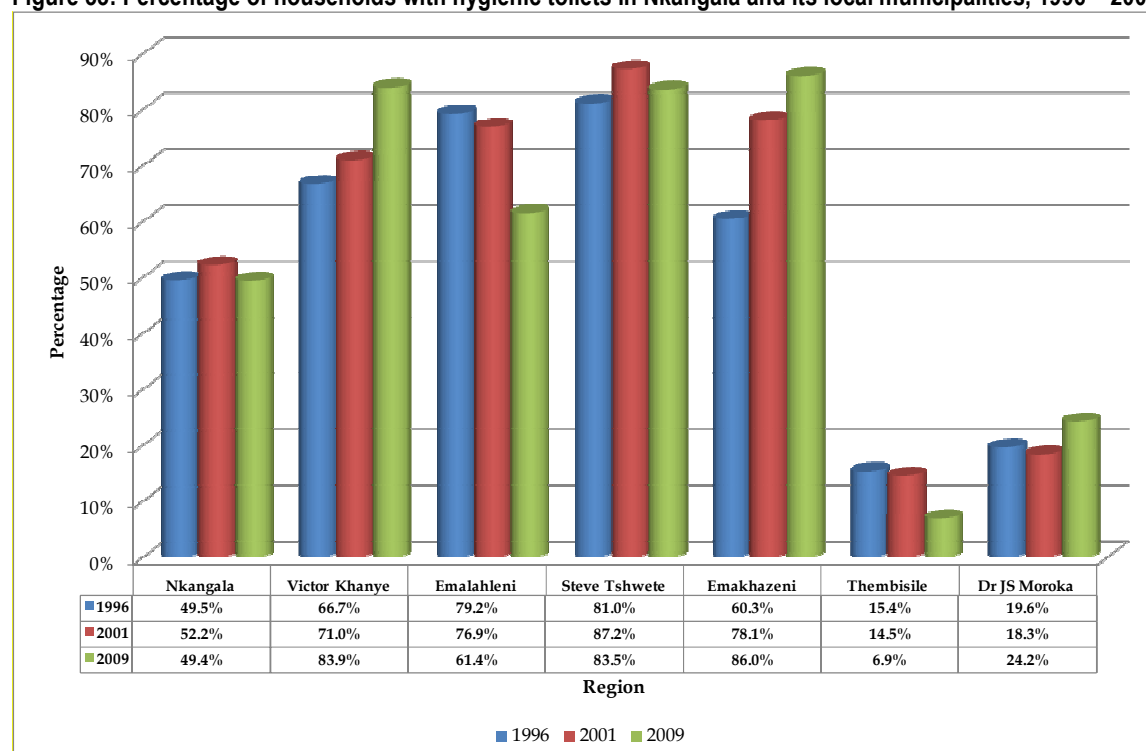
*Source: Global Insight – ReX, September 2010*

**Table 30** above depicts the basic service delivery on national, provincial and district level. Nkangala is with all the indicators second of the three districts in terms of access and backlogs, with the exception of electrical connections

**Households with hygienic toilets:** It is evident from Figure 9 that Nkangala showed a slight decrease in the percentage of households with hygienic toilets from 49.5 per cent in 1996 to 49.4 per cent in 2009. Nkangala managed to register 49.4 per cent of households with hygienic toilets which is lower than the provincial percentage (54.1 per cent). This is lower than the 2014 national target of 100 per cent. In 2009, the lowest percentages of households with hygienic toilets were recorded in Thembisile (6.9 per cent), Dr JS Moroka (24.2 per cent) and Emalahleni (64.1 per cent) whereas the highest percentages were registered in Emakhazeni (86.0 per cent), Victor Khanye (83.9 per cent) and Steve Tshwete (83.5 per cent).

Households without hygienic toilets in the district were recorded at 154 065 making it 33.3 per cent of the provincial backlog in 2009. Emakhazeni recorded the lowest backlog in the district with 2 289 households without sanitation and Thembisile had the highest in the district with 62 703 households.

**Figure 33: Percentage of households with hygienic toilets in Nkangala and its local municipalities, 1996 – 2009**



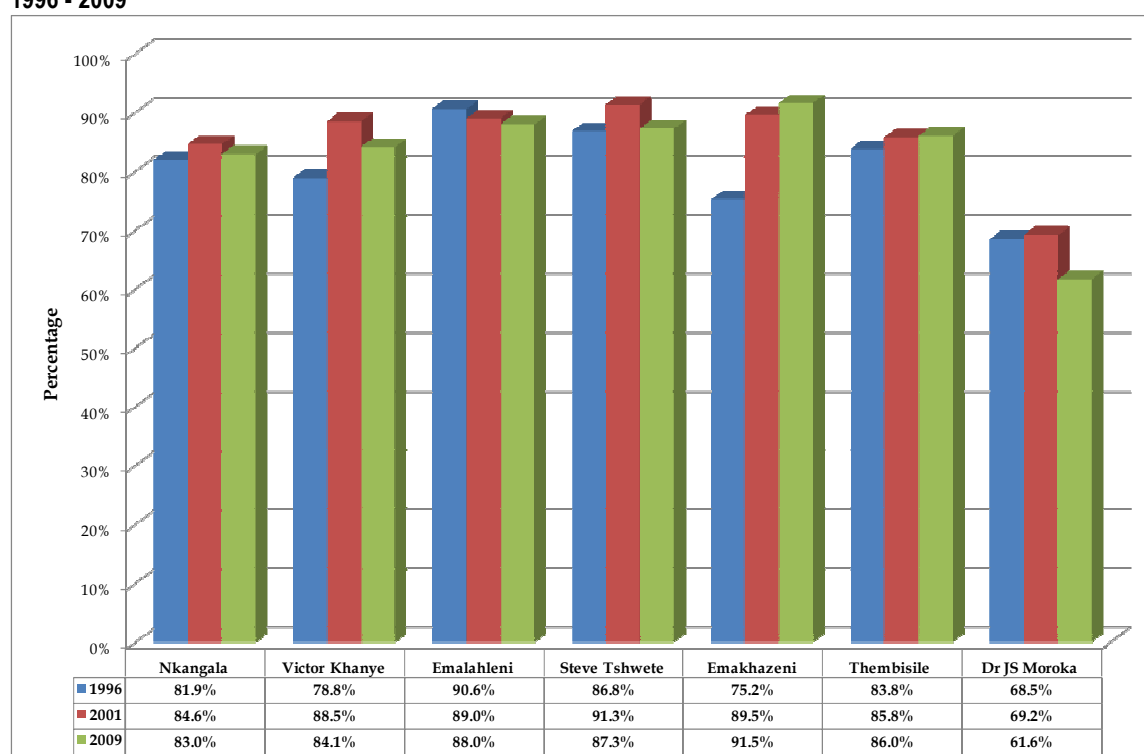
**Source: Global Insight – ReX, September 2010**

**Households with piped water at/above RDP level:** Figure 34 shows the percentage of households with piped water at/above RDP-level in Nkangala and its local municipalities. The households in Nkangala showed an improvement in access of piped water at/above RDP - level from 81.9 per cent in 1996 to 83.0 per cent in 2009, thus represents an increase of 2.1 percentage points (Figure 34). Nkangala recorded a percentage above the provincial average of piped water at or above RDP-level at 77.1 per cent during the period under review.

Among six local municipalities in Nkangala, Emakhazeni (91.5 per cent) managed to register the highest percentage of households with piped water at/above RDP level followed by Emalahleni (88.0 per cent) whereas Dr JS Moroka (61.6 per cent) recorded the lowest percentage.

Households without piped water at or above RDP-level in Nkangala were recorded at 51 883 households in 2009 and contributed 22.5 per cent to the provincial backlog 230 978 households. Emakhazeni recorded the lowest backlog with 1 381 and Dr JS Moroka had the highest backlog of 19 675 households without water.

**Figure 34 Percentage of households with piped water at/above RDP level in Nkangala and its local municipalities, 1996 - 2009**



**Source: Global Insight – ReX, September 2010**

During the Community Outreach Programme across the District, Communities have raised various service delivery challenges during the community outreach meetings 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)

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

Local municipalities have been allocated the Water Services Authority (WSA) function. All WSAs have a mandate of providing effective management of the water services function and ensure that water services are efficiently and effectively delivered.

The WSAs provide 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. The status of FBS in the municipalities is sketched out in table 31 below.

**Table 31: Status of FBW Provision**

<b>Municipality</b>	<b>Capital Expenditure (RM)</b>	<b>Operating Expenditure (RM)</b>	<b>FBW policies, by-laws</b>	<b>Block Tariff</b>	<b>% UAW</b>	<b>% Water Billed</b>	<b>% Cost recovery - billed water</b>
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%

(Source: NDM Water Master Plan - 2007)

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.

### **Institutional capacity of WSAs**

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.

The development of the RWMP revealed that institutional capacity is the primary constraining factor. Delivering new infrastructure and 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 in so 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.

The tables 32 below indicates the recommended training for the water sections and water competency criteria against which water employees could be measured:

**Table 32: Recommended training**

<b>RECOMMENDED TRAINING</b>		
<b>Training Requirement</b>	<b>Description</b>	<b>Training Programmes</b>
ABET	All employees in region to be on a minimum ABET level 3	ABET Levels 1-3
Supervisory Programme	It is recommended that all foreman / supervisors / team leaders be enrolled into a supervisory course so they can perform managerial responsibilities in water and sanitation areas in future	Supervisory Managing Programmes
Artisanship (Plumbing)	Employed matriculants to be registered for courses in plumbing, millwright & artisanship	Certificate / Diploma in Plumbing
Electrical Programme	Specialised electricians are in short supply	Certificate in Single / 3 Phase Electricity
Plant Operator / Maintenance	Employees must gain formal qualifications so they can gain understanding on how the plant works and be able to perform preventative maintenance programmes. They will know the pumping capacity of the plant, they will know what causes early aging and when t	Certified Operator Training Course
Water Purification	Employees to be encouraged to enter into this field	Water Purification Certificate
Water Demand Management	Superintendents must know how to identify supply and demand of water and sanitation services in order to effectively manage this demand	Water Demand and Supply Course
Water Distribution	Water distribution and pump maintenance and operation is critical to continuous water supply	Advanced Course in Water Distribution
Leak Detection Programme	Training in this field is strongly recommended, as most leak detection is done by external consultants	Leak Detection and Repair Certificate
Motor / Equipment Mechanics	Assets depreciate and become obsolete in workshops because there are no trained mechanics	Basic Certificate in Motor Mechanics
Quality Control and Water Testing	Quality control is a critical aspect and it is recommended that those who function in the water purification areas are registered for a course in water quality control and testing of water samples	Certificate in Quality Management Control and Sampling
Advanced Driving Skills	Drivers need to know how to navigate through remote areas to deliver water tanks	Advanced Driving Programme
First Aid Course	It is very important that employees be trained in basic first aid. The reason is that they work as a team and in areas that are likely to be dangerous to them or their colleagues. They need to respond to injured colleagues before formal help is sought.	Basic First Aid Course (Introductory)
Technical Management	Most supervisors or technical managers are just taken from the technical filed and promoted to management positions with no training in management and thus cause human relations problems which could affect performance of staff	Management Programme for Technicians
Health and Safety Awareness	All employees need to have knowledge of health and safety risks in their workplace. So this programme must be implemented as part of compliance to the Occupational Health and Safety Act within the region	Introduction to Basic Health and Safety Inspections Certificate
HIV / AIDS	The effects of the pandemic on the skills is well-recoded	HIV / AIDS Awareness Training

**Supporting role by Nkangala District Municipality**

The Water Services Authority function has been allocated to the local municipalities. However, Nkangala District Municipality (NDM) continues to play its role of integrated development planning and building capacity to local municipality in its area of jurisdiction. A number of interventions were undertaken including the following:

- (a) Development of a Water Blue Print

In March 2005 NDM developed a Water Blue Print as a document to guide development on water services delivery in the area of jurisdiction. The Water Services backlogs in 2005 were as indicated in the table 33 below and it should be noted that these backlogs did not include bulk infrastructure:

Table 33 Water Services backlogs in 2005

Municipality	Water		Sanitation	
	Backlogs HH	Required Budget (R)	Backlogs HH	Required Budget (R)
Victor Khanye	8 100	6 000 000	15 000	9 000 000
Dr JS Moroka	88 750	91 000 000	202 500	140 000 000
Emakhazeni	5 200	3 000 000	8 400	4 000 000
Emalahleni	37 800	32 000 000	67 200	43 000 000
Steve Tshwete	19 600	18 000 000	19 600	6 000 000
Thembisile Hani	48 100	58 000 000	221 000	176 000 000
Total - NDM	207 550.00	208 000 000.00	533 700.00	378 000 000.00
Total Provincial	785 394	942.5 billion	1 633 965	2.059 billion

(Source: Mpumalanga Provincial water Sector Plan - 2006)

The NDM water blue print indicated that the Nkangala District Municipality has high RDP water service levels, with 56.8% of the households receiving RDP water services as indicated in the table 34 below:

Table 34: RDP water service levels

Local Municipality	% Population Served	% Poor Population served
Victor Khanye	96.6	79.5
Dr JS Moroka	0	0
eMalahleni	100	100
Emakhazeni	50.6	85.2
Steve Tshwete	77.2	76.2
Thembisile Hani	0	0
<b>Nkangala DM</b>	<b>54.1</b>	<b>56.8</b>

(Source: Mpumalanga Provincial water Sector Plan - 2006)

Emalahleni local municipality had the highest RDP water service levels (100%). This is largely because the municipality is mostly urban and therefore the households have access to acceptable water services. Dr J.S Moroka and Thembisile Hani local municipality had the lowest RDP water service levels in the District (0%), and this may be attributed to its mostly rural nature.

Dr J.S Moroka local municipality had the largest water backlog, contributing 42.7% to the District backlog and 11.3% to the provincial backlog. Thembisile Hani local municipality had the largest sanitation backlog, contributing 41.4% to the District backlog and 13.53% to the provincial backlog. In relation to the District and provincial backlogs, Emakhazeni local municipality had the smallest water backlog and contributes only 2.51% to the District backlog and 0.66% to the provincial backlog.

#### (b) Development of a Regional Water Master Plan (RWMP)

In the 2007/08 financial year, the NDM assisted all its local municipalities to compile Water Service Development Plans (WSDPs). This culminated in 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. In terms of the 2008 RWMP, main dams in the NDM per catchments area are as follows (see table 35).

**Table 35: Main Dams in NDM per Catchments area**

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

**Table 36** 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 36: Water Resources for the Schemes**

LM	Scheme	WTW/ Source of Potable water Source			Current Use (mill m <sup>3</sup> / a)	Future Use		Current Surplus or Shortfall (mill m <sup>3</sup> / a)
		WTW		Allowable Abstraction (mill m <sup>3</sup> / a)		2010	2015	
Victor Khanye	Delmas-Botleng	-	Boreholes	3.345	5.206	6.176	7.880	-0.565
	Eloff-Sundra	-	Rand Water	1.296				
Emalahleni	Witbank	Witbank	Witbank	27.375	31.025	38.690	50.005	-5.100
	Phola & Ogies	WTW	Dam		1.453	1.800	2.117	
	Kriel-Thubelihle	Kriel WTW	Jericho Dam	6.200	2.299	2.510	2.738	3.901
	Wilge	Kendal Power Station		0.07	0.07	Not Available		0
	Rietspruit	Rietspruit	Rietspruit	1.095	1.095	Not Available		0
		WTW	Dam					
Steve Tshwete	Middelburg-Mhluzi	Vaalbank	Middelburg	13.300	9.920	12.3	15.49	3.380
		WTW	Dam			2		
		Kruger	Athlone Dam	2.190	2.190	Not Available		
	Hendrina-	Hendrina	Komati	1.280	1.971	Not Available		-0.691

	Kwazamokuhle	WTW	Pipeline from the Nooitgedacht Dam				
	Arnot-Rietkuil	Arnot-Rietkuil WTW	ESKOM	0.547	0.390	Not Available	0.157
	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	- Belfast	Belfast Dam	3.073	1.460	Not Available	1.613
	Siyathuthuka	WTW					
	Machadodorp	- Machadodorp WTW	Elands River Weir	0.532	0.730	Not Available	-0.198
	Emthonjeni	- Dullstroom	Dullstroom	0.536	0.730	Not Available	-0.194
	Dullstroom	- Dullstroom	Dullstroom	0.536	0.730	Not Available	-0.194
	Sakhelwe	WTW	Dam				
	Waterval Boven	- Waterval Boven	Elands River Weir	0.198	1.095	Not Available	-0.897
	Emgwenya	WTW					
Thembisile	Regional scheme: DWAF Scheme	Bronkhorst spruit WTW	Bronkhorstspuit Dam	14.400	5.475	Not Available	8.925
	KwaNdebele-Bronkhorstspuit	Rand Water Pipeline	Rand Water	11.000	Not Applicable		
Dr JS Moroka	Regional scheme: DWAF Scheme	Weltevreden Weir	Rhenosterkop Dam	9.650	22.00	Not Available	-12.35
	KwaNdebele-Rhenosterkop		Kammelrivier				

The 2007/08 RWMP highlighted that the Nkangala District Municipality's RDP water service levels 91.6% of the households receiving RDP water services. The implication is that the service provision has increased by percentages above 37.5% as from 2006 to date. It should be noted that the population of NDM has increased, hence some municipalities that had 100% service levels are currently having small backlogs. 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 **table37**).

**Table 37: CS2007 service levels for the core function – water**

Municipality	RDP 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 the **table** above, 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 38 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 NDM 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 11 on refers to reticulation requirements.

**Table 40: 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)

Currently NDM is assisting eMalahleni Local Municipality to update its WSDP, the other municipalities are updating on their own, this will result in an eventuality of the NDM revising and updating its RWMP.

Culminating from implementation of Strategic intervention by NDM and its Social Partners, the following achievements were attained:

#### **Investments in infrastructure development**

Between 2004/5 and 2009/10 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 12 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 41: 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	<b>R393,332,971</b>	R 602,551,973

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 should be focused on is building capacity in operation and maintenance area.

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.

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:** This initiative is intended to augment the water demand in Victor Khanye local municipality. It is confirmed that the provision of approximately 35km pipeline will cost approximately R120 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.

Optimal water management at Optimum Colliery (OWRP) for Steve Tshwete Local Municipality. The project was completed in December 2010 and will be operational as from February 2011. 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. The areas of Hendrina and Kwazamokuhle receive 3ML/day from this project. The remaining 2 ML of 15ML 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 although 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 the previous 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 1704KI/day is supplied to Columbus-Samancor and an average of 248KI/day to Kanhym 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 13. 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 42: O&M of Sewage Treatment Plants**

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
Victor Khanye	Delmas-Bottleng incl. Eloff - Sundra	Delmas STP	110%	Unknown
		Bottleng 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
		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 14. It is considered to constitute major health risks to downstream communities and negative sources of pollution to the natural environment.

**Table 43: Condition of Schemes and Planned Maintenance**

WSA	Scheme (WTW)	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Victor Khanye	Delmas-Bottleng 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-Kwazamokuhle			
	Presidentsrus			
	Doornkop			
Emakha-zeni	Belfast – Siyathuthuka	Generally good	Generally good with some sections old and needing replacement	No
	Dullstroom – Sakhelwe	Generally good	Generally good. The plant has been refurbished in the 2009/10 financial year.	Yes
	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.

In the medium to long-term period the District in collaboration with its Strategic Partners will need to place emphasis on the following matters:

- Facilitate the review, adopt and implementation of WSDP and the District's Water Master Plan.
- Solicit funding towards reduction of the current Water Backlogs.
- Improve Infrastructure asset Management.
- Lobby for funding from social partners towards reduction of backlogs.
- Ringfence Water, Sanitation and Electricity functions so as to facilitate cost-effective pricing of these services.
- Maintain and expand water purification works and waste water treatment works in line with growing demand.

## **6.13 Issue 13: Electricity Supply**

### **6.13.1 Background and Problem Statement**

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. During the 2010/11 District Community Outreach Programme, the following electricity related issues were raised by the communities:

#### **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)

#### **Thembelesile Hani local municipality**

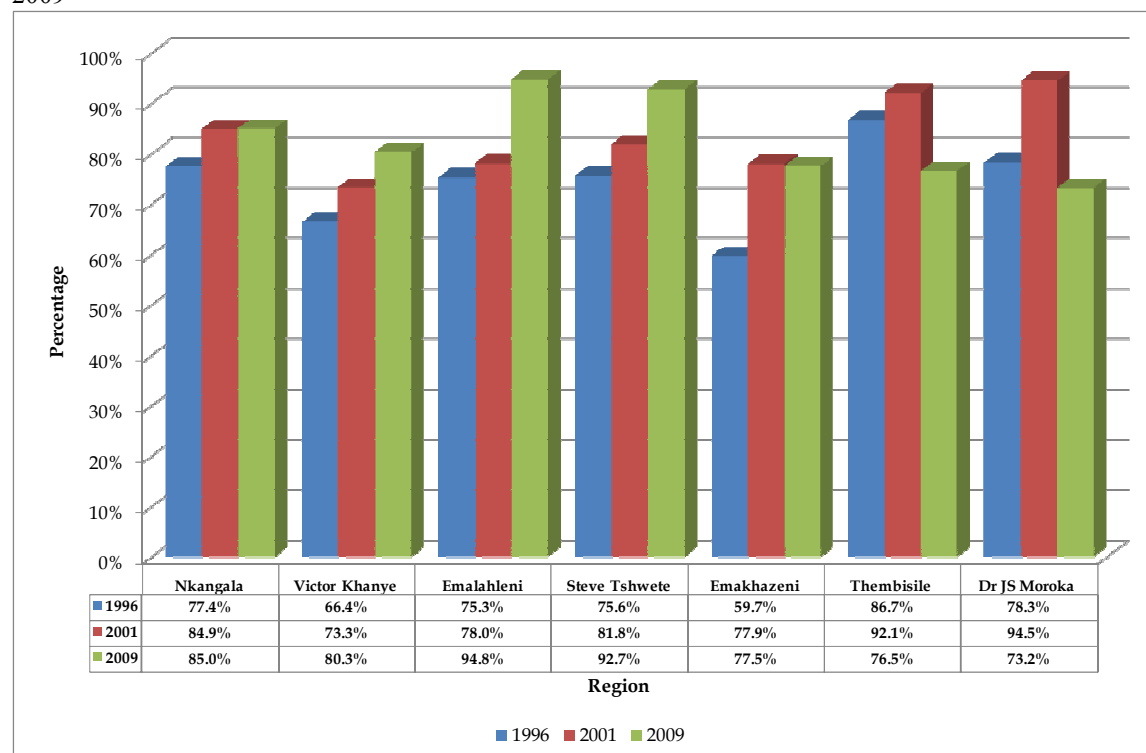
- Lack of electricity (ward 2, Bundu, 11 and 14) and farm areas
- Need for high mast lights and street lighting (ward 6, 14, 27 29)
- Some schools do not have electricity
- Clarity is needed regarding the Department of Minerals and Energy's (DMEs) subsidies and funding procedure.
- Varying quality of 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

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.

Key among high level Strategic interventions, the 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.

Figure 35 below demonstrates the percentage of households with electricity connections in Nkangala and local municipalities. The percentage of households with electricity connections in Nkangala showed an improvement from 77.4 per cent in 1996 to 85.0 per cent in 2009. This is, however, higher than the provincial percentage of households with electrical connections at 82.3 per cent and the 2014 national target of 92 per cent. In 2009, Emalahleni showed the highest percentage of households with electricity connections at 94.8 per cent and Dr JS Moroka recorded the lowest percentage at 73.2 per cent.

Figure 35: Percentage of households with electrical connections in Nkangala and its local municipalities, 1996 – 2009



Source: *Global Insight – ReX, September 2010*

A backlog of 45 791, the lowest among three districts, was recorded in the district in 2009, thus contributing 25.7 per cent to the overall provincial backlog figure of 178 115. Steve Tshwete had the lowest electricity backlog with 3 637 households whilst Thembisile recorded the highest backlog with 15 813 households without electricity connections

To adequately respond to the Electricity Supply issues NDM tin collaboration with key stakeholders must place emphasis on the following matters:

- 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



## **6.14 Issue 14: Roads and Stormwater**

### **6.14.1 Background and Problem Statement**

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. Road maintenance in rural and urban areas, upgrading/tarring of rural roads & streets, proper storm water system installation during construction of routes.

The NDM has been allocated the function of Municipal Roads in Thembisile Hani 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 Hani Local Municipality. From this system an Implementation Plan and Strategy has to be designed. The Thembisile Hani 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. The Pavement Management System is currently used to determine the priority upgrading and maintenance needs along the municipal routes in Thembisile Hani, and from this assessment, the projects implemented plan is defined, 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:

- Ensure maintenance and upgrading of roads and storm water system to acceptable standards.
- Facilitate the upgrading of roads for accessibility, and improve signage across the District.
- Road maintenance in rural and urban areas.
- Traffic calming measures
- Stray animals on the roads
- Lack of public transport roads (i.e. road 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

## **6.15 Issue 15: Transportation**

### **6.15.1 Background and Problem Statement**

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The need for the upgrading and expansion of public transport system, the road and rail network, the development of the Moloto Development Corridor, Control over the transport function is fragmented and proper coordination and improved governance is required, the NDM area has taxi rank backlog amounting to about R 21 million, insufficient funding for transport.

There are no rail commuter services in Nkangala District Municipality at the moment. However, plans are underway to construct a railway line and implement rail commuter services along the Moloto road between Tshwane and two municipalities Thembisile Hani, Dr JS Moroka. The rail commuter service is Moloto Corridor Development 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 accidents carnage, underdevelopment and is one of the key anchor projects of the NDM.

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, as well as the Moutse (Dennilton) areas within the Sekhukhune District 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.

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 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 National, Provincial Department of Transport should be involved in capacity building of transport issues.

The following is a list of the main challenges emanating from the IDP process:

- Road maintenance in rural and urban areas.
- Traffic calming measures
- Stray animals on the roads
- Lack of public transport roads (i.e. road 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
- 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.

## 6.16 Issue 16: Land Reform and Land Administration

### 6.16.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The department of Land Affairs completed audit on state and municipal owned land and status quo report, permanent and sustainable accommodation for evicted farm workers, strategy towards the establishment of rural agri-villages, need for upgrading of tenure in tribal areas, speedy processing of land claims in terms of the Communal Land Rights Act, lack of cadastral information for the former homeland areas and impact on the coordination of planning and land use management in those areas.

**Table 18** below summarises the information per each of the local municipalities and for the district as a whole. According to this there are 721 land claims registered in the Nkangala District. These claims are located on 271 properties. The largest number of claims submitted are in the Steve Tshwete Municipality (270), followed by Emakhazeni (159), and then Thembisile (133).

As part of its SDF review in 2010, NDM has compiled a land audit report (LAR), which starts to point to development patterns, trends, and land reform issues within the region. 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.

The status of each of the various land claims in the district is also illustrated in Figure 23. In some instances, claims have only been lodged and registered (Phase 1) while many of the claims are at present in the settlement phase, which is Phase 5 of the restitution process.

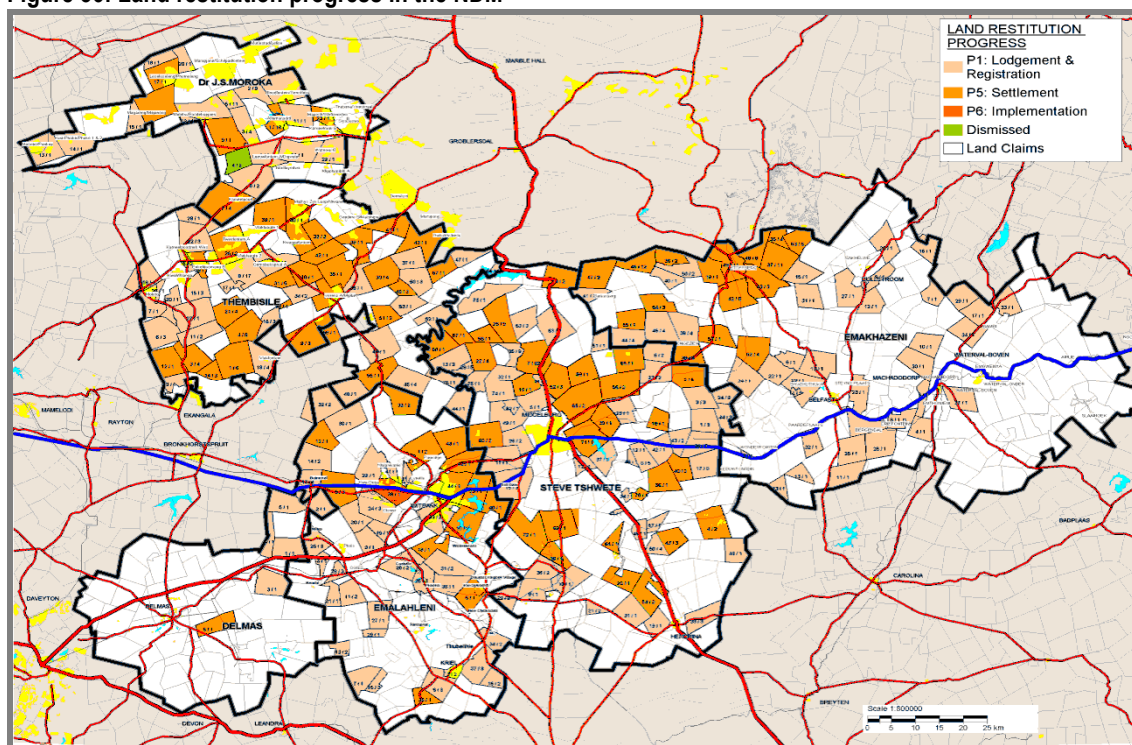
**Table: 44 Land Restitution Claims Submitted per Municipality**

Number of Properties	Project Name	No of Claims
6	Delmas	5
6	Victor Khanye	6
9	Ga-Nala	19
12	Ogies	19
22	eMalahleni City	48
43	Emalahleni	86
61	Steve Tshwete	231
	Other Claims	39
61	Steve Tshwete	270
31	Dullstroom	112
24	eMakhazeni	24
13	eNtokozweni	13
10	Emgwenya	10
78	Emakhazeni	159
29	KwaMhlanga	82
14	Mkobola	24
10	Witbank	18

Number of Properties	Project Name	No of Claims
1	Mbibana	3
1	Middelburg	1
5	Other Claims	5
60	Thembisile	133
12	Mbibana	56
8	Mathanjana	8
3	Mdutjana	3
23	Dr JS Moroka	67
271	NKANGALA DISTRICT MUNICIPALITY	721

**Figure 36** illustrates the Land Ownership pertaining to land on which claims have been lodged. All the green and blue sites reflected on the map represent registered and unregistered state owned land in the Nkangala District. A major concentration of state owned land is located in the Thembisile and Dr JS Moroka municipal areas with smaller concentrations located in the vicinity of Middelburg town in the Steve Tshwete municipality, and further to the east in the vicinity of Belfast and to the north of Dullstroom. As can be seen from Figure 36 most of the land claims lodged in the Thembisile and Dr JS Maroka areas are on state owned land.

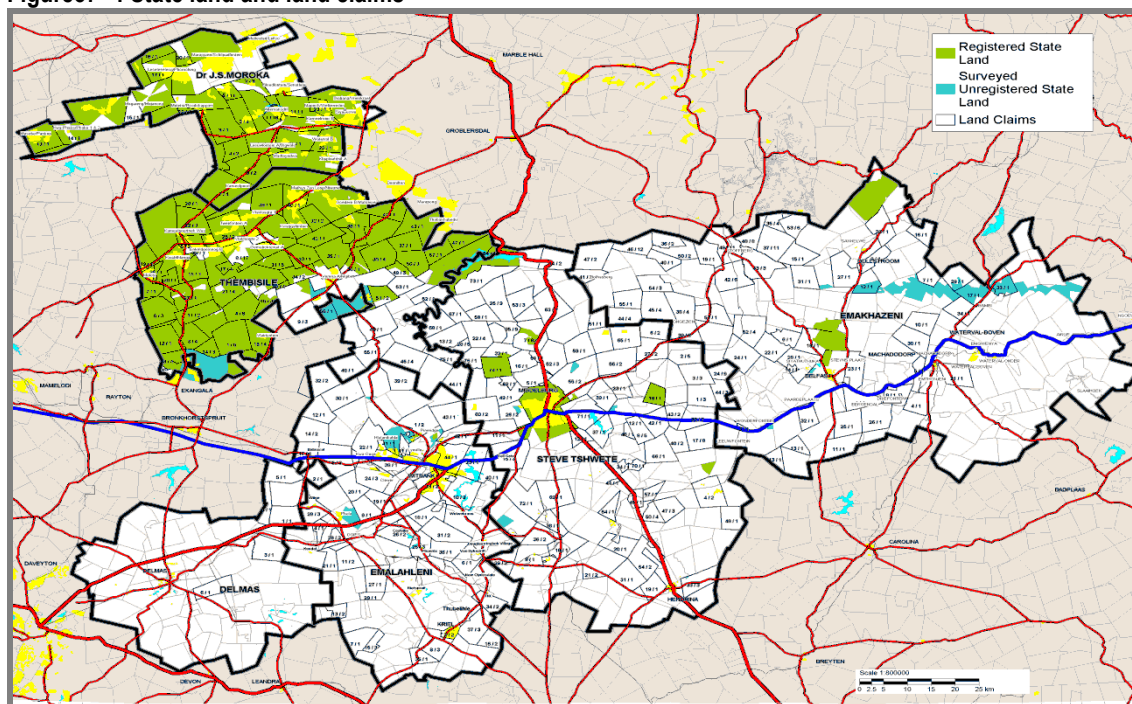
**Figure 36: Land restitution progress in the NDM**



The land claimed in the northern parts of the district municipality in the Thembisile and Dr JS Maroka municipal areas are mainly associated with cattle and game farming, and secondary to that, some crop farming. It is also important to note that a large portion of the land claimed in the Thembisile and Dr JS Moroka areas form part of nature reserves

**Figure 37** reflects the predominant agricultural use/potential of the land on which the various land claims have been submitted. In broad terms the areas around Emalahleni, Delmas and Steve Tshwete municipalities are all associated with intensive crop farming and supplementary cattle and game farming.

**Figure37 : State land and land claims**



In the Emakhazeni municipality the bulk of the claims lodged are located on land mainly associated with forestry, game and game farming, with limited crop farming. It is also important to note that the narrow strip of land to the north of Dr JS Moroka is suitable for primarily crop farming as it forms part of the rich soils of the Springbokvlakte area situated to the north thereof. These land claims thus pose opportunities for LED development in the District, which need to be further investigated.

Notwithstanding all the aforementioned successes, achieved by the Council there are still challenges to be addressed during the next Term of Council, viz:

- 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.



## 6.17 Issue 17: Human Settlements

### 6.17.1 Background and Problem Statement

In the last five years, NDM's Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The new Council (2006/07) confirmed that a total of 24 437 units have been completed and also that the NDM has a housing backlog of about 89 500 units, slow pace of housing delivery, poor building quality, Lack of support by private sector, Accreditation of Capacitated municipalities to implement housing programmes, The issue of R 2 479 up front payments.

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.

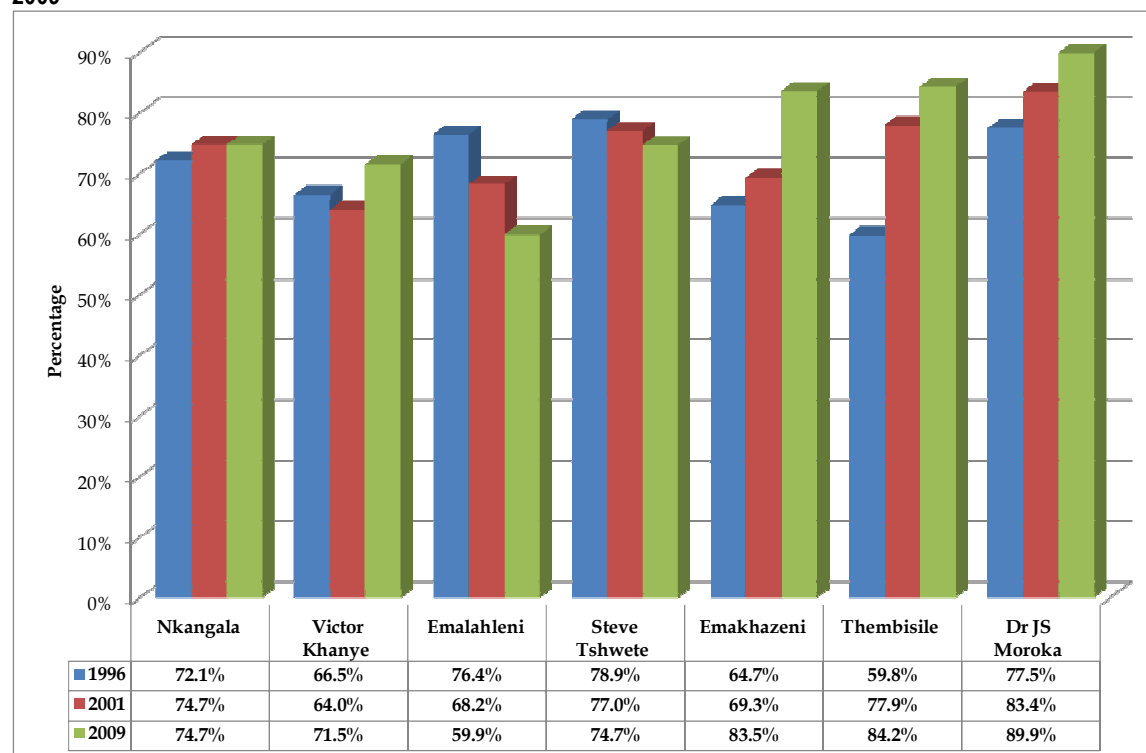
Despite all the initiatives implemented during the past few years, the NDM still has a housing backlog, which needs to be addressed during the next decade. This would require funding to the order of R 3 615 million to address. The housing backlog continues to grow despite the delivery of 1, 831 million subsidised houses in the country between 1994 and March 2005. This is due to amongst other delays in completion of the housing stock for a particular period due to poor workmanship and incapacity in some instances, which in turn precipitates the backlogs already at hand.

**Figure 38** below demonstrates the percentage of households with access to formal housing in Nkangala. Nkangala recorded a slight improvement from 72.1 % in 1996 to 74.7% in 2009, thus represents a percentage points increase of 2.6 per

cent. Among the six local municipalities in Nkangala, Dr JS Moroka managed to register the highest percentage of households with formal housing (89.9 per cent) whilst the lowest percentage of 59.9 per cent was recorded in Emalahleni in 2009.

Households without formal housing were recorded at 76 957 for Nkangala in 2009 and thus forms 37.8 per cent of the provincial backlog total of 203 480. Emakhazeni recorded the lowest backlog in the district with 2 689 households without formal housing and Emalahleni had the highest backlog in 2009 at 40 657 households without formal housing.

**Figure 38: Percentage of households with access to formal housing in Nkangala and its local municipalities, 1996 - 2009**



**Source: Global Insight - ReX, September 2010**

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 built 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 of 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.

To facilitate provision of housing for all communities within the District in the medium – longer term period, the following amongst other remains critical.

- 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.

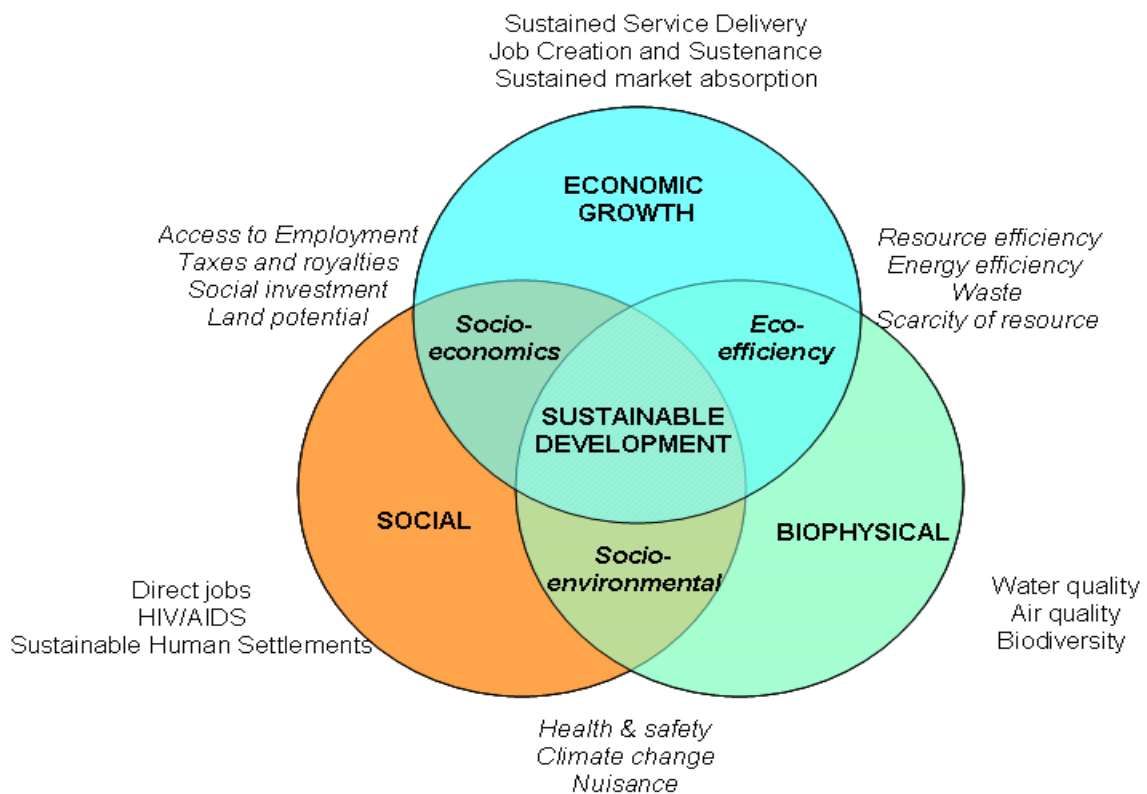
- Develop and implement an Integrated Human Settlement Strategy (IHST) in partnership with Local municipalities and stakeholders.

## 6.18 ISSUE 18: Environmental Management

### 6.18.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. 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 however 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.

The District Municipality moves from the premise that, although the primary objective is to achieve environmental sustainability, it is also important to ensure that other dimensions of sustainable development are addressed. These are outlined in the Figure outlining Sustainable Development Dimension below.



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 the report serves as a springboard in highlighting the environmental issues or the **extent of the pollution** (air,water,land) in the region and therefore aims to aid decision-making, information generation and awareness rising. In an effort to address the identified challenges, the NDM developed an Environmental Management Policy in 2008 , and is subsequently completing an Integrated Environmental Management Plan.

The status of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. The elements of air and water pollution are briefly outlined below.

### **6.18.2. Pollution**

A synopsis of the pollution in respect of air, water and land media is hereby describe below:

- a) **AIR:** The following are amongst others the air quality management issues that were raised by the SoER and the subsequent policies and:
- Management of greenhouse gases emanating mainly from fossil fuels and power generation stations(relating to Environmental Management)
  - Veld fires (related to Environmental Management) and refuse and tyre burning (also related to waste)
  - Management of vehicle emissions that account mainly for Nitrogyn Oxides(NOx)
  - Management of informal industries such as car spraying in residential areas
  - Domestic fuel burning that accounts for a major part of the air pollution in less formal settlements
  - There is no ambient air quality monitoring happening at Victor Khanye, Thembisile Hani, Dr. JS Moroka and Emakhazeni local municipalities, since non of the ambient air quality monitoring stations are allocated within the boundaries of these municipalities.
- b) **WATER:** 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. Water quality concerns in the Olifants catchments are biological / microbial and chemical / mineralogical. Biological/microbial are caused by sewage treatment plant return flow volumes in the Loskop Dam catchment causing of eutrophication in the upper reaches of the Loskop Dam and the Klein Olifants River. Chemical / mineralogical water quality concerns high concentrations of total dissolved solids (TDS) and sulphates, low pH, and at times high concentrations of iron, manganese and aluminum as a result of mining activities (McCarthy & Pretorius, and NDM WMP, 2008).

Hence a dire need to monitor the quality of both water and sewage treatment works discharges to the main watercourse.

Some of the challenges 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.

### 6.18.3. Climate Change

Climate change is becoming a phenomenon that is increasingly expressed in issues relating to environmental management. The National Climate Change Response Green Paper 2010 describes climate change as “the atmospheric change and the enhanced greenhouse effect, that are primarily caused by human activities such as the burning of fossil fuels and the clearing of natural vegetation for agricultural purposes”.

These manmade activities emit a variety of gases, the most important of which are carbon dioxide, methane and nitrous oxide (which contribute to global warming); nitric oxide and volatile organic compounds; sulphur dioxide and dust and smoke particles.

Sulphur dioxide and nitric oxide together are deposited as acids, which are corrosive to buildings and harmful to ecosystems as certain plant and animal species are very sensitive to changes in soil and water acidity. Acidification of surface water also makes it less suitable for drinking, irrigation, and industrial uses. Certain gases, such as the ozone-depleting chlorofluorocarbons (CFC's), find their way to the upper atmosphere, where they destroy ozone, the chemical which blocks harmful ultra-violet radiation.



The energy sector, which includes electricity generation, emissions resulting from oil and coal refining used to produce petroleum products, coal mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, is the single largest source of carbon dioxide (CO<sub>2</sub>) and sulphur dioxide (SO<sub>2</sub>) emissions in South Africa. This is mainly due to the reliance on coal and oil or its products for the country's energy purposes.

Out of thirteen (13) coal-fired power stations including: Komati; Camden; Arnot; Grootvlei; Hendrina; Kriel; Matla; Duvha; Tutuka; Matimba; Lethabo; Kendal; and Majuba power stations, six(6) thereof (excluding Kusile Power Station) are in Nkangala District Municipality.

It is against this backdrop that government regards climate change as one of the greatest threat to sustainable development. Government believes that climate change if un-mitigated, also has the potential to undo or undermine many of the country and the positive advances made in meeting South Africa's own development goals and the Millennium Development Goals. Hence, the development of the National Climate Change Response Green Paper 2010.

Hence as a country and Nkangala District being one of the “Air Pollution Hotspot” therefore is responsible for:

- The stabilization of the greenhouse gas concentrations in the atmosphere at the level that prevents dangerous anthropogenic interference with the climate system.
- South Africa as a responsible global citizen and therefore Nkangala District Municipality is committed to reducing its own gas emissions in order to successfully facilitate the agreement and implementation of an effective and binding agreement on amongst others, greenhouse gas emission reduction.

- Notwithstanding the impact of any anticipated global agreement, South Africa should device strategies that will enable us to adapt to the unavoidable impacts of climate change through the management of risk and reduction of vulnerability;

In August 2007, the Minister of Environmental Affairs and Tourism declared the Highveld as a Priority Area in terms of Section 18(1) of National Environmental Management: Air Quality Act, 2004(Act 39 of 2004) as per the Government Notice 29864. The Highveld Priority Area covers the area that includes Victor Khanye, Emalahleni and Steve Tshwete local municipalities within Nkangala District Municipal,

According to the situational analysis conducted when the HPA Air Quality Management Plan was developed the total annual emissions of fine particulate matter (PM<sub>10</sub>) Nitrogen Oxides (NO<sub>x</sub>) and Sulphur dioxide (SO<sub>2</sub>) within the HPA are summarized in table below:

Source category	PM <sub>10</sub>		NO <sub>x</sub>		SO <sub>2</sub>	
	t/a	%	t/a	%	t/a	%
Ekurhuleni MM Industrial (incl Kelvin)	8 909	3	15 636	2	25 772	2
Mpumalanga Industrial	684	0	590	0	5 941	0
Clay Brick Manufacturing	9 708	3	-		9 963	1
Power Generation	34 373	12	716 719	73	1 337 521	82
Primary Metallurgical	46 805	17	4 416	0	39 582	2
Secondary Metallurgical	3 060	1	229	0	3 223	0
Petrochemical	8 246	3	148 434	15	190 172	12
Mine Haul Roads	135 766	49	-		-	
Motor vehicles	5 402	2	83 607	9	10 059	1
Household Fuel Burning	17 239	6	5 600	1	-	
Biomass Burning	9 438	3	3 550	0	-	

**Table 45: Total emission of PM<sub>10</sub>, NO<sub>x</sub> and SO<sub>2</sub> from the different source types on the HPA (in tons per annum), and the percentage contribution for each source category (Draft AQMP October 2010)**



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).

#### **6.18.2 Challenges that lies ahead**

- Management of greenhouse gases emanating mainly from fossil fuels, power generation stations and domestic fossil fuel burning;
- High concentrations of total dissolved solids (TDS) and sulphates, low pH, and at times high concentrations of iron, manganese and aluminum as a result of mining activities;
- The presence of faecal coli form bacteria in some water samples is of concern and sanitation management systems must be re-evaluated.
- The presence and origin of heavy metals (such as aluminum, vanadium, copper, lead and zinc) in water samples.
- To fully understand the impact of acid mine drainage as a result of Mpumalanga Coal Fields especially around Nkangala region.

## **6.19 Issue 19: Waste Management**

### **6.19.1 Background and Problem Statement**

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. 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 characterized 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 recognized 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 9: 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 license 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 10: Existing disposal facilities**

<b>STATUS OF LANDFILL PERMITTING/LICENSING IN NKANGALA MUNICIPALITY</b>	
<b>Local Municipality: Victor Khanye</b>	<b>Permit Status: Permitted/Licensed</b>
<b>Name of disposal facility</b>	
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
<b>Local Municipality: Emakhazeni</b>	<b>Permit Status</b>
Belfast	Permitted on 11 March 2009
Dullstroom	Not permitted/licensed
Waterval Boven	Not permitted/licensed
Machadodorp	Not permitted/licensed
<b>Local Municipality: Thembisile Hani</b>	<b>Permit Status</b>
Kwagga Plaza	Authorised, Directions 28 Feb 2003
<b>Local Municipality: Dr JS Moroka</b>	<b>Permit Status</b>
Libangeni	Authorised through Directions by DWAF
<b>Local Municipality: Steve Tshwete</b>	<b>Permit Status</b>
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
<b>Local Municipality: Emalahleni</b>	<b>Permit Status</b>
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.

All the Municipalities, except to an extent Steve Tshwete Local municipality, have **insufficient equipment** to deliver an effective service, and are currently facing challenges as some of the current waste collection vehicles are old and in bad condition. These equipment need to be repaired or replaced in the near future. The **Table** below indicates the percentage of the waste collection vehicle fleet in each Municipality which is in a bad condition, i.e. older than 14 years, or those that are not active or not in use and need to be replaced as a priority.

Municipality	% of Waste Collection Vehicles (older than 14 years or not in use/not active)
Victor Khanye	36%
Emalahleni	24%
Steve Tshwete	10%
Emakhazeni	35%
Thembisile Hani	Limited equipment, 6 tractors trailer combination systems in fair condition
Dr. J.S. Moroka	80%

The establishment of **Nkangala Regional Waste Disposal Site Project** stems from the Department of Economic Development, Environment and Tourism (Mpumalanga Provincial Government), as part of Tourism, Greening Mpumalanga and Heritage Flagship Programme, that identified a need to develop three (3) Centralized Waste Disposal Facilities within the Province to be shared by more than one local municipality instead of the existing arrangements of one local municipality having its own waste disposal facility or facilities. This result in a situation where none of these facility/facilities are necessarily managed according to the DWAF minimum standards.

The intended regional facility for Nkangala district will serve the waste disposal needs of Emalahleni and Steve Tshwete Local Municipalities together in a more environmentally, healthier and economically friendly manner.

To that extent the Department of Economic Development, Environment and Tourism (DEDET) commissioned a waste management consulting engineering firm to undertake a feasibility study to identify the best location for the centralized waste disposal facility to serve both Emalahleni and Steve Tshwete Local Municipalities, the Environmental Impact Assessment of the selected site, the design for the new facility and **application for a permit** in terms of the applicable legislation.

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.

## **6.20 ISSUE 20: Economic development and job creation**

### **6.20.1 Problem Statement and Background**

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realizations of the Vision of the District. The unemployment rate of the NDM was 44% with Thembisile Hani 51% and Dr JS Moroka (61%) being highest, the need to re-skill retrenched workers, the need to minimize joblessness of our growing Economy, and the limited understanding on how to enhance public private partnership initiatives were progressively imminent.

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.

The updating of LED strategy, due to be completed early in the third quarter of 2010/2011, will be the first to comprehensively deal with the economic issues raised in 2004, 2006 review, current situation and beyond 2010. 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 alias utilization of Ndebele Culture and Heritage Sites)
- Conference & Convention cluster (exploiting potential of conference market, logistically positioned around Middelburg/Emalahleni Town).

#### ***6.20.1.1 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

#### ***6.20.1.2 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.

#### ***6.20.1.3 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.

#### **6.20.1.4 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.

### ***6.20.1.5 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 2<sup>nd</sup> 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 unemployment 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.

### 6.20.1.6 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 48: EPWP learnerships progress**

Group	Year	Budget (R'm)	Programme Status
Ikwezi	2004/05	12.5	Completed
Intsika	2005/06	69.6	Completed
Indzudzo	2007/08	60	Completed
4 <sup>th</sup> Group	2009/10		1 <sup>st</sup> 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.

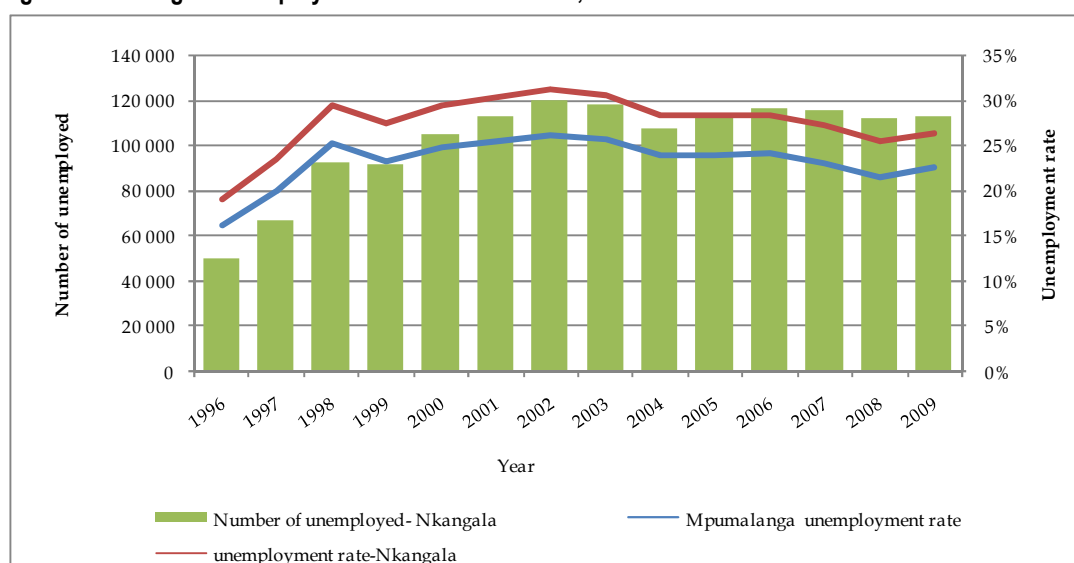
**Better monitoring and evaluation:** all projects to be adequately monitored and be evaluated for accuracy on reported outputs versus the targets. This can be done using external professional verification. EPWP officials to be provided with quarterly reports of progress per sector.

**Improved participation by vulnerable groups:** this should be given priority since, the youth and women constitutes the highest proportion of the unemployed

Culminating from implementation of Strategic intervention by NDM and its Social Partners, the following achievements were attained:

- NDM LED Strategy was developed, approved and implemented in 2006 and beyond. The Strategy identified seven Pillars for strategic intervention;
- Institutional Structure constituent of a Forum and Five Working Groups was established with the primary aim of creating a conducive platform for all the Strategic Stakeholders;
- Seven LED anchor projects linked to the Pillars of the economy in the District were identified, and bankable Business Plans developed;
- Sector specific LED Strategies were developed in 2007 and adopted by NDM Council in 2008 and 2009 respectively;
- 2 Growth and Development Summits were held, with our Social Partners being the Signatories of the Summit Agreements.
- NDM's Economic status as a results of inputs by variety of Social Partners is depicted in the figures below:

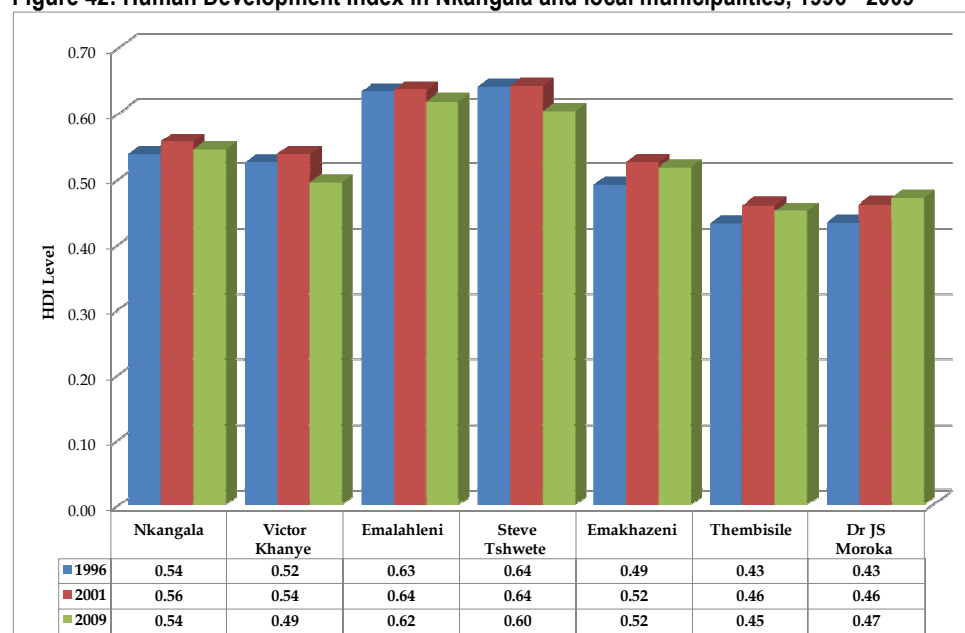
**Figure .41: Nkangala unemployment numbers and rates, 1996-2009**



Source:

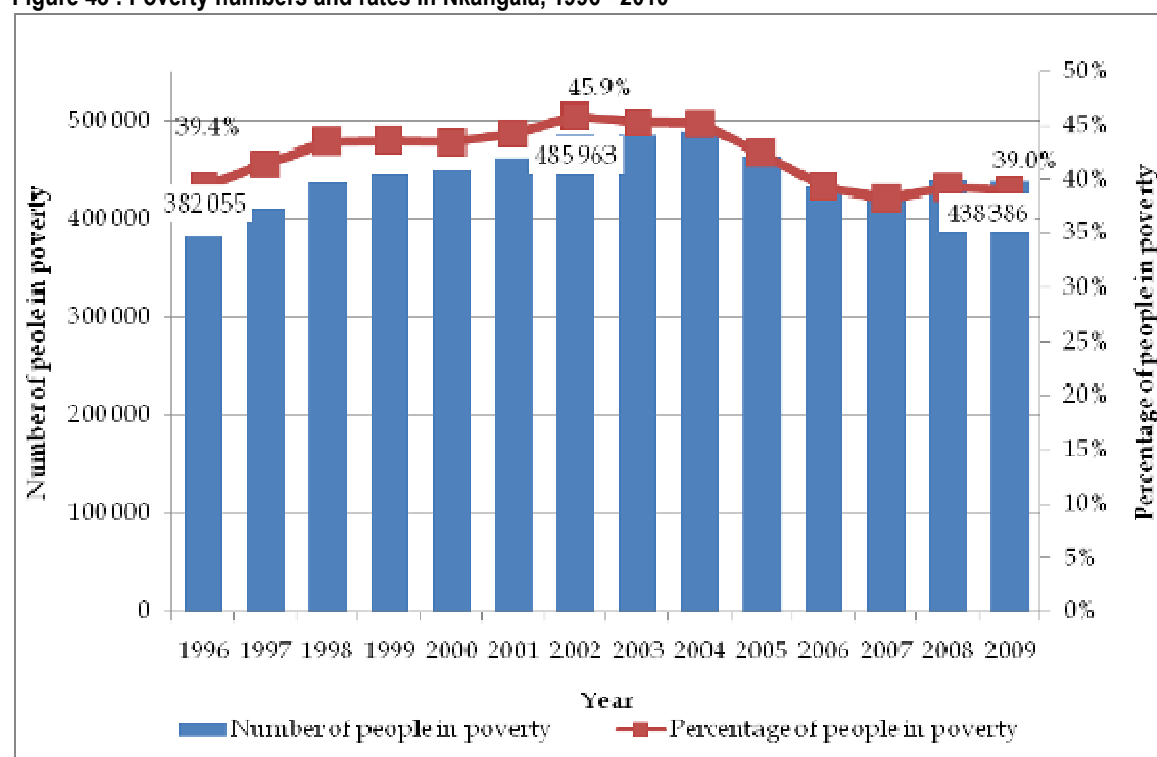
Global Insight – ReX, September 2010

**Figure 42: Human Development Index in Nkangala and local municipalities, 1996 - 2009**



Source: Global Insight – ReX, September

**Figure 43 : Poverty numbers and rates in Nkangala, 1996 - 2010**



Source: Global Insight – ReX, September 2010

Notwithstanding all the aforementioned successes, achieved by the Council there are still challenges to be addressed during the next Term of Council, viz:

- Develop, review, adopt and implement all the requisite Strategies and Plans to optimise strategic interventions in Regional Economic Development according to the Sector Plans compiled.
- Undertake feasibility Study and Compile Bankable Business Plans for all the Anchor Projects within the District.
- Establish Strategic Partnerships with Strategic Players in the Economy of the District.

- Monitor implementation of the District Growth and Development Summit Agreements.
- Create an enabling environment for investment by streamlining planning application processes.
- Improve maintenance of Municipal road networks as part of economic infrastructure.
- Promote experiential learning in the District, both within Council and in the private sector.
- Facilitate creation of jobs opportunities through LED initiatives and the Expanded Public Works Programme (Phase 2).
- Facilitate optimal implementation of poverty alleviation programmes.

## CHAPTER SEVEN

### **7.1 NDM'S development priorities, objectices, strategies, KPI peR KPA AND PROJECTS.**

This section is constituent of the following aspects:

- 10 National Strategic Objectives as enshrined in the MTSF;
- 5 Key Performance Indicators (KPA) of Local Government;
- NDM's Development Priorities (Issues);
- NDM's Development Strategies;
- Key Performance Indicators (KPIs) per Developmental objective;
- NDM Performance Targets for the next 5 years;
- Responsible Department; and
- Projects per Priority Issue

### 7.1.1 KPA 1: Basic Service Delivery and Infrastructure Development: Development Objectives and Strategies

National Strategic Priorities-MTSP	Priority Issue	NDM's Developmental Objectives	Strategies	Output Indicator	Baseline (2010/11)	Targets					Responsibility
						Y1	Y2	Y3	Y4	Y5	
<b>Strategic Priority 3</b> Inclusive Programme to build Economic and Social Infrastructure	Land Reform and Land Administration	To promote sustainable Rural Development across the District	Facilitate finalization of the Land Reform programme	Number of Land Claims Meeting held annual	2	2	2	2	2	2	Development & Planning
			Advocate for the multi-stakeholder Implementation of Rural biased Development Programme	Number of Rural Development Programmes implemented	2				2		Development & Planning
	Spatial Restructuring and Service Provision	To promote an integration between Spatial Planning and Transportation Planning to achieve sustainable Human Settlements	Enhance NDM Spatial Development Framework and integrated Transport Plan and regulate all developments in accordance with the plans	Number of recommendations from the revised SDF implemented	4				4		Development & Planning
				Number of medium-Long Term development initiatives indentified and initiated	4				4		Development & Planning
			Ensure implementation of all Town Planning Policies at Dr JS Moroka, Thembisile Hani and Emakhazeni Municipalities.	Number of Town Planning Policies implemented	3				3		Development & Planning
			Engage Department of Agriculture, Rural Development and Land Administration & Department of Rural Development and Land Reform to finalize all the outstanding tenure upgrading of Land tenure projects and Township establishments on State Land at Dr LS Moroka and Thembisile Hani	Number of State land Meetings held annual.	2	2	2	2	2		Development & Planning
		To ensure that every household has security of tenure by 2015	Implement Area Based Planning as an integrated Framework to enhance Municipalities opportunity to access Land and to further unlock socio-economic potential associated with Land	Number of Municipalities having adopted an Area based Planning approach	0			1			Development & Planning
			Develop, review and implement a Comprehensive GIS Strategy	Council Resolution accompanied by a report on implementation of the GIS	0		1			1	Information Technology
		To establish an integrated fully operational web-based GIS throughout the District									

<b>Strategic Priority</b> <b>9 Sustainable Resource Management and Use</b>		To ensure provision of adequate potable water to all by within NDM by 2015	Facilitate the review, adopt and implementation of WSDP and the District's Water Master Plan	Strategy	1	1			1							Technical Services
					% decrease in Water Backlogs	22.037								100%		Technical Services
					% of the Budget allocated to infrastructure asset management											Technical Services
					% reduction in Sanitation Backlogs	122.307								100%		Technical Services
					Average % increase in the cost of these three Services across the District											
					% increase in maintenance of Water Purification works and Waste Water treatment works											Technical Services
<b>Strategic Priority</b> <b>9 Sustainable Resource Management and Use</b>	Water and Sanitation	To ensure provision of adequate potable water to all by within NDM by 2015	Facilitate the review, adopt and implementation of WSDP and the District's Water Master Plan	Strategy	6	6	0	0	0	0	0	0	0	0	0	Technical Services
					% decrease in Water Backlogs	22.037								20%	20%	Technical Services
					Full Blue and Green Drop Certification	2	6	6	6	6	6	6	6	6	6	Technical Services
					% reduction in Sanitation Backlogs	122.307								20%	20%	Technical Services
					Number of LMs licensed to provide Electricity within NDN	2	4	6	6	6	6	6	6	6	6	Technical Services
<b>Strategic Priority</b> <b>9 Sustainable Resource Management and Use</b>	Electricity Supply	To ensure provision of Electricity to all communities by 2012	Facilitate licensing of Municipal Electricity Supply	Strategy												

Roads and Storm water	To facilitate increased mobility and accessibility across the District	Ensure maintenance of roads and storm water system to acceptable standards within Thembisile Hani LM	% increase of the NDM Capital Grant invested in maintaining roads in Thembisile Hani Local Municipality	R 10 mil	100%	50%	0%	0%	0%	Technical Services
		Lobby Private Sector to fund road maintenance programme	Ratio in funding between NDM and its social partners	0	1					Technical Services
		Facilitate road maintenance function to Thembisile Hani Local Municipality	Conduct Section 78 and recommendation to the demarcation board	0	1					Technical Services/Housing
		Review the fiscal planning function for Thembisile Hani Local Municipality, Dr JS Moroka Local Municipality and Enakhazeni Local Municipality	Conduct Section 78 and recommend to the demarcation board and the MEC	0	1					
		Promote provision of different housing options through Strategic Town Planning and Land Use Management	Number of options promoted across the District	0	1	1	1	1	1	Technical Services/Housing
		Facilitate the initiatives towards completion of incomplete housing projects and those improperly built	% increase in number of incomplete houses completed	0	20%	20%	20%	20%	20%	Technical Services/Housing
		Facilitate housing provision accreditation for identified municipalities	Number of Municipalities accredited for full housing provision	0	2	1	1	1	1	Technical Services/Housing





### 7.1.2 KPA 2: Local Economic Development: Development Objectives and Strategies

National Strategic Priorities-MTSF	Priority Issue	NDM's Developmental Objectives	Strategies	Output Indicator	Baseline (2010/11)	Targets					Responsibility
						Y1	Y2	Y3	Y4	Y5	
<b>Strategic Priority 1</b> Speeding up growth and transforming the Economy to create decent work and sustainable livelihoods	Economic Development and Job Creation	To grow the District Economy to achieve year – on – year growth rate	Develop, review, adopt and implement all the requisite Strategies and Plans to optimise strategic intervention in the Regional Economic Development	Number of Strategies developed, reviewed, approved and implemented	2	1	1	1	1	4	LED
			Undertake feasibility Study and Compile Bankable Business Plans of all the Anchor Projects within the District.	Number of Anchor Projects with revised Business Plans	11	2	2	2	2	3	LED
			Establish Strategic Partnerships with Strategic Players in the Economy of the District	No of Strategic Partnerships established	1	1	1	1	1	1	LED
			Promote the development of all the Sectors in the District	Number of Economic Sectors supported	10	10	10	10	10	10	LED
			Monitor implementation of the District Growth and Development Summit Agreements.	% increase in number of agreements optimally implemented as per the Framework	15%	2%	3%	4%	5%	6%	LED
			Create an enabling environment for investment by streamlining planning application processes	% increase in number of investment opportunities created	0%	2%	3%	4%	5%	6%	LED
			Convene Job Summit	Implementable summit resolutions on job creation target for the district	0	2%	4%	6%	8%	10%	LED
			Develop New Economic Growth	Implementable new	0	1				1	LED



		transport systems for the efficient movement of people & goods	increasing existing facilities & services in rural and urban areas prioritizing low and middle income settlements	ranks upgraded % of settlements within 2KM of a Public Transport service/facility.	10%	12%	14%	15%	20%	22%	LED
					30%	40%	56%	60%	70%	75%	LED
					2%	4%	6%	10%	12%	15%	LED
					20%	25%	32%	36%	40%	45%	LED
					1	1	1	1	1	1	LED
					1	2	1	1	1	1	LED
					0	6	6	6	6	6	LED
<b>Strategic Priority 7</b> Building cohesive, caring and sustainable communities	Good governance and communication	To facilitate upbringing of skilled, healthy and vibrant youth in the district	Ensure development of credible Public Transport Services Plans (PSTP)	Coordinate and facilitate establishment of youth cooperatives in all local municipalities within the district	Number of youth cooperatives established and sustainably functional within the district						

### 7.1.3 KPA3: Municipal Financial Viability and Management: Development Objectives and Strategies

National Strategic Priorities-MTSF	Priority Issue	NDM's Developmental Objectives	Strategies	Output Indicator	Baseline (2010/11)	Targets					Responsibility
						Y1	Y2	Y3	Y4	Y5	
<b>Strategic Priority 9</b> Sustainable Resource Management and Use	Financial Viability	To strengthen the administrative and Financial capacity of the District	Identify and engage potential funders of the District's developmental initiatives.	Number of potential Funders identified and engaged	1		1		1	1	Finance
			Comply with Legal Financial reporting requirements	Compliance rate of the District with Legal Financial Reporting requirements	100	100	100	100	100	100	
		To improve effectiveness in Municipal Revenue generation and Financial Management	Assist Local Municipalities in implementing revenue enhancement mechanisms	Number of Municipalities assisted with their revenue enhancement mechanisms	6		3	3			Finance
			Support Municipalities with Financial Systems to improve efficiency	Number of Municipalities supported with their Financial Systems	4	4					Finance
		To ensure corruption free procurement systems	Improve procurement systems to eliminate corruption and ensure value for money	% decrease in procurement related queries	98	99	99	99	99	99	Finance
			Improve Municipal financial and administration capacity by implementing competency norms and standards and acting against incompetence and corruption.	Number of Municipalities implementing competency norms and standards	4	7	7	7	7	7	Finance

#### 7.1.4 KPA 4: Municipal Institutional Development and Transformation: Development Objectives and Strategies

National Strategic Priorities-MTSF	NDM'S Priority Issue	NDM's Developmental Objectives	Strategies	Output Indicator	Baseline	Targets					Responsibility
						Y1	Y2	Y3	Y4	Y5	
<b>Strategic Priority 10:</b> Building a Developmental State including improvement of Public Services and Strengthening Democratic Institutions.	Powers, Duties and Functions	To advocate finalisation of outstanding matters pertaining to powers, duties and functions between the three spheres of government	Arrange an interaction session with all relevant Stakeholders to finalize the issue of division of Powers & Functions between NDM and its constituent LMs	Number of interaction sessions held	0	2					Corporate Services
			Conduct organisational study to determine the extent to which the performs its functions	Number of Organizational Studies undertaken	0		1				Corporate Services
		To facilitate the process of ensuring cooperation between traditional leadership and municipal councils within the District	Implement the Traditional Leadership Framework Act and Municipal Structures Act	No of traditional leaders participating in the NDM Council and Council Committees	0	6	6	6	6	6	Corporate Services
			Facilitate signing of Service Level Agreements (SLAs) with Sector Departments at Provincial and National level	Number of SLA signed with Sector Departments	1	1	1	1	1	1	Corporate Services
		To facilitate creation of a pool of skilled and capable workforce to support inclusive growth	Optimal use of various Fora established within the District to intensify intergovernmental coordination.	Number of IGR meetings held	2	4	4	4	4	4	Corporate Services
			Develop and implement an internship and work-experience programmes.	Number of interns employed	6				6		Corporate Services

<b>Strategic Priority 10:</b> Building a Developmental State including improvement of Public Services and Strengthening Democratic Institutions.	Organizational Restructuring and Transformation	To 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, Electronic Transactions, Communication Act and ICT governance.	Number of District ICT Steering Committee Meetings.	3	4	4	4	4	4	4	ICT
					1	1	1	1	1	1	1	ICT
					1			1				ICT
					1	1					1	ICT
					1	1	1	1	1	1	1	ICT
					2	2	2	2	2	2	2	ICT
					1	1	1	1	1	1		Development & Planning
					5	7	7	7	7	7		Development & Planning
					65	75	95	100	100	100		Development & Planning
		To ensure a responsive, accountable, effective and efficient Local Governance system	Adopt IDP planning processes appropriate to the capacity and sophistication of the District	Council Resolution accompanied by the Framework/Process Plan	1	1	1	1	1	1	1	Development & Planning
					5	7	7	7	7	7		Development & Planning
					65	75	95	100	100	100		Development & Planning

<b>Strategic Priority</b> <b>4</b> Strengthen the Skills and Human Resource Base	Organizational Restructuring and Transformation	To entrench a culture of Development-oriented Municipal Governance and inclusive citizenship	Improve Governance systems both at the District and the 6 LMs by resuscitating Sectoral Fora within the District.	Number of Fora resuscitated	0	5	5	5	5	5	Corporate Services
			Review the (PMS) of the District in line with relevant legislation and regulations	Council Resolution accompanied by the revised Performance Management Framework work	1	1		1			Corporate Services
				% increase in number of S57 having timeously signed Performance Contracts and Agreements	100	100	100	100			Corporate Services
				Number of performance assessments performed per year	2	2	2	2			Corporate Services
			Facilitate synergy in Performance monitoring & evaluation within the District through supporting LMs with the review of their (PMS) in line with relevant legislation and regulations	% increase in number of LMs having developed, revised and adopted a Performance Management Framework	100	100	100	100			Corporate Services
				% increase in number of S57 in all LMs who signed Performance contracts and Agreements	100	100	100	100			Corporate Services
			Advance employment equity and BBBEE through skills development	Resolution accompanied by the revised employment equity Plan	1	1		1			Corporate Services
			Facilitate the Improvement and building of partnerships between the National	Number of meetings held with relevant Stakeholders	0	2	2	2	2	2	Corporate Services
			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								





Health Profile of all South Africans	and Transformation	within the employ of Nkanga		through Council's EAP								
<b>Strategic Priority</b> 6 Intensify the fight against Crime and Corruption	Good Governance and Communication	To facilitate creation of ethically efficient, effective, excellent and sustainable Organization.	Ensure development and implementation of Fraud and anti-corruption Policies	Number of anti- Fraud and Corruption prevention Policies adopted	3	3	3	3	3	3	3	Corporate Services

### 7.1.5 KPA 5: Good Governance and Community Participation: Development Objectives and Strategies

National Strategic Priorities-MTSF	NDM's Priority Issue	NDM's Developmental Objectives	Strategies	Output Indicator	Baseline (2010/11)	Targets					Responsibility
						Y1	Y2	Y3	Y4	Y5	
<b>Strategic Priority 7</b> Building Cohesive caring and Sustainable Communities.	Good Governance and Communication	To Facilitate and promote Gender equality and empower women	Convene a Women Summit to deliberate on the role of women on the Developmental imperatives of the District	Number of Summits convened	1	1	1	1	1	1	Social Services
			Gradual implementation of the recommendations emanating from the Women Summit	% increase in number of recommendations implemented	65	85	90	100	100	100	
				% increase in number of women participating in the District Community Outreach Programme	68	70	70	70	70	70	
			Facilitate greater role of women representative in the decision-making processes of District Council	Number of Organised women formations actively participating at the District's IDP/LED Forum	1	1	1	1	1	1	
				% of Women representatives in the District's Council	40	50					
	Good Governance and Communication	To facilitate the upbringing of skilled, healthy and vibrant Youth in the District	Coordinate and facilitate establishment of Youth cooperatives in all Local Municipalities within the District	Number of Youth cooperatives established within the District							Social Services
			Develop and launch Youth civic education Programme	Number of youth civic education Programme launched	0	1	1	1	1	1	
			Support and strengthen all the Youth Units at the LMs within the District	Number of Youth Units optimally functional within the District	4	7	7	7	7	7	
			Encourage increased Youth involvement in the Decision-making processes of the District	Number of organised Youth structures participating in the District IDP/LED Forum							
				% of Youth representatives in the District Council							
	Good Governance and Communication	To ensure mainstreaming of designated groups	Develop and implement Sector Specific Strategies to inform adequate development	Number of Strategies developed and implemented	2				2		Social Services



	Emergency Services	To ensure provision and standardization of <b>fire services</b> within the District	cal and cultural Tourism sites or along tourism routes in the District	routes									
				Number of nodal Tourism assets across the District classified	60	60							Social Services
				% increase in number of Tourism facilities/centres captured on the District GIS	20%	60%	70%	80%	90%	100			Social Services
				Council Resolution accompanied by the close-up report on Moral Regeneration	1	1	1	1	1	1			Social Services
				Quarterly Report on the functionality of the District Disaster Management Centre	0	1	1	1	1	1			Social Services
				% of Disaster Management Budget spend on acquisition of related infrastructure									Social Services
				Number of LMs supported with the development and review of their DMP	6					6			Social Services
				Council Resolution accompanied by the District Fire Prevention Strategy	1					1			Social Services
				Number of functional Fire Fighting Stations across the District									Social Services
				Number of Fire Protection Association meetings participated in	4					4			Social Services
Strategic Priority 7 Building Cohesive caring and Sustainable Communities	Emergency Services	To ensure provision and standardization of <b>fire services</b> within the District	Share Services Model & Partnership established	% reduction in impacts of Fire in the District	80%	10%	10%	10%	10%	10%			Social Services
				Number of volunteers trained									Social Services
				Number of Services Level Agreements entered into with municipalities	6					6			Social Services







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## 7.2 PROJECTS PER PRIORITY ISSUE

### 7.2.1 Projects for priority Issue 1: Powers duties and function

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 1: Powers duties and function	District-wide organisation study	Highly effective Organization constituted of well suitably qualified Personnel at all levels.	NDM and all LMs	NDM	500 000	0	0

### 7.2.2 Projects for priority Issue 2: Organisation Restructuring and transformation

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 1: Powers duties and function	IDP Review for NDM	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	1 300 000	1 500 000	1 500 000
Priority issue 1: Powers duties and function	Review of the Organizational Performance Management System	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	300 000	0	0
Priority issue 2: Organisation Restructuring and transformation	Maintenance of ICT systems	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	120 000	120 000	120 000
Priority issue 2: Organisation Restructuring and transformation	Support and capacitation of ICT users	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	80 000	80 000	80 000
Priority issue 2: Organisation Restructuring and transformation	Operationalisation of GIS	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	250 000	100 000	100 000
Priority issue 2: Organisation Restructuring and transformation	Implementation and maintenance of DRP/BCP	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	2 293 000	1 000 000	500 000
Priority issue 2: Organisation Restructuring and transformation	Installation of network cables and voice/data facilities at KwaMhlanga fire station	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	300 000	300 000	300 000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R00)	2012/13(R00)	2013/14 (R00)
Priority issue 2: Organisation Restructuring and transformation	Upgrade of NDM Website	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	300 000	300 000	300 000
Priority issue 2: Organisation Restructuring and transformation	Conduct a study on the implementation of minimum competency levels for finance officers throughout the municipalities	Inclusively Efficient, Effective and Productive Organization	NDM	NDM	100 000	0	0

### 7.2.3 Projects for priority Issue 3: Financial Viability

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R00)	2012/13(R00)	2013/14 (R00)
Priority issue 3: Financial Viability	Analysis of financial performance of the Local Municipalities.	Financially Sound and Sustainable Organization	NDM	NDM	500 000	0	0
Priority issue 3: Financial Viability	Shared Services arrangements	Financially Sound and Sustainable Organization	NDM	NDM	500 000	500 000	500 000
Priority issue 3: Financial Viability	Operation Clean Audit	Financially Sound and Sustainable Organization	NDM	NDM	300 000	300 000	300 000
Priority issue 3: Financial Viability	Reporting and budget regulation implementation	Financially Sound and Sustainable Organization	NDM	NDM	100 000	70 000	80 000
Priority issue 3: Financial Viability	Review of Financial policies	Financially Sound and Sustainable Organization	NDM	NDM	100 000	100 000	100 000
Priority issue 3: Financial Viability	Work study	Financially Sound and Sustainable Organization	NDM	NDM	100 000		
Priority issue 3: Financial Viability	GRAP Implementation	Financially Sound and Sustainable Organization	NDM	NDM	10 000 000		
Priority issue 3: Financial Viability	ASSET REGISTER	Financially Sound and Sustainable Organization	THEMBISILE	NDM	R 4000 000		
Priority issue 3: Financial Viability	Revenue enhancement with installation of water meters	Financially Sound and Sustainable Organization	Thembisile	NDM	R 3 000 000	R 2 000 000	R 1500 000

## 7.2.4 Projects for priority Issue 4: Good Governance and Communication

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 4: Good Governance and Communication	Compilation and distribution of -Wide Newsletter	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	250 000	300 000	350 000
Priority issue 4: Good Governance and Communication	Advertisement and publicity	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	300 000	320 000	340 000
Priority issue 4: Good Governance and Communication	Review Communication and community participation policy	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	300 000	0	0
Priority issue 4: Good Governance and Communication	Development of Promotional Items and Broche	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	200 000	250 000	300 000
Priority issue 4: Good Governance and Communication	Community Outreach Programme	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	500 000	600 000	700 000
Priority issue 4: Good Governance and Communication	Development of Integrated Youth Development Strategy	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	300 000	0	0
Priority issue 4: Good Governance and Communication	Youth Day Celebrations	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	300 000	300 000	300 000
Priority issue 4: Good Governance and Communication	Youth Summit	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	300 000	0	300 000
Priority issue 4: Good Governance and Communication	Implementation of the first phase of a comprehensive National Youth Service Programme	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	50 000	50 000	50 000
Priority issue 4: Good Governance and Communication	International Day against drugs and illicit trafficking	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM/DHSS	100 000	100 000	100 000
Priority issue 4: Good Governance and Communication	Youth Camp	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM/PPP	100 000	100 000	100 000
Priority issue 4: Good Governance and Communication	Mayoral Soccer Tournament	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM/PPP	50 000	50 000	50 000
Priority issue 4: Good Governance and Communication	Mayoral Youth Awards	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM/PPP	200 000	200 000	200 000
Priority issue 4: Good Governance and Communication	Ward Committees & CDWs Conference	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM/	400 000	500 000	500 000
Priority issue 4: Good Governance and Communication	Capacity building programme for all the youth practitioners in the NDM	-Responsive, Accountable, Effective, Governance System across the District	NDM	NDM	500 000	500 000	500 000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 4: Good Governance and Communication	Piloting mainstreaming: pilot a participatory model for rural women in IDP process	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Steve Tshwete/ Emakhaseni/ Emalahleni	NDM	R300 000	-	-
Priority issue 4: Good Governance and Communication	Youth skills development Summit	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	NDM	NDM	R300 000	-	-
Priority issue 4: Good Governance and Communication	Capacity building for women	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	NDM	NDM	200 000	250 000	300 000
Priority issue 4: Good Governance and Communication	Convening of the Women Cooperatives Workshop	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	NDM	NDM	300 000	-	-
Priority issue 4: Good Governance and Communication	Investigate the implementation of the Women Community Builder of the Year	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	NDM	NDM	R200 000		
Priority issue 4: Good Governance and Communication	GISsoftware and new aerial photography of the mun.area	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Victor Khanye	NDM			R 900 000
Priority issue 4: Good Governance and Communication	Upgrade firm/frame	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Victor Khanye	NDM			R 1000 000
Priority issue 4: Good Governance and Communication	Corporate hardware	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Victor Khanye	NDM			R 500 000
Priority issue 4: Good Governance and Communication	Wireless radio link	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Victor Khanye	NDM			R 500 000

## 7.2.5 NDM Projects for priority Issue 5: Spatial Restructuring and Service Provision

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 5: Spatial Restructuring and Service Provision	Implementation of NDM-GIS strategy-Projects	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	1 000 000	1 000 000	1000 000
Priority issue 5: Spatial Restructuring and Service Provision	Review of Physical Planning functions strategy/(shared services)	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	500 000	200 000	200 000
Priority issue 5: Spatial Restructuring and Service Provision	Land Use Management Systems	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	2 000 000	500 000	500 000
Priority issue 5: Spatial Restructuring and Service Provision	Feasibility study of Regional Cemetery	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	1 000 000	1 000 000	1 000 000
Priority issue 5: Spatial Restructuring and Service Provision	Education awareness, Training and mentorship programmes for effective management of Land Use Scheme	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	500 000	200 000	200 000
Priority issue 5: Spatial Restructuring and Service Provision	Implementation of Eradication of Informal Settlement Strategy-projects	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	100 000	100 000	100 000
Priority issue 5: Spatial Restructuring and Service Provision	Implementation of Small Town and Nodal Point Revitalisation Plan	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	1 000 000	1000 000	1000 000
Priority issue 5: Spatial Restructuring and Service Provision	Finalisation of Upgrading of Land Tenure Projects	Spatially Sustainable, Integrated and Equitable Provision of Services across the District	NDM	NDM	3 000 000	1 000 000	500 000

### 7.2.5 Local Municipalities' Projects for priority Issue 5: Spatial Restructuring and Service Provision

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 5: Spatial Restructuring and Service Provision	Tenure-upgrading: 99Year Lease 400 sites	Title deeds issued by June 2011	Victor Khanye	NDM/DARDA	0	1 000 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure-upgrading: 99Year Lease 400 sites	Title deeds issued by June 2011	Victor Khanye	NDM/DARDA	0	1 000 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's projects: 5000 sites	Title deeds issued by June 2011	Victor Khanye	NDM/DARDA	0	12 500 000	0
Priority issue 5: Spatial Restructuring and Service Provision	In-situ projects: 1000 sites	Title deeds issued by June 2011	Victor Khanye	NDM/DARDA	0	2 500 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Land Surveying 502 sites	Title deeds issued by June 2011	Dr JS Moroka	NDM	0	394 010	0
Priority issue 5: Spatial Restructuring and Service Provision	Land Surveying 1816 sites	Title deeds issued by June 2011	Dr JS Moroka	NDM	0	1 386 080	0
Priority issue 5: Spatial Restructuring and Service Provision	Land Surveying 1308 sites	Title deeds issued by June 2011	Dr JS Moroka	NDM	0	1 002 540	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure upgrading project: No formal ownership 80 sites	Title deeds issued by June 2011	Emakhazeni	NDM	0	200 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's Development: 350 sites	Title deeds issued by June 2011	Emakhazeni	NDM	0	900 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's Development: 50 sites	Title deeds issued by June 2011	Emakhazeni	NDM	0	130 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's Development: Being purchased 500 sites	Title deeds issued by June 2011	Emakhazeni	NDM	0	1 250 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's Development: 600 sites Gugulethu Waterval Boven Township	Title deeds issued by June 2011	Emakhazeni	NDM	0	1 500 000	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure Upgrading: No formal ownership 100 sites, Reabota	Title deeds issued by June 2011	Steve Tshwete	NDM/DARDA	250 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's Projects: 3500 sites Siyakhula Extension 4	Title deeds issued by June 2011	Steve Tshwete	NDM	8 800 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	In-Situ Projects: 2555 sites	Title deeds issued by June 2011	Steve Tshwete	NDM	6 400 000	0	0

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 5: Spatial Restructuring and Service Provision	Tenure upgrading : No Formal ownership 4060 sites	Title deeds issued by June 2011	Thembisile Hani	DARDLA	10 200 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure upgrading: No Formal ownership 1378 sites	Title deeds issued by June 2011	Thembisile Hani	DARDLA	3 500 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure upgrading: No Formal ownership 779 sites	Title deeds issued by June 2011	Thembisile Hani	DARDLA	2 000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Tenure upgrading: No Formal ownership 1383 sites	Title deeds issued by June 2011	Thembisile Hani	DARDLA	3 500 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Greenfield's projects: 122,31Ha- State Land 500 sites	Title deeds issued by June 2012	Thembisile Hani	NDM	1 300 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Title deeds issued by June 2012	Emalahleni	NDM	3 000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Surveying of 115 erven	Title deeds issued by June 2012	Emalahleni	NDM	200 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Geotechnical Investigation Land between Railway Line, Kwa Thomas Mahlanguville and Thusanang	Title deeds issued by June 2012	Emalahleni	NDM	1000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Feasibility Study for Infill Development	Title deeds issued by June 2012	Emalahleni	NDM	500 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment 120 sites	Title deeds issued by June 2012	Emakhazeni	NDM	300 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Agri-Village Establishment 500 sites	Title deeds issued by June 2012	Emakhazeni	NDM	500 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment 600 site Morite Gardens	Title deeds issued by June 2012	Dr JS Moroka	NDM	1000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Reviewal of Town Planning Scheme	Submitted to Council by June 2012	Steve Tshwete	NDM	1000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Title deeds issued by June 2012	Steve Tshwete	NDM	1000 000	0	0



NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Title deeds issued by June 2012	Emakhazeni	NDM	1000 000	0	0
Priority issue 5: Spatial Restructuring and Service Provision	Township establishment in the new acquired land in Entokoaweni	Sustainable and integrated Human Settlements	Emakhazeni	NDM			R 500 000
Priority issue 5: Spatial Restructuring and Service Provision	Transfer of land ownership from Province	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 2000 000	R 2000 000	R 2000 000
Priority issue 5: Spatial Restructuring and Service Provision		Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 1600 000	R 1600 000	R 1600 000
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 4200 000	R 4200 000	R 4200 000
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 4060 000	R 4060 000	R 4060 000
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 1300 000	R 1300 000	R 1300 000
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 2600 000	R 2600 000	R 2600 000
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 2500 000	R 2500 000	
Priority issue 5: Spatial Restructuring and Service Provision	Township Establishment	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 252 000		
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 1600 000	R 1600 000	R 1600 000
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 1356 000	R 1356 000	R 1356 000
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 1000 000	R 1000 000	
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation Kameelpoortnek 2181 K farm portion 4 (2000 stands)	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R 2600 000	R 2600 000	R 2600 000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R2600 000	R 2600 000	R2600 000
Priority issue 5: Spatial Restructuring and Service Provision	New township formalisation	Sustainable and integrated Human Settlements	Thembisile Hani	NDM	R2600 000	R2600 000	R2600 000
Priority issue 5: Spatial Restructuring and Service Provision	Land audit	Sustainable and integrated Human Settlements	THEMBISILE HANI	NDM	R 6500 000	R 6500 000	R 6500 000

## 7.2.6 Projects for priority Issue 6: Health

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 6: Health	Implementation of Municipal Health Services	Improved Quality of Health and Life Expectancy throughout the District	NDM	NDM	14 500 000	14 500 000	16 500 000
Priority issue 6: Health	Adoption of the MHS Section 78 Report & Strategic Plan	Improved Quality of Health and Life Expectancy throughout the District	NDM	NDM	1 200 000	0	0
Priority issue 6: Health	Development and implementation of HIV/AIDS Strategy	Improved Quality of Health and Life Expectancy throughout the District	NDM	NDM	150 000	0	0
Priority issue 6: Health	Re-launching AIDS Council	Improved Quality of Health and Life Expectancy throughout the District	NDM	NDM	150 000	0	0
Priority issue 6: Health	Compile a report assessing the status of sewer plants within the	Improved Quality of Health and Life Expectancy throughout the District	NDM	NDM	300 000	0	0
Priority issue 6: Health	New CHC and Palisade fencing at Ackerville	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	DoH			10,700,000
Priority issue 6: Health	New CHC and Palisade fencing at Thubelihle clinic (PPP)	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	xtrata	10,700,000		
Priority issue 6: Health	New CHC at Klarinet	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	Highveld	10,700,000		
Priority issue 6: Health	Belfast Hospital: Upgrade OPD and Casualty Ward and Construction of Pharmacy	Improved Quality of Health and Life Expectancy throughout the District	Emakhazeni	DoH	22,072 000		
Priority issue 6: Health	Delmas Hospital: Upgrading of existing theatre, Male and Female Wards and Admin Block	Improved Quality of Health and Life Expectancy throughout the District	Victor Khanyi	DoH	1,935 000		
Priority issue 6: Health	Moloto EMS: Construction of EMS Station	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	DoH	10,000 000		
Priority issue 6: Health	Middleburg Hospital: Renovation of existing roofs and 2 wards. Upgrade of helipad, theatres, pharmacy and casualty, construction of new ICU/ High Car	Improved Quality of Health and Life Expectancy throughout the District	Steve Tshwete	DoH	1,000 000		
Priority issue 6: Health	Witbank Hospital: Construction of Neo-Natal and kangaroo unit and demolishing of existing buildings	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	DoH	R35,000 000		
Priority issue 6: Health	Wonderfontein Clinic: Construction of 2X2 Accommodation Unit	Improved Quality of Health and Life Expectancy throughout the District		DoH	R2,200 000		
Priority issue 6: Health	KwaMhlanga Hospital: Phase 2 Renovation and additions to existing OPD and admission and the construction of new Pharmacy	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	DoH	R17,000 000		
Priority issue 6: Health	Viaklaagte 1 Clinic: Major Renovations	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	DoH	R3,000 000		
Priority issue 6: Health	KwaMhlanga Hospital: Phase 3a. Construction of ICU, Casualty and additions to existing theatre block	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	DoH	26,141 000		
Priority issue 6: Health	Pankop CHC	Improved Quality of Health and Life Expectancy throughout the District	eMALAHLENI	DoH	10 000 000		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
					48 960 000		
Priority issue 6: Health	Implementation of the Expanded Program for Immunization according to the National Department of Health	Improved Quality of Health and Life Expectancy throughout the District	Nkangala	DoH			
Priority issue 6: Health	ARV Sites : 59 services point initiating	Improved Quality of Health and Life Expectancy throughout the District	Nkangala	DoH	600 000		

### 7.2.7 Projects for priority Issue 7: Education

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
					300 000	0	350 000
Priority issue 7: Education	Hosting of Education INDABA	Improved Quality of Basic Education throughout the District	NDM	NDM			
Priority issue 7: Education	New and Additional Facilities-Lefiso P	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	8,832,500		
Priority issue 7: Education	New and Additional Facilities-Lekholane Pr at Marapyane	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	9,322,249		
Priority issue 7: Education	New and Additional Facilities-Khulufunde Pr at Vlaklaagte 2	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	10,021,846		
Priority issue 7: Education	New and Additional Facilities-Phelwane Pr at Tweefontein E	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	8 000,000		
Priority issue 7: Education	New schools-Vezimifundo P at Ext 4	Sustainable and integrated Human Settlements	Victor Khanye	DoE	8,000,000		
Priority issue 7: Education	New schools-Klarinet P at Klarinet	Sustainable and integrated Human Settlements	Emalahleni	DoE	12,410,000		
Priority issue 7: Education	Grade R facilities-Mantwani P	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	966,399		
Priority issue 7: Education	Grade R facilities-Peter Mokaba P	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	1,114,823		
Priority issue 7: Education	Grade R facilities-Mpionthle P	Sustainable and integrated Human Settlements	Emakhazeni	DoE	1,101,880		
Priority issue 7: Education	Grade R facilities-Delpark P	Sustainable and integrated Human Settlements	Victor Khanye	DoE	1,119,385		
Priority issue 7: Education	Grade R facilities-Zikhuphule	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	1,510,00		
Priority issue 7: Education	Grade R facilities- Moniwa P	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	1,015,437		
Priority issue 7: Education	Grade R facilities- Matempula P	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	1,350,000		
Priority issue 7: Education	Grade R facilities-- Hendrina PR	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	1,500,000		
Priority issue 7: Education	Grade R facilities- Mphephethe P	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	1,432,00		

Priority issue 7: Education	Grade R facilities- Mdumiseni P	Sustainable and integrated Human Settlements	Victor Khanye	DoE	1,452,000		
Priority issue 7: Education	Grade R facilities- Kwakwari P	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	1,400,000		
Priority issue 7: Education	Special Schools-Maritjedi Sp	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	1,650,000		
Priority issue 7: Education	Special Schools-Pelonolo Sp	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	6,365,000		
Priority issue 7: Education	Special Schools- Masinakane Sp	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	6,625,000		
Priority issue 7: Education	Special Schools- Wolvenkop Sp at (Kwaggafontein	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	6,950,000		
Priority issue 7: Education	Special Schools- Thanduxolo Sp	Sustainable and integrated Human Settlements	Emalahleni	DoE	6,365,000		
Priority issue 7: Education	Special Schools- W De Klerk SP	Sustainable and integrated Human Settlements	Emalahleni	DoE	1,893,000		
Priority issue 7: Education	Special Schools: Platorand Sp at Bel-fast	Sustainable and integrated Human Settlements	Emakhazeni	DoE	1 893 000		
Priority issue 7: Education	Eradication of unsafe structures- Duv-ha P	Sustainable and integrated Human Settlements	Emalahleni	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Hla-lisanani P	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Eku-phakameni P	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Mzimhlophe Sec	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	10,750,500		
Priority issue 7: Education	Eradication of unsafe structures- Ma-lontone P	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	8,330,000		
Priority issue 7: Education	Eradication of unsafe structures- Bon-gihlanhla P	Sustainable and integrated Human Settlements	Emalahleni	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Vu-lamehlo P	Sustainable and integrated Human Settlements	Thembisile Hani	DoE	9,095,000		
Priority issue 7: Education	Eradication of unsafe structures- Mid-delburg C	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Mphophethe P	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	2,540,000		
Priority issue 7: Education	Eradication of unsafe structures- Alex Benjamin P	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	10,914,000		
Priority issue 7: Education	Eradication of unsafe structures- Annot P	Sustainable and integrated Human Settlements	Steve Tshwete	DoE	11,124,000		
Priority issue 7: Education	Technical High Schools- Elukhanyisweni Sec	Sustainable and integrated Human Settlements	Emalahleni	DoE	1,600,000		
Priority issue 7: Education	Technical High Schools-Ramoshidi Sec	Sustainable and integrated Human Settlements	Dr JS Moroka	DoE	82,000		
Priority issue 7: Education	Technical High Schools-Mabande Sec	Sustainable and integrated Human Settlements	Emalahleni				

Priority issue 7: Education	Technical High Schools-Mphanana Sec	Sustainable and integrated Human Settlements	Steve Tshwete				
Priority issue 7: Education	Technical High Schools-Bonginsimbi Sec	Sustainable and integrated Human Settlements	Emalahleni				
Priority issue 7: Education	Renovations- Mkhanyo P	Sustainable and integrated Human Settlements	Thembisile Hani		2,540,000		
Priority issue 7: Education	Renovations- Molapalama S	Sustainable and integrated Human Settlements	Dr JS Moroka		2,672,000		
Priority issue 7: Education	Storm Damages- Vumazonke P	Sustainable and integrated Human Settlements	Dr JS Moroka		1,500,000		
Priority issue 7: Education	Storm Damages- Digwale Sec	Sustainable and integrated Human Settlements	Dr JS Moroka		550 , 000		
Priority issue 7: Education	Storm Damages- Ukuphumlakwe- sizwe P	Sustainable and integrated Human Settlements	Dr JS Moroka		850,000		
Priority issue 7: Education	Storm Damages- Mabhoko P	Sustainable and integrated Human Settlements	Dr JS Moroka		850,000		
Priority issue 7: Education	Storm Damages- Sijabule P	Sustainable and integrated Human Settlements	Dr JS Moroka		750,000		
Priority issue 7: Education	Storm Damages- Bhekimfundo P	Sustainable and integrated Human Settlements	Thembisile Hani		528,000		
Priority issue 7: Education	Irreparable Storm Damages- Seabe High at Seabe	Sustainable and integrated Human Settlements	Dr JS Moroka		6 660 000		
Priority issue 7: Education	Irreparable Storm Damages- Mthombeni Pr at Mhluzi	Sustainable and integrated Human Settlements	Steve Tshwete		1 650 000		

### 7.2.8 Projects for priority Issue 8: Welfare

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13( R'00)	2013/14 (R'00)
Priority issue 8: Welfare	Participation by the disabled in SALGA games	Healthy Disabled members of the community	NDM	NDM	50 000	70 000	100 000
Priority issue 8: Welfare	Victor Khanye Sub-district offices	Improved Community Welfare	Victor Khanye	DSD	2 805 000		
Priority issue 8: Welfare	Nkangala in-patient youth treatment Centre	Improved Community Welfare	eMalahleni	DSD	550 000		
Priority issue 8: Welfare	Support to 5 new ECD centers to benefit 300 Children	Improved rural services to support livelihoods	Thembisile Hani	DSD	792 000		
Priority issue 8: Welfare	10 HCBC's providing Care and protection to orphans and vulnerable children to the benefit of 495 people and creation of 151 jobs	Improved rural services to support livelihoods	Thembisile Hani	DSD	3 783 640		
Priority issue 8: Welfare	Funding of 3 Youth Centre's providing life skills programme to benefit 600 Youths and create 15 new jobs	Enabling institutional environment for sustainable and inclusive growth	Thembisile Hani	DSD	1,350,000		
Priority issue 8: Welfare	Youth Programmes- 21 Youth participation in the National Youth Service Programme	Enabling institutional environment for sustainable and inclusive growth	Thembisile Hani	DSD	378 000		
Priority issue 8: Welfare	2 household community based initiatives funded for 20 beneficiaries	Enabling institutional environment for sustainable and inclusive growth	Thembisile Hani	DSD	429,944		
Priority issue 8: Welfare	HOME COMMUNITY BASED CARE - 11 HCBC's providing Care and protection to orphans and vulnerable children funded to 712 Beneficiaries and create 87 new jobs	Improved rural services to support livelihoods	Dr J.S Moroka	DSD	4 162 004		
Priority issue 8: Welfare	Funding of 3 Youth Centre's providing life skills programme to benefit 600 Youths and create 15 new Jobs	Enabling institutional environment for sustainable and inclusive growth	Dr J.S Moroka	DSD	1,350,000		
Priority issue 8: Welfare	31 Youth participation in the National Youth Service Programme	Enabling institutional environment for sustainable and inclusive growth	Dr J.S Moroka	DSD	558 000		
Priority issue 8: Welfare	2 household community based initiatives funded TO 20 Beneficiaries	Enabling institutional environment for sustainable and inclusive growth	Dr J.S Moroka	DSD	429,944		

Priority issue 8: Welfare	Youth centers funded	Funding of 3 Youth Centre's providing life skills programme	Thembisile L.M	DSD	R 1,350,000		
Priority issue 8: Welfare	2. NYS Programmes	21 Youth participation in the National Youth Service Programme	Thembisile L.M	DSD	R 378 000		
Priority issue 8: Welfare	Households and community based initiatives funded	2 household community based initiatives funded	Thembisile L.M	DSD	R 429,944		
Priority issue 8: Welfare	Home Community Based Care	11 HBCB's providing Care and protection to orphans and vulnerable children funded	Dr. J.S Moroka L.M	DSD	R 4 162 004		
Priority issue 8: Welfare	1. Youth centers funded	Funding of 3 Youth Centre's providing life skills programme	Dr. J.S Moroka L.M	DSD	R 1,350,000		
Priority issue 8: Welfare	2. NYS Programmes	31 Youth participation in the National Youth Service Programme	Dr. J.S Moroka L.M	DSD	R 558 000		
Priority issue 8: Welfare	3. Households and community based initiatives funded	2 household community based initiatives funded	Dr. J.S Moroka L.M	DSD	R 429,944		
Priority issue 8: Welfare	Nkangala in-patient youth treatment Centre	eMalahleni	Emalahleni LM	DSD	R 550 000		
Priority issue 8: Welfare	Marapyane Branch Offices	1 x Block of 10 offices	Dr. J.S Moroka	DSD	<b>R 14 548 785</b>		
Priority issue 8: Welfare	Victor Khanye Sub-district offices	1 x Block of 20 offices	Victor Khanye	DSD	R 2 805 000		



### 7.2.9 Projects for priority Issue 9: Culture Sport and Recreation

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 9: Culture Sport and Recreation	Moral Regeneration Movement	Moral Regeneration Movement launched by December 2010	NDM	NDM	300 000	300 000	500 000
Priority issue 9: Culture Sport and Recreation	Culture and Heritage Indaba in the	Hold a Cultural and Heritage Indaba in the by September 2010	NDM	NDM	500 000	-	-
Priority issue 9: Culture Sport and Recreation	Sport Master Plan	Sport Master Plan reviewed by March 2011	NDM	NDM	300 000	-	-
Priority issue 9: Culture Sport and Recreation	Renewal of the Lynnville Church Street Precinct	Renewal of Church Street Lynnville	Emalahleni	NDM	20 000 000	0	0
Priority issue 9: Culture Sport and Recreation	Upgrading of Atlantic Stadium	Atlantic Stadium upgraded by June 2011	Emalahleni	NDM	5 000 000	0	0
Priority issue 9: Culture Sport and Recreation	Building of Community Hall in Siyathuthuka		Emakhazeni	NDM	R2 000 000		
Priority issue 9: Culture Sport and Recreation	Historical & cultural signage	Signage to cultural & historical sites installed by June 2011	NDM	NDM/DoSS	2000 000	1000 000	0
Priority issue 9: Culture Sport and Recreation	Develop Historical/cultural sites in line with tourism routes in the	Historical/cultural sites linked with tourism routes by June 2011	NDM	NDM/MTPA	500 000	500 000	500 000
Priority issue 9: Culture Sport and Recreation	Training/ Capacity Building	Number of sport administrators, coaches and technical officials trained	All municipalities	DCSR and DoE	100,000	-	-
Priority issue 9: Culture Sport and Recreation	National Schools Tournament	Number of schools involved in program	All municipalities	DCSR	167,000	-	-
Priority issue 9: Culture Sport and Recreation	Volunteers Team Building and Workshop and Sport Festival	Number of volunteers participating	All municipalities	DCSR	167, 000	-	-
Priority issue 9: Culture Sport and Recreation	Sport equipment, attire & corporate clothing	Number of schools receiving equipment and attire	All municipalities	DCSR	300,000	-	-
Priority issue 9: Culture Sport and Recreation	NRW/YESS German Football Workshop	Number of programmes implements to effect the MOU	Nkangala	DCSR and DoE	167,000	-	-
Priority issue 9: Culture Sport and Recreation	Sport Festivals and Izindaba	Staging of cluster Izindaba and sport festivals   for increased communication with stakeholders	Per regions	DCSR	133,000	-	-
Priority issue 9: Culture Sport and Recreation	LSEN / NRW Sport and Fun Days (Disability School Sport)	Number of NRW – YESS Sport and fun days for learners with special educational needs (LSEN) schools and disability centers	Thembisile, Wolwenkop, Dr JS Moroka, Masinakane and Ma Emalahleni, WH de Klerk, Thanduxolo and Vikelwa ntjedi;	DCSR and DoE	117,000		
Priority issue 9: Culture Sport and Recreation	Establishment of Public Viewing Areas	Number of public viewing sites	Emakhazeni, Platoland Steve Tshwete, Themba	DCSR and DoE	1,000,000		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECT'S NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 9: Culture Sport and Recreation	Club Development	Number of clubs participating in club development	Senamela Stadium				
Priority issue 9: Culture Sport and Recreation	Capacity building	Capacity building	All municipalities	DCSR and DoE	546		
Priority issue 9: Culture Sport and Recreation	2010 World Cup Volunteer Programme	Number of 2010 volunteers trained	All municipalities	DCSR	348,000		
Priority issue 9: Culture Sport and Recreation	Provision of sport equipment and attire	Number of clubs receiving sport equipment and attire	All municipalities	DCSR			
Priority issue 9: Culture Sport and Recreation	Schools World Cup	Number of schools participating in the schools world cup programme	All municipalities	DCSR	913,000		
Priority issue 9: Culture Sport and Recreation	Community Mobilization for FIFA 2010 World Cup	Number of Bafana Bafana supporters clubs supported	Per district	DCSR	293,000		
Priority issue 9: Culture Sport and Recreation	Community Mobilization for FIFA 2010 World Cup	Number of soccer legends activities supported	Per district	DCSR	133,000		
Priority issue 9: Culture Sport and Recreation	Community Mobilization for FIFA 2010 World Cup	Number of campaigns organised for 2	Per district	DCSR	50,000		
Priority issue 9: Culture Sport and Recreation	Provision of office equipment	Number of sports council's receiving office equipments	Per district	DCSR	107,000		
Priority issue 9: Culture Sport and Recreation	Provincial Age in Action Festival	Number of centers for the aged participating	Per district	DCSR	140,000		
Priority issue 9: Culture Sport and Recreation	Social Cohesion Festivals	No of hub festivals	All Municipalities	DCSR	80,000		
Priority issue 9: Culture Sport and Recreation	Indigenous Games festival	No of participants in indigenous games	All Municipalities: 1 per region	DCSR	35,000		
Priority issue 9: Culture Sport and Recreation	Provincial and Regional Siyadlala Festivals	No of participants n golden oldies games	All Municipalities: 1 per region	DCSR	82,000		
Priority issue 9: Culture Sport and Recreation	Mini Leagues	Noof mini-leagues	All municipalities	DCSR	40,000		
Priority issue 9: Culture Sport and Recreation	Loskop Marathon and Gymnaestrada	No of participants in the Loskop Marathon and gymnaestrada	All municipalities	DCSR	350,000		
Priority issue 9: Culture Sport and Recreation	Capacity Building	Number of people trained and capacitated in code specific	All municipalities	DCSR	60,000		
Priority issue 9: Culture Sport and Recreation	Recruitment and appointment of volunteers	Number of volunteers appointed	All regions	DCSR	200,000		
Priority issue 9: Culture Sport and Recreation	Provision of equipments and attire	Number of hubs receiving equipments and attire	2010 FIFA office and LOC	Hub coordinators	870,000		
Priority issue 9: Culture Sport and Recreation			All local communities		300,000		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECT'S NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 9: Culture Sport and Recreation	Freedom Day Celebration	Number of Provincial events Coordinated	Thembisile Hani municipality, Kwaggafontein	Integrated steering committee	1,000		
Priority issue 9: Culture Sport and Recreation	Youth Day	Number of Provincial events Coordinated	Emakhazeni	Integrated steering committee	1,000		
Priority issue 9: Culture Sport and Recreation	Ubuntu Moral Regeneration Festival	Number of event organized	Steve Tshwete, Mhluzi-Themba Senamela Stadium	Integrated steering committee	500		

#### 7.2.10 Projects for priority Issue 10: Safety and Security

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 10: Safety and Security	Social Crime Prevention Programme	All People in the District protected and feel Safe within their neighbourhoods	NDM	NDM	R10 000	R10 000	R10 000
Priority issue 10: Safety and Security	Awareness raising	All People in the District protected and feel Safe within their neighbourhoods	NDM	NDM	R50 000	0	0
Priority issue 10: Safety and Security	School Safety Projects: Revive School Safety Committees, Awareness campaign On drugs and Substance Abuse	All People in the District protected and feel Safe within their neighbourhoods	6 Local Municipality	DSSL	R 350 000.00		
Priority issue 10: Safety and Security	Project for Vulnerable People	All People in the District protected and feel Safe within their neighbourhoods	Emalahleni-Vikela, Victor Khanye and Thembisile Hani LM	DSSL	R100 000.00		
Priority issue 10: Safety and Security	Project against contact Crime: Anti rape and Assault common and assault GBH	All People in the District protected and feel Safe within their neighbourhoods	Anti Rape Emalahleni LM: Vosman Thembisile Hani LM: Mandela Village, Siyabuswa, Marothobolong  Assault GBH and assault common Emalahleni LM :Klarinet Thembisile Hani: Maganagobuswa	DSSL	R 250 000.00		

Priority issue 10: Safety and Security	Victim friendly facility	All People in the District protected and feel Safe within their neighbourhoods	<u>Thembisile Hani LM</u> <u>Tweefontein &amp; KwaMhlanga</u> <u>Steve Tshwete LM</u>	DSSL	R150 000.00	
Priority issue 10: Safety and Security	Rural safety project: Rural safety committee, paralegal workshops, interdepartmental service delivery	All People in the District protected and feel Safe within their neighbourhoods	<u>Victor Khamye LM</u> <u>Waalk-raal and Argent</u>	DSSL	R150 000.00	
Priority issue 10: Safety and Security	Sports against crime	All People in the District protected and feel Safe within their neighbourhoods	<u>Dr JS Moroka LM</u> <u>Le-fiso/Lefisoane, GaMaria, Digwale</u> <u>Emakhazeni LM: Water-val Boven</u> <u>Thembisile Hani LM</u> <u>Verena and Vlaaklagte No 2</u>	DSSL	R500 000.00	
Priority issue 10: Safety and Security	Liquor Traders Workshop	All People in the District protected and feel Safe within their neighbourhoods	<u>Thembisile Hani LM</u> <u>Tweefontein, Moloto, Kwaggafontein</u> <u>Emalahleni LM: Lynville</u> <u>Dr JS Moroka LM: Vaal-bank, Nokaneng</u> <u>Steve Tshwete LM: Mhluzi</u>	DSSL		
Priority issue 10: Safety and Security	Moral Regeneration Campaign	All People in the District protected and feel Safe within their neighbourhoods	<u>Dr JS Moroka LM</u> <u>Vaal-bank, Mmakometsane, Senotelo</u> <u>Emalahleni LM</u> <u>Lynville and Vosman</u> <u>Thembisile Hani LM</u> <u>Boekenhouhoek</u>	DSSL		
Priority issue 10: Safety and Security	Human Trafficking awareness campaign	All People in the District protected and feel Safe within their neighbourhoods	<u>Emalahleni LM: Vosman, Blinkpan</u> <u>Dr JS Moroka LM</u> <u>Phaake Victor Khamye LM</u> <u>RDP Thembisile Hani LM</u> <u>Moloto</u>	DSSL		
Priority issue 10: Safety and Security	Awareness campaign on drugs and substance abuse and carrying of dangerous weapons	All People in the District protected and feel Safe within their neighbourhoods	<u>Steve Tshwete LM: Pullenshoop</u> <u>Dr JS Moroka LM: Nokaneng, Gaphahla</u> <u>Emalahleni LM: Coronation and Vosman</u>	DSSL		
Priority issue 10: Safety and Security	Anti Stock Theft Awareness campaign	All People in the District protected and feel Safe within their neighbourhoods	<u>Dr JS Moroka LM: Gaphahla, Senotelo, Wattervaal</u> <u>Thembisile Hani LM: Moloto</u> <u>Kwaggafontein,</u>	DSSL		

Priority issue 10: Safety and Security	Tourism Safety Awareness Campaign	All People in the District protected and feel Safe within their neighbourhoods	Gembokspruit <u>Emakhazeni LM: Belfast</u> <u>Thembisile Hani LM: SS Skhosana Nature reserve: Machipe</u> <u>Amlaheni LM: Witabnk Dam</u> <u>Emakhazeni LM: Jansen Dam</u> <u>Steve Tshwete LM Middleburg Dam</u>	DSSL			
Priority issue 10: Safety and Security	Gender based domestic violence campaign	All People in the District protected and feel Safe within their neighbourhoods	<u>Dr JS Moroka LM: Allemansdrift D, Seabe</u> <u>Victor Khanwe LM: Swartklip</u> <u>Emalaheni LM: Hervic</u> <u>Emakhazei: Machadodorp</u> <u>Steve Tshwete LM: Blinkpan, Kwamampimpane</u> <u>Thembisile Hani LM: Buhle Besizwe</u> <u>Thembisile Hani LM Verena5</u>	DSSL			
Priority issue 10: Safety and Security	Community Outreach Programme	All People in the District protected and feel Safe within their neighbourhoods	<u>Emakhazeni LM: Machadodorp, Dullstroom, Belfast, Wavelerval Boven Police Station</u> <u>Thembisile Hani LM : Kwamhlanga Police Station, Tweefontein Police Station</u> <u>Dr JS Moroka Mmamethlake, Siyabuswa, Vaalbank</u> <u>Emalaheni LM: Ogies, Kriel, Witbank</u> <u>Victor Khanwe LM Delmas, Sundra</u> <u>Steve Tshwete LM :Mhluzi and Verena, Hendrina, Blinkpan, Middleburg Police Station</u>	DSSL			
Priority issue 10: Safety and Security	Revive 21 CPF Sub Forum	All People in the District protected and feel Safe within their neighbourhoods		DSSL	R 918 000.00		

Priority issue 10: Safety and Security	CPF cluster workshop	All People in the District protected and feel Safe within their neighbourhoods	Thembisile Steve Tshwete Emakhazeni Emalahleni	DSSL	R 120 000.00		
Priority issue 10: Safety and Security	Support MAM structure 1 DM & 6 LM	All People in the District protected and feel Safe within their neighbourhoods	Nkangala DM Victor Khanye Thembisile Emalahleni Steve Tshwete Emalahleni Emakhazeni	DSSL	R 120 000.00		
Priority issue 10: Safety and Security	Recruit, Deploy and Support TSM:107@1450 p/p/m	All People in the District protected and feel Safe within their neighbourhoods	Emakhazeni LM Dull stroom: 12 Waterval Boven :19	DSSL	R 2436 000.00		
Priority issue 10: Safety and Security	Develop Municipal Safety Plans	All People in the District protected and feel Safe within their neighbourhoods	Thembisile Hani LM JS Moroka LM	DSSL	R 1 000 000.00		

### 7.2.11 Projects for priority Issue 11: Emrgency services

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 11: Emrgency services	Fire Station Operations	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Thembisile Hani	NDM	1 500 000	1 650 000	1 850 000
Priority issue 11: Emrgency services	Construction of Phase II KwaMhlanga Fire Station	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Thembisile Hani	NDM	7 500 000	0	0
Priority issue 11: Emrgency services	Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Thembisile Hani	NDM	1 200 000	1 300 000	1 400 000
Priority issue 11: Emrgency services	Development of Fire Prevention Plan	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	NDM	NDM	R300 000	0	0
Priority issue 11: Emrgency services	Operationalisation of the Disaster Management Centre	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	NDM	NDM	1 000 000	0	0
Priority issue 11: Emrgency services	Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Dr JS Moroka	NDM	1 500 000	2 000 000	2 200 000
Priority issue 11: Emrgency services	Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Steve Tshwete	NDM	1 200 000	1 300 000	1 400 000
Priority issue 11: Emrgency services	Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Emalahleni	NDM	1 200 000	1 300 000	1 400 000
Priority issue 11: Emrgency services	Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through impacts of Disasters throughout the District	Emakhazeni	NDM	1 200 000	1 300 000	1 400 000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 11: Emrgecy services	Procurement of Pumper water Tanker	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Emakhazeni	NDM	-	5000 000	
Priority issue 11: Emrgecy services	Veld fires and accidents	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Emakhazeni	NDM	1 200 000	1 300 000	1 400 000
Priority issue 11: Emrgecy services	Water carrier	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Victor Khanye	NDM	1 200 000	2 500 000	1 400 000
Priority issue 11: Emrgecy services	Fire engine and Response Vehicle	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Victor Khanye	NDM	-	3500 000	
Priority issue 11: Emrgecy services	N4 emergency response plan	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	NDM	NDM	500 000	-	-
Priority issue 11: Emrgecy services	Mobile Disaster Management Centre	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	NDM	NDM	-	2 500 000	-
Priority issue 11: Emrgecy services	Disaster management response vehicles	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	NDM	NDM	-	1 200 000	-
Priority issue 11: Emrgecy services	Disaster management awareness	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	NDM	NDM	-	500 000	-
Priority issue 11: Emrgecy services	Relief material for Disaster management	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	NDM	NDM	-	1200 000	-
Priority issue 11: Emrgecy services	Compilation of Local municipalities disaster management plans	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Dr JS Moroka; Thembisile; Emakhazeni; Victor Khanye	NDM	-	200 000	-
Priority issue 11: Emrgecy services	Building of Fire Substation at Dr JS Moroka	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Dr JS Moroka	NDM	-	500 000	-
Priority issue 11: Emrgecy services	Extending testing station	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Victor Khanye	NDM		R 500 000	

### 7.2.12 Projects for priority Issue 12: Water and Sanitation

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 12: Water and Sanitation	Replacement of portions of corroded leaking bulk water supply lines	Increased access to clean water	Emalahleni	NDM		3,000,000	
Priority issue 12: Water and Sanitation	Installation of bulk and domestic water meters	Increased access to clean water	Emalahleni	NDM		3,000,000	
Priority issue 12: Water and Sanitation	Upgrading of Luthuli/Botha sewer pump station and outfall sewerline	Increased access to clean water	Emalahleni	NDM		3,000,000	
Priority issue 12: Water and Sanitation	Supply and delivery of diesel over pump	Increased access to clean water	Emalahleni	NDM		500,000	
Priority issue 12: Water and Sanitation	Upgrading of Point A, B, C & D water pump stations	Increased access to clean water	Emalahleni	NDM		2,470,000	
Priority issue 12: Water and Sanitation	Upgrading of Emalahleni Water Purification Plant	Increased access to clean water	Emalahleni	NDM		8,000,000	
Priority issue 12: Water and Sanitation	Upgrading of Rietspruit Water Purification Plant	Increased access to clean water	Emalahleni	NDM		2,000,000	
Priority issue 12: Water and Sanitation	4 x 1 ton 2lt Bakkies	Increased access to clean water	Emalahleni	NDM		880,000	
Priority issue 12: Water and Sanitation	Replacement of pumps & motors at Point D water pumpstation	Increased access to clean water	Emalahleni	NDM		2,500,000	
Priority issue 12: Water and Sanitation	Installation of bulk & domestic water meters	Increased access to clean water	Emalahleni	NDM		4,000,000	
Priority issue 12: Water and Sanitation	Replacement of portions of corroded leaking bulk supply line	Increased access to clean water	Emalahleni	NDM		1,500,000	
Priority issue 12: Water and Sanitation	10MVA Transformer of Point D water pump station	Increased access to clean water	Emalahleni	NDM		4,000,000	
Priority issue 12: Water and Sanitation	Upgrading of Luthuli/Botha sewer pump station	Increased access to clean water	Emalahleni	NDM		2,500,000	
Priority issue 12: Water and Sanitation	4 x 1 ton 2lt Bakkies	Increased access to clean water	Emalahleni	NDM		880,000	
Priority issue 12: Water and Sanitation	Supply and delivery of diesel over pump	Increased access to clean water	Emalahleni	NDM		500,000	
Priority issue 12: Water and Sanitation	Replacement of AC water pipes at eMalahleni Ext, Del Judor Ext, Duvha Park, Tasbetpark, Blanchville, Ben Fleur, Die Heuwei, Ferrobank, Jackaroo, Clewer, Phola, Rietspruit, Ga-Nala & Wilge	Increased access to clean water	Emalahleni	NDM			6,568,000
Priority issue 12: Water and Sanitation	Upgrading of Pap & Vleis outfall sewerline	Increased access to clean water	Emalahleni	NDM			2,000,000



NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 12: Water and Sanitation	Installation of sewer network at Hlalanikahle & Emsagweni	Increased access to clean water	Emalahleni	NDM			3,000,000
Priority issue 12: Water and Sanitation	Installation of sewer network at Clewer	Increased access to clean water	Emalahleni	NDM			1,000,000
Priority issue 12: Water and Sanitation	Upgrading of eMalahleni Water Purification Plant	Increased access to clean water	Emalahleni	NDM			16,000,000
Priority issue 12: Water and Sanitation	Upgrading of Ga-Nala Water Purification Plant	Increased access to clean water	Emalahleni	NDM			3,000,000
Priority issue 12: Water and Sanitation	Upgrading of Rietspruit Water Purification Plant	Increased access to clean water	Emalahleni	NDM			2,000,000
Priority issue 12: Water and Sanitation	Upgrading of Witbank Dam Raw Water Pump Station	Increased access to clean water	Emalahleni	NDM			5,000,000
Priority issue 12: Water and Sanitation	Upgrading and Re-sealing of raw water storage quarry - Point B	Increased access to clean water	Emalahleni	NDM			23,000,000
Priority issue 12: Water and Sanitation	Replacement of AC water pipes at eMalahleni Ext, Del Judor Ext, Duvha Park, Tasbetpark, Blachwile, Ben Fleur, Die Heuweil, Ferrobank, Jackaroo, Clewer, Phola, Rietspruit & Ga-Nala, Wilge	Increased access to clean water	Emalahleni	NDM			15,000,000
Priority issue 12: Water and Sanitation	Construction of 10MI Reservoir at Kwa-Guqa new extensions	Increased access to clean water	Emalahleni	NDM			15,000,000
Priority issue 12: Water and Sanitation	Construction of 10MI Reservoir for Klainet	Increased access to clean water	Emalahleni	NDM			15,000,000
Priority issue 12: Water and Sanitation	Construction of bulk water supply line to Klainet	Increased access to clean water	Emalahleni	NDM			7,000,000
Priority issue 12: Water and Sanitation	6 x 1 ton 2lt Bakkies	Increased access to clean water	Emalahleni	NDM			1,250,000
Priority issue 12: Water and Sanitation	4 x Grass cutter machines	Increased access to clean water	Emalahleni	NDM			1,500,000
Priority issue 12: Water and Sanitation	Upgrading of Ogies Water Pump Stations	Increased access to clean water	Emalahleni	NDM			1,000,000
Priority issue 12: Water and Sanitation	Upgrading of Rietspruit Water Pump Stations	Increased access to clean water	Emalahleni	NDM			2,000,000
Priority issue 12: Water and Sanitation	Concrete palisade - pump stations, plants & reservoirs	Increased access to clean water	Emalahleni	NDM			6,000,000
Priority issue 12: Water and Sanitation	Upgrading of Ga-Nala water pump station	Increased access to clean water	Emalahleni	NDM			2,500,000
Priority issue 12: Water and Sanitation	Upgrading of raw water bulk supply line	Increased access to clean water	Emalahleni	NDM			5,000,000
Priority issue 12: Water and Sanitation	Upgrading of Ogies sewer pump stations	Increased access to clean water	Emalahleni	NDM			2,500,000
Priority issue 12: Water and Sanitation	Upgrading of sewer network at Phola	Increased access to clean water	Emalahleni	NDM			2,000,000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 12: Water and Sanitation	De-commissioning of Wlge Waste Water Treatment Plant	Increased access to clean water	Emalahleni	NDM			3,000,000
Priority issue 12: Water and Sanitation	Installation of sewer network at Clewer	Increased access to clean water	Emalahleni	NDM			4,000,000
Priority issue 12: Water and Sanitation	Upgrading of sewer network at Hlalanikahle	Increased access to clean water	Emalahleni	NDM			1,500,000
Priority issue 12: Water and Sanitation	Upgrading of Schoongezicht sewer pump station	Increased access to clean water	Emalahleni	NDM			2,000,000
Priority issue 12: Water and Sanitation	Upgrading of Pap & Vleis outfall sewerline	Increased access to clean water	Emalahleni	NDM			3,000,000
Priority issue 12: Water and Sanitation	Upgrading of outfall sewerline at Witbank X16	Increased access to clean water	Emalahleni	NDM			2,000,000
Priority issue 12: Water and Sanitation	6 x 1 ton 2lt Bakkies	Increased access to clean water	Emalahleni	NDM			1,250,000
Priority issue 12: Water and Sanitation	Provision of water in rural areas	Increased access to clean water	Rural areas	NDM	500 000	-	-
Priority issue 12: Water and Sanitation	Replacement of asbestos pipes: Delmas	Increased access to clean water	Victor Khanye	NDM	2600 000	-	-
Priority issue 12: Water and Sanitation	Provision of Sanitation in Rural Areas	Increased access to clean water	Victor Khanye	NDM	1000 000	-	-
Priority issue 12: Water and Sanitation	Construction of roads and Storm water drainage: Botteng Ext 5	Increased access to clean water	Victor Khanye	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Rebuilding of main roads around Delmas and Botteng Town	Increased access to clean water	Victor Khanye	NDM	4 500 000	-	-
Priority issue 12: Water and Sanitation	Upgrading of waste water treatment Plant <sup>1st</sup> Phase: Dullstroom	Increased access to clean water	Emakhazeni	NDM	5 000 000	-	-
Priority issue 12: Water and Sanitation	Upgrading of water treatment plant and rising main in Waterval Boven, phase 1	Increased access to clean water	Emakhazeni	NDM	3 000 000	-	-
Priority issue 12: Water and Sanitation	Installation of VIP toilets in the rural areas	Increased access to clean water	Emakhazeni	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Installation of boreholes in Rural Areas	Increased access to clean water	Emakhazeni	NDM	1 000 000	-	-
Priority issue 12: Water and Sanitation	Installation of engineering Services: Dullstroom	Increased access to clean water	Emakhazeni	NDM	500 000	-	-
Priority issue 12: Water and Sanitation	Outfall Sewer 600 mm pipeline: Nasaret	Increased access to clean water	Steve Tshwete	NDM	13 000 000	-	-
Priority issue 12: Water and Sanitation	Bulk water supply line and elevated storage reservoir	Increased access to clean water	Steve Tshwete	NDM	8 000 000	-	-
Priority issue 12: Water and Sanitation	Completion of water Reticulation Mountain View: 8400 h/h	Increased access to clean water	Steve Tshwete	NDM	2 310 000	-	-

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 12: Water and Sanitation	Marapyane Water Reticulation, Ward 22	Increased access to clean water	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Nokaneng Water Reticulation, ward 27	Increased access to clean water	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP Toilets Masobye, Ward 30	Increased access to clean water	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP Toilets Mthambothini Ward 08	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP toilets at Matsemadiba Ward 10	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP toilets at Pletieskraal & Skimming Ward 13	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP toilets at Lefiso Ward 21	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP toilets at Mabuyeni Ward 08	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Construction of VIP toilets at Molapoamogale Ward 15	Increased access to decent sanitation	Dr JS Moroka	NDM	2 000 000	-	-
Priority issue 12: Water and Sanitation	Upgrading of the water purification plant	Increased access to clean water	Emalahleni	NDM	R 2,000,000	-	-
Priority issue 12: Water and Sanitation	Witbank pump station	Increased access to clean water	Emalahleni	NDM	R 1,600,000	-	-
Priority issue 12: Water and Sanitation	Replacement of AC pipes at Die Heuvel Ext 1	Increased access to clean water	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Installation of bulk water supply line from Phola to Welge	Increased access to clean water	Emalahleni	NDM	R 500,000	-	-
Priority issue 12: Water and Sanitation	Replacement of AC pipes at Del Judor Ext 4	Increased access to clean water	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Replace bulk supply Ackerville to Lynnville	Increased access to clean water	Emalahleni	NDM	R 2,400,000	-	-
Priority issue 12: Water and Sanitation	Replace AC pipes Phola Ph. 2	Increased access to clean water	Emalahleni	NDM	R 2,000,000	-	-
Priority issue 12: Water and Sanitation	Replace steel pipe Steenkamp ph. 2	Increased access to clean water	Emalahleni	NDM	R 1,200,000	-	-
Priority issue 12: Water and Sanitation	Bulk main line Wildebeesfontein	Increased access to clean water	Emalahleni	NDM	R 500,000	-	-

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 12: Water and Sanitation	Upgrading of main outfall line Wlge to Phola& pump station	Increased access to decent sanitation	Emalahleni	NDM	0	-	-
Priority issue 12: Water and Sanitation	Replacement of pumping main from point B to point C	Increased access to clean water	Emalahleni	NDM	R 6,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of bulk water line Middleburg road	Increased access to clean water	Emalahleni	NDM	R 1,500,000	-	-
Priority issue 12: Water and Sanitation	Recycling of treated effluent from waste water treatment plants to Emalahleni Dam	Increased access to clean water	Emalahleni	NDM	R 50,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of a link line between point A and B/Moses Kotane	Increased access to clean water	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Implement Dam safety report	Increased access to clean water	Emalahleni	NDM	R 16,000,000	-	-
Priority issue 12: Water and Sanitation	Provision of water reticulation at Phola extensions	Increased access to clean water	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Replacement of a bulk water Main at Ga-Nala	Increased access to clean water	Emalahleni	NDM	R 3,000,000	-	-
Priority issue 12: Water and Sanitation	Replacement of AC pipe at eMalahleni Ext 5,& 10	Increased access to clean water	Emalahleni	NDM	R 1,500,000	-	-
Priority issue 12: Water and Sanitation	Replacement of steel pipes at eMalahleni CBD	Increased access to clean water	Emalahleni	NDM	R 2,000,000	-	-
Priority issue 12: Water and Sanitation	Replacement of AC pipe at eMalahleni Ext 8 Phase 2	Increased access to clean water	Emalahleni	NDM	R 1,200,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of outfall sewer line at Da Vinci Street Ben Fleur	Increased access to decent sanitation	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of sewer collector line at Luthuli Street/ Lynnville Ext 7	Increased access to decent sanitation	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of outfall sewer line at Ga-Nala Ext 10	Increased access to decent sanitation	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of outfall sewer line at Pap and vleis/Main Street	Increased access to decent sanitation	Emalahleni	NDM	R 1,500,000	-	-
Priority issue 12: Water and Sanitation	Construction of sewer reticulation at Kwa-Guqa ext 16	Increased access to decent sanitation	Emalahleni	NDM	R 1,500,000	-	-
Priority issue 12: Water and Sanitation	Provision of basic sanitation (Mpondo-zankomo, Old Coronation, Santa Village & Hostel 1/Khonzimfundo	Increased access to decent sanitation	Emalahleni	NDM	R 2,500,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of outfall sewer line at Phola	Increased access to decent sanitation	Emalahleni	NDM	R 2,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading Lynnville pump station	Increased access to clean water	Emalahleni	NDM	R 1,000,000	-	-
Priority issue 12: Water and Sanitation	Upgrading of sewer net work at Hostels	Increased access to clean water	Emalahleni	NDM	-	-	-
Priority issue 12: Water and Sanitation	purchase over pump/sewer jet	Increased access to decent sanitation	Emalahleni	NDM	R 2,000,000	-	-

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Sanitation							
Priority issue 12: Water and Sanitation	Regional Bulk schemes implemented in the region to support access to water and sanitation programmes	Increased access to Water and Sanitation	Victor Khanye	DWA	22,000 000	25,000 000	30,000 000
Priority issue 12: Water and Sanitation	Rehabilitate and refurbish transferred water services schemes	Increased access to water services	Dr JS Moroka	DWA	11,327 000		
Priority issue 12: Water and Sanitation	Operations and Maintenance of transferred water services schemes	Increased access to water services	Dr JS Moroka	DWA	17,458 000		
Priority issue 12: Water and Sanitation		Increased access to water services	Thembisile Hani	DWA	6,888 000		
Priority issue 12: Water and Sanitation	30ML Storage reservoir	Increased access to water services	Thembisile Hani	NDM	R 5000 000	R 10 000 000	R 20 000 000
Priority issue 12: Water and Sanitation	Replacement of asbestos pipes 48km	Increased access to water services	Thembisile Hani	NDM	R 10 000 000	R 10 000 000	R 10 000 000
Priority issue 12: Water and Sanitation	Upgrading of Tweefontein K waste water treatment works	Increased access to water services	Thembisile Hani	NDM	R 5000 000		R 5000 000
Priority issue 12: Water and Sanitation	Upgrading of Kwamhlanga sewer ponds	Increased access to water services	Thembisile Hani	NDM	R 3000 000		R 3500 000
Priority issue 12: Water and Sanitation	30ML Storage reservoir	Increased access to water services	Thembisile Hani	NDM	R 5000 000		R 20 000 000
Priority issue 12: Water and Sanitation	Replacement of asbestos pipes 48km	Increased access to water services	Thembisile Hani	NDM	R 10 000 000		R 10 000 000
Priority issue 12: Water and Sanitation	Upgrading of Tweefontein K waste water treatment works	Increased access to water services	Thembisile Hani	NDM	R 5000 000		R 5000 000
Priority issue 12: Water and Sanitation	Upgrading of Kwamhlanga sewer ponds	Increased access to water services	Thembisile Hani	NDM	R 3000 000		R 3500 000
Priority issue 12: Water and Sanitation	Establishment of an eastern regional sewage works	Increased access to water services	Thembisile Hani	NDM	R 2000 000		R 33 000 000
Priority issue 12: Water and Sanitation	Regional Bulk schemes implemented in the region to support access to water and sanitation programmes	Increased access to water services	Victor Khanye	DWA	R 22,000 000	R25,000 000	R30,000 000
Priority issue 12: Water and Sanitation	Regional Bulk schemes implemented in the region to support access to water and sanitation programmes	Increased access to Water Services	Western Highveld/ Moutse RWS	DWA		R 1000 000	R 20 000 000
Priority issue 12: Water and Sanitation	Rehabilitate and refurbish transferred water services schemes	Increased access to Water Services	DrJS Moroka	DWA	R11,327 000		
Priority issue 12: Water and Sanitation	Operations and Maintenance of transferred water services schemes	Increased access to Water Services	Dr JS Moroka	DWA	R 17,458 000		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
					R 6,888 000		
Priority issue 12: Water and Sanitation	Operations and Maintenance of water services schemes	Increased access to Water Services	Thembisile Hani	DWA			

### 7.2.13 Projects for priority Issue 13: Electricity Supply

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 13: Electricity Supply	Doornpoort upgrade	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity		NDM			12,500,000
Priority issue 13: Electricity Supply	Nmd application eskom	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		12,000,000	
Priority issue 13: Electricity Supply	Ldv vehicles	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		20,000,00	
Priority issue 13: Electricity Supply	Cherry pickers	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		3,000,000,00	
Priority issue 13: Electricity Supply	Crane truck	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		3,000,000	
Priority issue 13: Electricity Supply	Supply and delivery of diesel over pump	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		3,000,000	
Priority issue 13: Electricity Supply	Upgrading of protection equipment in substations	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		500,000	
Priority issue 13: Electricity Supply	Ringfeed supply to ogies town	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		4,000,000	
Priority issue 13: Electricity Supply	Replace faulty 22kV bulk supply cable between Dixon and Modelpark Substations	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM		400,000	15,000,000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 13: Electricity Supply	Electrical Bulk Supply Empumelelweni	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			10,000,000-00
Priority issue 13: Electricity Supply	Specialised testing equipment for high voltage equipment	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			2,500,000
Priority issue 13: Electricity Supply	Replacement of aged bulk supply cables on the electrical network	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			15,000,000
Priority issue 13: Electricity Supply	Bulk supply cable 22kV Blanchville to Grobler Substations	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			25,000,000
Priority issue 13: Electricity Supply	Eradicate radial feed supply	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			20,000,000
Priority issue 13: Electricity Supply	Electrical network replacement	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			30,000,000
Priority issue 13: Electricity Supply	NMD Applications ESKOM	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			20,000,000
Priority issue 13: Electricity Supply	New minis sub in Emthonyeni	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity		NDM	-		
Priority issue 13: Electricity Supply	Electrification of houses at Paardeplaant	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM	912,000.	-	-
Priority issue 13: Electricity Supply	Electrification of Empumelelweni	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM	161,954.10	-	-
Priority issue 13: Electricity Supply	New substation at Empumelelweni and bulk supply line	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	8,250,000.	-	-
Priority issue 13: Electricity Supply	High mast lights (MIG)	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	32,492,000.	-	-
Priority issue 13: Electricity Supply			Victor Khanye	NDM		R 1500,000	

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 13: Electricity Supply	200 houses OCH Rockdale	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Steve Tshwete		1320000		
Priority issue 13: Electricity Supply	Tweefontein "K" Bulk Infrastructure	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile		1813183		
Priority issue 13: Electricity Supply	Upgrading of electrical medium network in Belfast	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni		R 560 000.00		
	Provision of a new reticulation at Em-pumelelwani	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	2,500,000	-	-
Priority issue 13: Electricity Supply	Implementation of new substation in Belfast	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM			R5 000 000
Priority issue 13: Electricity Supply	Ferrobank 6.6 Kv circuit breakers phase 2	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,500,000	-	-
Priority issue 13: Electricity Supply	New electrical connections Emsagweni	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	700,000	-	-
Priority issue 13: Electricity Supply	Highmast lights/Street lights Kwa-Guqa extensions	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	15,000,000	-	-
Priority issue 13: Electricity Supply	Highmast lights/Street lights Kwa-Mthunzi Vlakazi	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	0	-	-
Priority issue 13: Electricity Supply	Vosman Electrical reticulation	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	500,00	-	-
Priority issue 13: Electricity Supply	22 KVA Substation new development Highveld Park	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,000,000	-	-
Priority issue 13: Electricity Supply	Supply to Paul Sauer substation	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,500,000	-	-



NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 13: Electricity Supply	Supply to Jackaroo Park	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,500,000	-	-
Priority issue 13: Electricity Supply	Supply to Riverview/Naaupoort & Ferrobank sewer treatment works	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	600,000	-	-
Priority issue 13: Electricity Supply	Alternative supply to Banken Veld	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	600,000	-	-
Priority issue 13: Electricity Supply	Bulk supply to Seekoei water plots	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	800,000	-	-
Priority issue 13: Electricity Supply	Bulk supply to Kwa-Guqa Ext 10	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	800,000	-	-
Priority issue 13: Electricity Supply	Bulk supply line to Kwa-Guqa New extensions	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,000,000	-	-
Priority issue 13: Electricity Supply	Highmast light/Street light Kwa-Guqa ext 9 & 11	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	0	-	-
Priority issue 13: Electricity Supply	Bulk supply at Empumlehlweni	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	2,500,000	-	-
Priority issue 13: Electricity Supply	New development at Klarinet bulk supply	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	16,000,000	-	-
Priority issue 13: Electricity Supply	Bulk infrastructure investigation	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	0	-	-
Priority issue 13: Electricity Supply	Electrification of Hostels	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,000,000	-	-
Priority issue 13: Electricity Supply	Upgrading of Ferrobank substation	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1,000,000	-	-

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 13: Electricity Supply	Provision of a new reticulation at Em-pumelelwani	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalaheni	NDM	2,500,000	-	-
Priority issue 13: Electricity Supply	Provision of a new reticulation at Em-pumelelwani	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalaheni	NDM	5,000,000	-	-
Priority issue 13: Electricity Supply	Solar energy	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani (Farms)	NDM	R 2 000 000	R 3000 000	R 3000 000
Priority issue 13: Electricity Supply	Street lights	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani ( various villages)	NDM	R 1500 000	R 1500 000	R 1500 000
Priority issue 13: Electricity Supply	High mast lightsf	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani ( various villages)	NDM	R 4 000 000	R 4 000 000	R 4 000 000

### 7.2.14 Projects for priority Issue 14: Roads and Storm water

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in the CBD	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		6,000,000	
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in Ogies and Phola	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		5,000,000	
Priority Issue 14: Roads and Storm water	Reconstruction of damaged streets in Emalahleni (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		20,000,000	
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in the CBD (Phase 1)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		6,000,000	
Priority Issue 14: Roads and Storm water	Mahlalala & Mashiya Stormwater and Roads	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		1,000,000	
Priority Issue 14: Roads and Storm water	Connecting bridge and road between Ferrobank & Vosman	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		40,000,000	
Priority Issue 14: Roads and Storm water	Roads and stormwater in Klarinet Ext. 3, 4 & 5 - Phase 1	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		10,000,000	
Priority Issue 14: Roads and Storm water	Traffic calming devices in Emalahleni - Phase 1	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		4,000,000	
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in Ogies and Phola - Phase 1	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		5,000,000	
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Ackerville (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		4,500,000	
Priority Issue 14: Roads and Storm water	Pedestrian bridge between Thokoza and Noon Streets	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		1,000,000	
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Lynnville - (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		4,500,000	
Priority Issue 14: Roads and Storm water	Rehabilitation of the spruets (Kwa-Guqa, Pine Ridge and Tasbet Park)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		6,000,000	
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Lynnville	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		3,000,000	
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Kwa-Thomas, Mahlanguville	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		3,000,000	
Priority Issue 14: Roads and Storm water	Construction of roads and bridge at Merridale	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		20,000	
Priority Issue 14: Roads and Storm water	Construction of bridge across N4 at Mall	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		30,000	
Priority Issue 14: Roads and Storm water	Construction of link road at Mandela/Middelburg	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		35,000	
Priority Issue 14: Roads and Storm water	Construction of bridge and road at Matthew Phosa	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM		20,000	

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Storm water		through efficient and reliable road network					
Priority Issue 14: Roads and Storm water	Construction of link road at Shadrack Maelane	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			15,000
Priority Issue 14: Roads and Storm water	Construction of bridge at Woltemade	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			50,000
Priority Issue 14: Roads and Storm water	Reconstruction of damaged street in Emalahleni (Phase 3)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			20,000
Priority Issue 14: Roads and Storm water	Rehabilitation of the spruils (KwaGuqa, Pine Ridge and Tasbet Park)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			25,000
Priority Issue 14: Roads and Storm water	Roads and stormwater in Klainet Ext. 3, 4 & 5 - (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			10,000,000
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in Ogies and Phola - (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			5,000,000
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Lynnville - (Phase 3)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			6,000,000
Priority Issue 14: Roads and Storm water	Construction of subsoil, stormwater and roads in Ackerville (Phase 3)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			4,500,000
Priority Issue 14: Roads and Storm water	Widening and reconstruction of Moses Kolane Street	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			15,000
Priority Issue 14: Roads and Storm water	Installation of stormwater management system in the CBD (Phase 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM			6,000,000
Priority Issue 14: Roads and Storm water	1 Tipper truck (roads)	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R1 000 000		
Priority Issue 14: Roads and Storm water	Replacement of asbestos pipes	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R1 500 000		
Priority Issue 14: Roads and Storm water	Construction roads	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R3 000 000		
Priority Issue 14: Roads and Storm water	Rebuild roads	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R3 000 000		
Priority Issue 14: Roads and Storm water	Storm water (Moloung )	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R1 000 000		
Priority Issue 14: Roads and Storm water	Storm water (Delpark x2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R1 000 000		
	3Tractors	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM		R 750 000	
Priority Issue 14: Roads and Storm water	Grader 140H	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM	R 2 800 000		
Priority Issue 14: Roads and Storm water	Bridges Eastern By-pass	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM		R 8420 000	
Priority Issue 14: Roads and Storm water	Bridges Eastern By-pass	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM			
Priority Issue 14: Roads and Storm water	Ring Road link between N11 and Mandela Drive	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM			R 4 000 000

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R00)	2012/13(R000)	2013/14 (R000)
Storm water		through efficient and reliable road network					
Priority Issue 14: Roads and Storm water	Traffic calming measures	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	1 000 000	0	0
Priority Issue 14: Roads and Storm water	Upgrading of Skimming Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	R 2,000,000	R 2,500,000	R 2,500,000
Priority Issue 14: Roads and Storm water	Upgrading of Mrhawini Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	R 2,000,000	R 2,340,000	R 1,300,000
Priority Issue 14: Roads and Storm water	Upgrading of Marothobolong Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	R 2,000,000	R 2,000,000	R 2,330,000
Priority Issue 14: Roads and Storm water	Upgrading of Ramokgelebane Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	R 2,000,000	R 2,000,000	R 2,500,000
Priority Issue 14: Roads and Storm water	Upgrading of Moleji Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	R 2,000,000	R 2,000,000	R 2,500,000
Priority Issue 14: Roads and Storm water	Development of stormwater master plans for Local Municipalities	Increased accessibility to all destinations in the District through efficient and reliable road network	All LMs	NDM	1 000 000	0	0
Priority Issue 14: Roads and Storm water	Widening of Bhekumuzi Masango Drive phase 2	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	NDM	R 4 000 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of Bhekumuzi Masango road	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	NDM		R 6 000,000	
Priority Issue 14: Roads and Storm water	Rehabilitation of Kalkspruit	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 2 500 000	2 000 000	0
Priority Issue 14: Roads and Storm water	Construction/Reconstruction of stormwater and roads Kwa-Guqa Ext 9	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 2 000 000	0	0
Priority Issue 14: Roads and Storm water	Construction of roads and stormwater	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 1 000 000	0	0
Priority Issue 14: Roads and Storm water	Access roads to newly formalised areas	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 1 500 000	0	0
Priority Issue 14: Roads and Storm water	Construction of roads and stormwater at Kwa-Mthunzi Vlakazi	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 2 500 000	0	0
Priority Issue 14: Roads and Storm water	Subsoil drainage Thubellhle	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 1 500 000	0	0
Priority Issue 14: Roads and Storm water	Implementation of stormwater Management plan CBD	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 1 500 000	0	0
Priority Issue 14: Roads and Storm water	Construction of roads and stormwater in Hostels	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 2 000 000	0	0
Priority Issue 14: Roads and Storm water	Road and Stormwater Master plan	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 500 000	0	0
Priority Issue 14: Roads and Storm water	Construction of roads and stormwater at Dora Street/Seeikoe water	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni	NDM	R 3 000 000	0	0

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R00)	2012/13(R00)	2013/14 (R00)
Priority Issue 14: Roads and Storm water	Paving roads in Klarinet Ext 3 & 4	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM	R 2 500 000	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route 3km Tweefontein C	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 4629 232	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route Kwaggafontein D	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 8 000 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Tweefontein B1	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2 000 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Kwaggafontein E	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3 000 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Sun City B	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 4 375 000	R 4 375 000	
Priority Issue 14: Roads and Storm water	Completion of Bus Route Mandela	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3 500 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Phola Park	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 6 500 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Tweefontein J	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 1 500 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Langkloof	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3000 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Buhlebesizwe	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 4 500 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route Tweefontein A	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 5 000 000		
Priority Issue 14: Roads and Storm water	Completion of bus route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 1 000 000		
Priority Issue 14: Roads and Storm water	Completion of bus route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3500 000	R 3750 000	R 3750 000
Priority Issue 14: Roads and Storm water	Completion of bus route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3350 000		
Priority Issue 14: Roads and Storm water	Completion of bus route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 4000 000		
Priority Issue 14: Roads and Storm water	Contruction of link routes	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	Ndm	R2500 000		
Priority Issue 14: Roads and Storm water	Contruction of limk routes	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R1500 000		
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 3200 000		
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2500 000		
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2500 000		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2500 000		
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2500 000		
Priority Issue 14: Roads and Storm water	Pedestrian bridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 2500 000		
Priority Issue 14: Roads and Storm water	Contruction of Provincial road link (D296)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 4000 000	R 4 000 000	R 4 000 000
Priority Issue 14: Roads and Storm water	Completion of Bus Route Zakheni	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	R 1 500 000		
Priority Issue 14: Roads and Storm water	Completion of Bus Route 8km Thembelethu	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	5 882 857	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route 2.5km Muzimuhle	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 857 692	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route 5km Boekenhouthoek	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3751 691	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route 6km Moloto South	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2859 913	0	0
Priority Issue 14: Roads and Storm water	Completion Bus Route 6km Kwaggafontein A	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	4 853 952	0	0
Priority Issue 14: Roads and Storm water	Completions of Bus Route 6km Tweefontein N	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2 49 574	0	0
Priority Issue 14: Roads and Storm water	Completions of Bus Route 8km Verena A-B	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	6 172 307	0	0
Priority Issue 14: Roads and Storm water	Completion of Bus Route 6km Phola Park	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	4 629 232	0	0
Priority Issue 14: Roads and Storm water	Upgrading of Skimming Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 000 000	-	-
Priority Issue 14: Roads and Storm water	Upgrading of Mhawini Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 000 000	-	-
Priority Issue 14: Roads and Storm water	Upgrading of Mabusabesala Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 000 000	-	-
Priority Issue 14: Roads and Storm water	Upgrading of Marothobolong Bus and Taxi route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 000 000	-	-

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Upgrading of Ramokgetlane Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	3 000 000	-	-
Priority Issue 14: Roads and Storm water	Upgrading of Ramantsho to Dihekeng Bus and Taxi Route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	2 000 000	-	-
Priority Issue 14: Roads and Storm water	Weighbridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	NDM	R 2000 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P127/2 between Duvha power station & N4 (21km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R 2,000 00		
Priority Issue 14: Roads and Storm water	Rehabilitation of road D686 between N12 & road D683 South of Kendal power station	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R 2,000 00		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P52/3 between Kriel & Ogies	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R 45,000 00		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P182/1 (R542) btw P120/1 (Van Dyk Drift) & R35	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R 32,670 00		
Priority Issue 14: Roads and Storm water	Light reseal of road P154/2 from D686 to D432 between Bronkhorstspuit & eMalaheni (20km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R 10,433 00		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P127/2 between Duvha power station & N4 (21km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R2,000 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of road D686 between N12 & road D683 South of Kendal power station	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R2,000 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P52/3 between Kriel & Ogies	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni LM	DPWRT	R45,000 000		



NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Rehabilitation of road P182/1 (R542) btw P120/1 (Van Dyk Drift) & R35	Increased accessibility to all destinations in the District through efficient and reliable road network	Enalahleni LM	DPWRT	R32,670 000		
Priority Issue 14: Roads and Storm water	Light reseal of road P154/2 from D686 to D432 between Bronkhorstspuit & eMalahleni (20km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Enalahleni LM	DPWRT	R10,433 000		
Priority Issue 14: Roads and Storm water	Upgrading of road D2915 btw Bundu & Machipe (13,4km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	R 2000 000		
Priority Issue 14: Roads and Storm water	Upgrading of road D2740 btw Rust De Venter & Mofoto (11,8km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	R 2000 000		
Priority Issue 14: Roads and Storm water	Light reseal of road P255/2 btw Kwamhlanga & Kameelrivier (36,72)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	R 22 305 000		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Verena to Moutse 3	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Buhlebesizwe to Gauteng boundary	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Loopspruit to Bronksmine	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Wisgewaagde to Gembokspruit	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Mamelthake to Rust De Venter	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr J S Moroka	DPWRT	Provincial pool		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Regravelling of road btw Mamathlake to Rytton	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr J S Moroka	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Regravelling of road Marapyane to Tuinplaas	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr J S Moroka	DPWRT	Provincial pool		
Priority Issue 14: Roads and Storm water	Construction of bus shelters & side walks ( Senolletlo , Mabhoko Xb, Loding & Leeufontein)	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr J S Moroka	DPWRT	R3 000 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of road D1398 from D555 (Arnot power station & Hendrina (23 km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWRT	R37 785 000		
Priority Issue 14: Roads and Storm water	Rehabilitation of road d914 from P127/1 & R35 ( South of Middelburg) ( 16 km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWRT	R 40 519 000		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Hendrina & Davel	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Elandsplaagte 7 Stofberg	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Pullenshoop & Broodsnyer	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Rehabilitation of road P95/2 Gauteng border south of Bronkhorstspuit & Delmas (17.9)	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	DPWRT	R47.803 000		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Leeufontein & Vangafontein	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	DPWRT	Provincial Pool		

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 14: Roads and Storm water	Regravelling of road btw Klipspruit & Vangafontein	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khnaye	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw N4 & Machadodorp & Belfast	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw N4 & Dullstroom	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Regravelling of road btw Machadodorp & Belfast	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	DPWRT	Provincial Pool		
Priority Issue 14: Roads and Storm water	Siyatentela routine road maintenance -EPWP	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWRT	R10 000 000		
Priority Issue 14: Roads and Storm water		Increased accessibility to all destinations in the District through efficient and reliable road network	DR JS Moroka				
Priority Issue 14: Roads and Storm water		Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khnaye				
Priority Issue 14: Roads and Storm water		Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni				
Priority Issue 14: Roads and Storm water		Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete				
Priority Issue 14: Roads and Storm water		Increased accessibility to all destinations in the District through efficient and reliable road network	Emalaheni				

### 7.2.15 Projects for priority Issue 15: Transportation

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 15: Transportation	Transport framework for eMalahleni/Middelburg (Midleni) corridor	Enhanced mobility of communities and goods through increased modes of transport throughout the District	NDM	NDM	0	0	0
Priority Issue 15: Transportation	Develop Road Safety Strategy	Enhanced mobility of communities and goods through increased modes of transport throughout the District	NDM	NDM	500 000	0	0
Priority Issue 15: Transportation	Freight Management /IMS/HAZMAT	Enhanced mobility of communities and goods through increased modes of transport throughout the District	NDM	NDM	550 000	0	0

### 7.2.16 Projects for priority Issue 16: Land Reform and Land Administration

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 16: Land Reform and Land Administration	Tsongang Baswa Goat Project	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Dr JS Moroka	CASP	457,856		
Priority Issue 16: Land Reform and Land Administration	Barolong Ba Pedi Goat Project	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Dr JS Moroka	CASP	487,657		
Priority Issue 16: Land Reform and Land Administration	Matshiding Irrigation Scheme	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Dr. JS Moroka	CASP	3,154,000		
Priority Issue 16: Land Reform and Land Administration	Dr JS Moroka mill	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Dr JS Moroka	IGP	1,725,292		
Priority Issue 16: Land Reform and Land Administration	Mamethlake Beef farming	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Dr JS Moroka	CASP	4,156,000		
Priority Issue 16: Land Reform and Land Administration	Letolo Poultry	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Thembisile	CASP	3,786,031		
Priority Issue 16: Land Reform and Land Administration	Fene Auction Plant	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Thembisile	IGP	350,000		
Priority Issue 16: Land Reform and Land Administration	Thembisiles mill	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Thembisile	IGP	1,725,292		
Priority Issue 16: Land Reform and Land Administration	Khayaletu Trust	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Thembisile		3,786,031		

Priority issue 16: Land Reform and Land Administration	Crushpens/dip tanks	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Thembisile	IGP	250,000		
Priority issue 16: Land Reform and Land Administration	Swartkoppies (Admin block)	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	NK FET	IGP	108,900		
Priority issue 16: Land Reform and Land Administration	Furniture Admin Block	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	NK FET	IGP	495,000		
Priority issue 16: Land Reform and Land Administration	Mobile Clinics: Equipment	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	NKA		700,00		
Priority issue 16: Land Reform and Land Administration	Capacity Building, Junior Land-Care, Awareness & Invader Plant Control	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	Nkangala	Land care			
Priority issue 16: Land Reform and Land Administration	Training and Capacity Building	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	All LMs		713,209		
Priority issue 16: Land Reform and Land Administration	Boreholes	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	All LMs		606,061		
Priority issue 16: Land Reform and Land Administration	Training and Capacity Building	Vibrant, equitable and Sustainable Rural Communities and Food Security throughout the District	All LMs		713,209		

### 7.2.17 Projects for priority Issue 17: Human Settlements

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'00)	2012/13(R'00)	2013/14 (R'00)
Priority issue 17: Housing	Integrated Residential Development Programme Phase2. Top Structure Construction	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 68,100,000		
Priority issue 17: Housing	Informal Settlement Upgrading	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 23,700,000		
Priority issue 17: Housing	Community Residential Units	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 8,000,000		
Priority issue 17: Housing	Rental stock	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 1,000,000		
Priority issue 17: Housing	Development of Land	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R500,000		
Priority issue 17: Housing	Rectification of RDP stock built pre 1994	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 3,200,000		
Priority issue 17: Housing	Project linked projects	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 9,000,000		
Priority issue 17: Housing	Integrated Residential Development Programme Phase1. Plan-	Sustainable and Quality Human Settlements	Emalahleni	Human Settlements	R 25,000,000		



### 7.2.19 Projects for priority Issue 19: Waste Management

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R00)	2012/13(R00)	2013/14 (R00)
Priority issues 19: Waste Management	Functionalise the Thembisile/Dr. JS Moroka Waste Recycling Facility	Clean, Sustainable and Habitable Neighbourhoods	Thembisile/Dr JS Moroka	NDM	1 300 000	0	0
Priority issues 19: Waste Management	Facilitate the establishment of new regional landfill under investigation by consultants	Clean, Sustainable and Habitable Neighbourhoods	NDM	NDM	1 500 000	0	0
Priority issues 19: Waste Management	Conduct feasibility study on landfill sites/transfer stations within municipalities	Clean, Sustainable and Habitable Neighbourhoods	All LMs	NDM	2 000 000	2 000 000	2 000 000
Priority issues 19: Waste Management	Decolopment medical waste stream management strategy	Clean, Sustainable and Habitable Neighbourhoods	Emakhazeni	NDM			R 350 000
Priority issues 19: Waste Management	Develop medical waste stream management strategy	Clean, Sustainable and Habitable Neighbourhoods	Emakhazeni	NDM			R 350 000
Priority issues 19: Waste Management	Establishment of western landfill site	Clean, Sustainable and Habitable Neighbourhoods	Thembisile Hani	NDM	R 3000 000	R 3000 000	R 3000 000
Priority issues 19: Waste Management	Establishment of eastern landfill site	Clean, Sustainable and Habitable Neighbourhoods	Thembisile Hani	NDM	R 3000 000	R 3000 000	R 3000 000
	Landfill site (MIG)	Clean, Sustainable and Habitable Neighbourhoods	Victor Khanye	NDM	R 5500 000		

### 7.2.20 Projects for priority Issue 20: Economic Development and Job Creation

NDM'S DEVELOPMENT PRIORITY ISSUES	PROJECTS NAME	OUTCOME INDICATOR	LOCALITY	FUNDING SOURCE	BUDGET		
					2011/12(R'000)	2012/13(R'000)	2013/14 (R'000)
Priority Issue 20: Economic Development and Job Creation	NDM Scarce Skills Trust Fund	Decent Employment through Inclusive Economic Growth	NDM	Private Sector	0	500 000	0
Priority Issue 20: Economic Development and Job Creation	SMME Database development	Decent Employment through Inclusive Economic Growth	NDM	NDM	0	300 000	0
Priority Issue 20: Economic Development and Job Creation	Goat Farming Project	Decent Employment through Inclusive Economic Growth	Thembisile/Dr. J.S Moroka	NDM, DARDLA	1 600 000	600 000	0
Priority Issue 20: Economic Development and Job Creation	Establishment of recycling buy-back facility	Decent Employment through Inclusive Economic Growth	Enakhazeni	NDM		R930 000	
Priority Issue 20: Economic Development and Job Creation	Green energy project	Decent Employment through Inclusive Economic Growth	Enalahleni	IDC, EDD	0	1000 000	
Priority Issue 20: Economic Development and Job Creation	Establishment of Nkangala District Craft Forum	Decent Employment through Inclusive Economic Growth	Thembisile/Dr. J.S Moroka	NDM	0	100 000	0
Priority Issue 20: Economic Development and Job Creation	Anchor Projects Implementation – PPP	Decent Employment through Inclusive Economic Growth	NDM	PPP		25 000 000	0
Priority Issue 20: Economic Development and Job Creation	Rust de Winter	Decent Employment through Inclusive Economic Growth	NDM	PPP		20 000 000	
Priority Issue 20: Economic Development and Job Creation	Middelburg – Witbank Corridor development	Decent Employment through Inclusive Economic Growth	NDM	PPP		100 000 000	
Priority Issue 20: Economic Development and Job Creation	CSI projects	Decent Employment through Inclusive Economic Growth	NDM	PPP		2 000 000	
Priority Issue 20: Economic Development and Job Creation	NDM Socio-Economic research Project	Decent Employment through Inclusive Economic Growth	NDM	NDM		500 000	
Priority Issue 20: Economic Development and Job Creation	SMME Training	Decent Employment through Inclusive Economic Growth	NDM	NDM & SEDA, SETA, Dti		100 000	



Priority Issue 20: Economic Development and Job Creation	Cooperatives Workshop	Decent Employment through Inclusive Economic Growth	NDM	NDM, SETA, Dti, SEDA,	100 000	
Priority Issue 20: Economic Development and Job Creation	Entrepreneurship information dissemination	Decent Employment through Inclusive Economic Growth	NDM	DEDET	100 000	
Priority Issue 20: Economic Development and Job Creation	Mpumalanga Tooling Initiative Centre	Decent Employment through Inclusive Economic Growth	NDM	DEDET	1.6M 000	
Priority Issue 20: Economic Development and Job Creation	Agri-business Development Facilities and SMME	Decent Employment through Inclusive Economic Growth	NDM	DEDET	5.8M 000	
Priority Issue 20: Economic Development and Job Creation	Kusile	Decent Employment through Inclusive Economic Growth	NDM	MEGA	18M 000	
Priority Issue 20: Economic Development and Job Creation	DESD Programme	Decent Employment through Inclusive Economic Growth	NDM	DEDET		
Priority Issue 20: Economic Development and Job Creation	Environmental Programme Commemorative Day	Decent Employment through Inclusive Economic Growth	NDM	DEDET		
Priority Issue 20: Economic Development and Job Creation	<b>Livestock Development</b> - Tsogang Baswa Goat Project	Decent Employment through Inclusive Economic Growth	Dr J S Moroka	DARDLA-CASP	457 856	
Priority Issue 20: Economic Development and Job Creation	<b>Livestock Development</b> - Barolong Bapedi Goat Project	Decent Employment through Inclusive Economic Growth	Dr J S Moroka	DARDLA-CASP	487 657	
Priority Issue 20: Economic Development and Job Creation	<b>Livestock Development</b> - Mammethlake Beef Farming	Decent Employment through Inclusive Economic Growth	Dr J S Moroka	DARDLA-CASP	4 156 000	
Priority Issue 20: Economic Development and Job Creation	<b>Livestock Development</b> - Fene Auction Plant	Decent Employment through Inclusive Economic Growth	Thembisile Hani	DARDLA-CASP	350 000	
	Feasibility study for the LED initiatives	Decent Employment through Inclusive Economic Growth	Thembisile Hani ( various villages)	NDM	R 2000 000	

## CHAPTER EIGHT

### 8.1. Spatial Development Framework

This Spatial Development Framework of the District comprises a multi-disciplinary range of development proposals, including proposals pertaining to the natural environment, conservation, social and economic infrastructure, engineering services, residential, business, and industrial development, as well as tourism development and agriculture/farming. Essentially, the Framework is based on ten development principles, which are briefly listed below:

**Principle 1: To achieve a sustainable equilibrium between urbanisation, biodiversity conservation, industry, mining, agriculture, forestry, and tourism related activities within the District, by way of effective management of land uses and environmental resources.**

The management and maintenance of the natural environment is a key element towards the future sustainable development of the Nkangala District Municipality. The rural communities are mainly dependent on environmental resources located within the District for income generation and their own existence. It is thus of critical importance that a balance be achieved between development and associated utilisation of resources, and the permanent conservation of certain features within the District.

With this in mind it is proposed that Environmental Management be institutionalised within the District in order to ensure the long term efficient management of the environment. State of the Environment Report and the Environment Management Plan of the District will play a pivotal role in this regard. The most sensitive areas relating to the natural environment include the northern more mountainous parts of the municipal area; the main drainage systems running through the District (Olifants River); and the high potential agricultural land in the southern parts of the District which are adversely impacted upon by mining activities. Apart from general protection, the functional linkage of these features by way of ecological corridors in order to facilitate movement of fauna and flora, is of critical importance (see **Map 26**).

**Principle 2: To establish a functional hierarchy of urban and rural nodes (service centres/agri-villages) in the Nkangala District area; and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong Centres (Multi Purpose Community Centres) (MPCCs) in these nodes.**

**Figure 27** depicts the proposed hierarchy of service centres in the Nkangala District. Middelburg and Emalahleni 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 parts of the District.

In terms of the secondary service centres, a distinction can be made between the existing and evolving centres. Delmas/Victor Khanye and Belfast/eMakhazeni 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, eNtokozweni/ Machadodorp, Hendrina, Ga Nala and Emgwenya/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 Emgwenya/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.

Fundamental to the development of Rural Service Centres and Agri Villages is the concept of a Thusong Centre/Multi Purpose Community Centre (MPCC).

The key to the success of MPCCs and Agri-Village development is rooted in the principle of focused and deliberate government investment spending to ensure that these centres develop to provide an extensive range of community facilities, and in the case of Agri-Village, becoming the spatial focal points of agriculturally driven LED interventions and land reform initiatives. By doing so, MPCCs and Agri-Villages possess the inherent potential to act as spatial points within a larger space-economy around which the critical mass required to initiate formal and informal local economic development can occur.

A key benefit derived from MPCC and Agri-Village development is that it becomes more cost efficient to provide the full range of engineering services to these rural points as these are utilised for a number of purposes including economic, social, as well as residential development. Thus, by being conducive to focused rural infrastructure spending (a requirement of the ISRDS), the collective benefits derived from investments made by various spheres of government far out-weigh the individual contributions made. Furthermore, the development of MPCCs and Agri-Villages requires inter-governmental co-operation, which is seen as critical to promoting sustainable and integrated rural development by the ISRDS and CRDP.

### 8.1.1 Thusong Centre/MPCCs Development

The development of a Thusong Centre/MPCC takes place over time and is based on an incremental growth process guided and stimulated by a number of strategic investments by various spheres of government within and around a strategically selected spatial point in order to stimulate local economic development activity. The ultimate goal is the **establishment of a sustainable rural activity node, comprising a number of community facilities and services, and which is supplemented by a range of economic activities located in close proximity**. Over time, such a nodal point then not only serves the local residential development in close proximity to the node, but the surrounding rural communities from as far as 15 to 20 kilometres away. In this way it becomes possible to sustain a number of economic activities and even to establish a fresh produce market which could act as a stimulus for the production of surplus agricultural products in the surrounding rural communities and Agri-Villages. In this way rural-urban linkages (interaction/integration) are established.

The development process is initiated by identifying an appropriate location for the development of a Thusong Centre/MPCC. An ideal location would be one that features good local and regional accessibility –e.g. in close proximity to the intersection of two prominent route crossings (see **Figure 28**). The first step in the physical development of a MPCC could be the estab-

lishment of a community hall. The community hall can be utilised for a variety of functions, including serving as a pension payout point by the end of the month; accommodating the mobile clinic once a week or whatever the frequency is; accommodating community meetings; serving as an adult basic education and training centre during certain times of the week; etc.

Because of the location and concentration of people at the community hall during the week, a bus or taxi rank may establish because people are being picked up and dropped off at the facility. The natural concentration of people then leads to the establishment of a small informal market close to the bus or taxi rank at the community hall as depicted on Figure 28.

As the MPCC then develops further over time, it may establish a more permanent clinic in a separate building from the community hall, and later on a number of additional community facilities may be added by various spheres of government as illustrated on Figure 28. This could include a post office, a library, police station with an associated magistrates court, as well as a municipal pay point or municipal satellite offices.

As the number of social facilities and services being concentrated at the nodal point increases, the number of people visiting the area on a day-to-day basis increases simultaneously. With the increased intensity of activity and number of visitors, the informal market can then translate into some formal retail activities as well (see Figure 28).

The people working as officials in the various community facilities and services as illustrated on Figure 28, will require residential accommodation in close proximity to the node. For this purpose it is then important for government to add the subsidised housing components which may be either in the form of rental stock (social housing/flats), and/or RDP units in close proximity to the node (see Figure 28). The concentration of housing stock at the nodal point brings more people closer to the node which not only enhances the utilisation and viability of the community facilities at the node, but also strengthens the capacity for local economic development as it increases the “critical mass” required.

Associated with the residential development follows the establishment of educational facilities like a primary school, sports fields and even a crèche which could be located close to the MPCC as illustrated on Figure 28.

Over a period of time this node can then expand incrementally, and as more functions and associated residential activities are added, it may eventually also accommodate a fresh produce market, agro-industries and even some commercial activities like hardware stores etc.

### **8.1.2 Agri-Village Development**

As with an MPCC, the development of an Agri-Village takes place over time and is based on an incremental growth process guided and stimulated by a number of strategic investments by various spheres of government within and around a strategically selected spatial point in order to stimulate local economic development activity.

The land use composition of the Agri-Village is generally seen as being the same as that of a MPCC, except that Agri-Villages, provided their location within areas displaying potential for both commercial and subsistence agricultural development, become the spatial focal points of agriculturally driven LED interventions (e.g. tunnel production) and land reform initiatives. As such, Agri-Villages should become the primary focus points around which to promote small-farm development

and communal grazing practices (as illustrated by **Annexure A**) via a land reform process comprising land tenure reform and redistribution.

**Principle 3: To functionally link all nodal points (towns and settlements) in the District to one another, and to the surrounding regions, through the establishment and maintenance of a strategic transport network comprising internal and external linkages, and focusing on the establishment of Development Corridors.**

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 capitalising on the economic opportunities associated with these corridors should be encouraged to locate adjacent to the corridors. 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 District as it links Nkangala with the industrial core of South Africa (Ekurhuleni Metro as well as the financial and commercial capital of South Africa – Johannesburg). Along the N12 corridor, development opportunities around Victor Khanyi 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 intersections along these routes. Apart from the Emalahleni and Middelburg areas it is suggested that economic activity should also be actively promoted at Belfast and Machadodorp, as well as Delmas along the N12 freeway.

The specific section of route R555 Emalahleni 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 Corridor (refer to Figure 26). The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local Activity Spine to 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 physical 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.

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 29**). 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 (as reflected on Figure 29) 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 TOD's 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 29 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 Hani 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.

LED Strategy, Industrial Strategy, Marketing Strategy and Human Resources Development Strategy of the Districts will play pivotal role in advocating for the adequate address of relational issues within the Municipal IDP Issue 20 in the very IDP is an entry point where all these Strategies are more requisite.

**Principle 4: To incorporate the existing natural environmental, cultural-historic and man-made resources within the Municipality in the development of Tourism Precincts, with specific focus on the Tourism Gateway in the north-eastern parts of the District (Emakhazeni); as well as the northern and north-western mountainous parts of the District (Loskop/Mabusa/Skosana/Mkhombo/Dinokeng).**

Over and above the LED Strategy of the District, the District Tourism & Bradning Strategy and the Formalization of Cultural & Heritage Sites for the basis of this Principle.

The Nkangala District offers considerable tourism potential (refer to Figure 5). 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 north western 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.

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 26). 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.

In summary, the tourism and cultural nodes and corridors to be promoted throughout the Nkangala District, include:

- eMakhazeni/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 Emgwenya/ 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 south-east it is important to enhance the eNtokozweni/ Machadodorp-Badplaas-Mkhondo tourism corridor which forms part of the SDF of the adjacent Gert Sibande District 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 Kgodwana 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.

**Principle 5: To promote a wide spectrum of extensive commercial farming activities throughout the District, and to establish local markets for fresh products at the main nodal points identified.**

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.

In the southern regions of the District 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 north western 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.

**Principle 6: To optimally utilise the mining potential in the District without compromising the long term sustainability of the natural environment.**

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 north-east between Middelburg and Stoffberg-Roossenekal and up to Burgersfort where it links up with the Dilokong Platinum Corridor.

The mining activities in the south of the District and especially in the Emalahleni and Steve Tshwete Municipalities 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.

**Principle 7: To concentrate industrial and agro-processing activities at the higher order nodes in the District where industrial infrastructure is available.**

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 main 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 also 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.

**Principle 8: To enhance business activities (formal and informal) at each of the identified nodal points in the Nkangala District by consolidating these activities with the Thusong Centres and modal transfer facilities.**

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 District, 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 District, 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.

**Principle 9: To ensure that all communities (urban and rural) have access to at least the minimum levels of service as enshrined in the Constitution.**

This principle states that all communities within the Nkangala District Municipality have the right to access to basic services like water, sanitation, and electricity whether they are located at one of the urban or rural nodal points, or in the rural hinterland. The Nkangala District and Local Municipalities should thus continue to endeavour to expand their formal water, sanitation and electricity networks and refuse collection system in order to eventually reach and serve all rural and urban communities within the District.

To ensure that the District IDP is adequately responsive to this Principle, the Water Blue Print, Regional Water Master Plan, Integrated Waste Management Plan, Infrastructure Management Plan, Regional Sport & Recreation Master Plan and Physical Planning Strategy will be used as the base on all the relational issues therein.

In addition to this, the municipality should pay attention to providing sufficient infrastructure capacity at the nodal points in order to ensure that it can facilitate and enhance the processes of local economic development and service delivery at these nodes. The key challenge is to create a balance in terms of improving services in the deep rural areas and at the nodal points in the municipal area simultaneously. This should be done in accordance with an unbiased prioritisation model for the District area.

**Principle 10: To consolidate the urban structure of the District at the highest order centres by way of infill development and densification in identified Strategic Development Areas (SDAs) and Implementation Priority Areas.**

**Figure 30** 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.

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 Target to eradicate/significantly reduce housing backlogs by the year 2014. The highest concentrations of informal dwellings are situated in the Thembisile Hani 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.

The service upgrading priority areas are conceptually indicated on Figure 30. 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. In the IDP and Budgeting Process 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 eMakhazeni, eNtokozweni, Dullstroom and Emgwenya.

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 District 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 30 should be the main focus areas for capital expenditure and should as such be addressed in the District and local municipalities' IDPs.

As shown in Figure 30 the following Strategic Development Areas were identified in the Nkangala District:

- Middelburg Central Business District and industrial areas;

- Emalahleni Central Business District and industrial areas as well as Ga-Nala (Kriel);
- eMakhazeni town as the gateway to the major tourism centres in the Province;
- Dullstroom, eNtokozweni and Emgwenya;
- 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 eMakhazeni are:

- Creating a tourism gateway at the eMakhazeni off ramp from the N4;
- Upgrading the entrance into eMakhazeni 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, eNtokozweni and Emgwenya 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 main 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.

## 8.2 Financial Plan

All the developmental issues may not be realised without adequate Financial resources. Hence indication of Finances available within an MTEF period is key for forward and responsive Planning within the District.

**Table 49** below shows a five (5) financial Plan summary, which is broken into, details as shown in tables, 36 and 37 respectively.

Table 49: DRAFT BUDGET 2011/2012-2015/16 and five-year financial projection

	Current Year 2010/11					2011/12 Medium Term Revenue & Expenditure Framework				Additional financial years for IDP Financial Plan		
	Original Budget	Adjusted Budget	Full Year Forecast Actual	Pre-audit outcome Year to date	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Budget Year +3 2014/15	Budget Year +4 2015/16			
<b>REVENUE</b>												
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-	-	-	-	-
Finance & Admin	305 420 000	305 420 000	313 174 183	224 962 614	325 207 000	344 145 720	359 543 443	381 116 050	403 983 013			
RSC Repalcement Levy	264 554 000	264 554 000	264 554 000	198 686 242	272 506 000	280 681 000	289 101 000	306 447 060	324 833 884			
Regional Services Levy	-	-	-	-	-	-	-	-	-	-	-	-
Establishment Levy	-	-	-	-	-	-	-	-	-	-	-	-
Interest Received External	20 850 000	20 850 000	24 981 827	10 409 095	22 125 000	23 452 500	24 859 650	26 351 229	27 932 303			
Interest Received Debtors	97 000	97 000	-	-	103 000	109 180	115 731	122 675	130 035			
Other Income	1 311 000	1 311 000	3 765 956	1 569 148	1 384 000	1 467 040	1 555 062	1 648 366	1 747 268			
FMGrant	1 000 000	1 000 000	-	-	1 250 000	1 250 000	1 500 000	1 590 000	1 685 400			
Equitable Share	16 858 000	16 858 000	16 858 000	13 042 129	19 468 000	20 636 000	20 883 000	22 135 980	23 464 139			
Grants	-	-	1 214 400	506 000	5 863 000	15 000 000	20 000 000	21 200 000	22 472 000			
MSIG	750 000	750 000	1 800 000	750 000	2 508 000	1 550 000	1 529 000	1 620 740	1 717 984			
MIG	-	-	-	-	-	-	-	-	-	-	-	-
Community & Social Services	-	-	-	-	-	-	-	-	-	-	-	-
Planning & Development	-	-	-	-	1 508 000	1 550 000	1 529 000	1 620 740	1 717 984			
Capital Gain on investment	-	-	-	-	-	-	-	-	-	-	-	-
SurplusCommitment	351 785 375	352 124 841	352 124 841	352 124 841	289 489 674	-	-	-	-	-	-	-
<b>SURPLUS</b>												
Total Income	657 205 375	657 544 841	665 299 024	577 087 455	616 204 674	345 695 720	361 072 443	382 736 790	405 700 997			
<b>EXPENDITURE</b>												
Councillor allowances	12 501 158	9 930 158	9 904 953	4 127 064	12 164 008	13 372 544	14 572 571	15 446 925	16 373 740			
Salaries	63 599 194	41 451 872	37 194 874	15 497 864	67 173 453	77 200 537	84 150 172	89 199 182	94 551 133			

	Current Year 2010/11					2011/12 Medium Term Revenue & Expenditure Framework				Additional financial years for IDP Financial Plan	
	Original Budget	Adjusted Budget	Full Year Forecast Actual	Pre-audit outcome Year to date		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Budget Year +3 2014/15	Budget Year +4 2015/16	
<b>General Expenses</b>	16 560 587	18 079 909	17 261 433	7 192 264		19 226 172	19 860 527	20 733 485	21 977 494	23 296 144	
<b>Repairs &amp; Maintenance</b>	4 933 160	4 202 394	3 006 226	1 252 594		5 362 533	5 681 915	6 022 830	6 384 200	6 767 252	
<b>Capital Expenditure</b>	3 527 800	4 154 062	3 860 996	1 608 748		3 142 444	3 295 291	3 488 708	3 698 031	3 919 913	
<b>Capital Charges</b>	5 909 400	5 909 400	3 889 789	1 620 745		5 200 000	5 100 000	5 200 000	5 512 000	5 842 720	
<b>Primary Functions</b>	58 161 000	67 214 549	24 913 282	10 380 534		95 150 033	43 319 020	45 918 170	48 673 260	51 593 656	
<b>Operating Expenditure</b>	41 561 000	43 983 968	7 143 819	2 976 591		73 723 395	37 383 020	39 626 010	42 003 571	44 523 785	
<b>Capital Expenditure</b>	16 600 000	23 230 581	17 769 463	7 403 943		21 426 638	5 936 000	6 292 160	6 669 690	7 069 871	
<b>Contribution to Local Municipalities</b>	492 013 076	506 602 497	208 939 859	87 058 274		408 786 031	177 865 885	180 986 508	191 845 698	203 356 440	
<b>General</b>	76 100 748	90 350 703	25 345 200	10 560 500		46 107 022	71 909 785	41 035 508	43 497 638	46 107 496	
<b>Delmas</b>	38 647 865	38 647 865	11 110 390	4 629 329		34 962 975	11 770 000	12 476 000	13 224 560	14 018 034	
<b>Dr JS Marokka</b>	68 951 894	68 951 894	28 648 868	11 937 028		63 430 406	24 840 000	26 330 000	27 909 800	29 584 388	
<b>Emalahleni</b>	114 209 477	114 209 477	66 915 941	27 881 642		93 549 485	34 970 000	37 068 000	39 292 080	41 649 605	
<b>Steve Tshwete</b>	74 002 819	74 002 819	21 800 956	9 083 732		67 613 361	23 420 000	24 825 000	26 314 500	27 893 370	
<b>Emakahzeni</b>	40 076 400	40 076 400	14 165 278	5 902 199		34 281 941	10 930 000	11 586 000	12 281 160	13 018 030	
<b>Thembisile</b>	80 023 873	80 363 339	40 953 225	17 063 844		68 840 841	26 100	27 666 000	29 325 960	31 085 518	
<b>Total Expenditure</b>	<b>657 205 375</b>	<b>657 544 841</b>	<b>308 971 410</b>	<b>128 738 088</b>		<b>616 204 673</b>	<b>345 695 720</b>	<b>361 072 443</b>	<b>382 736 790</b>	<b>405 700 997</b>	
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>(0)</b>	<b>356 327 614</b>	<b>448 349 367</b>		<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

### 8.3 Performance monitoring & Evaluation

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.

### 8.3.1 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 45 below.

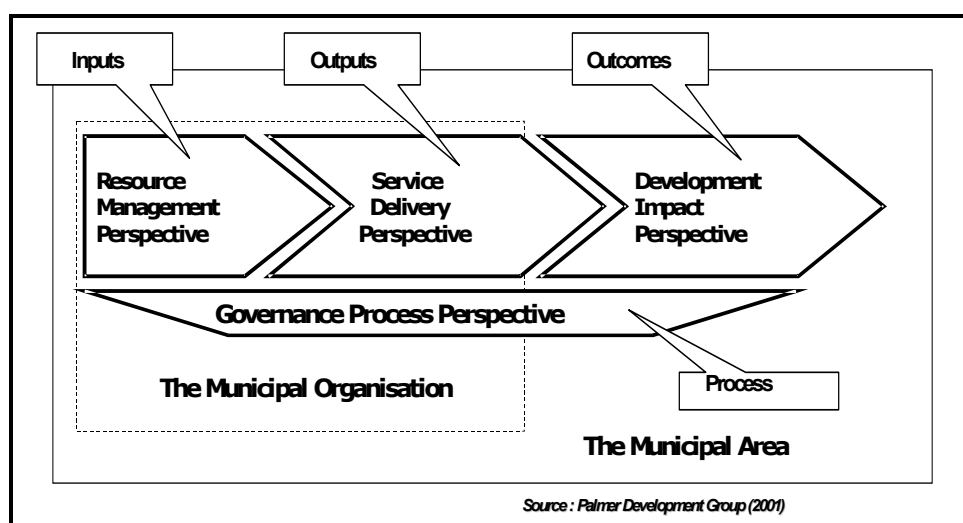


Figure 45: The Structure of the Municipal Scorecard

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.

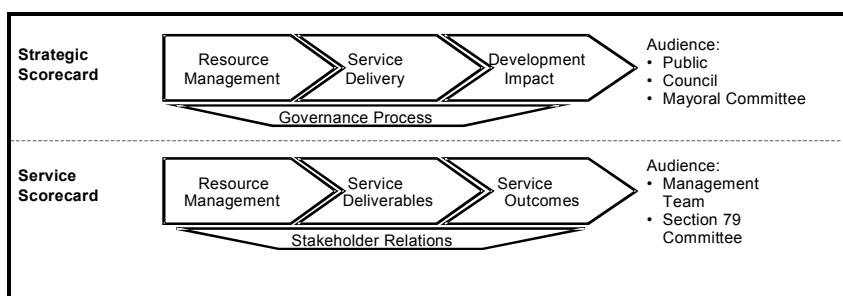
**The Resource Management Perspective:** This perspective indicates how the municipality is performing with respect to the management of its resources:

- 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 46 below.



**Figure 46: 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.

### 8.3.2 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.

## CHAPTER NINE

### 9. 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

### Food & Beverages:

- A **Development Support Programme** must be launched through the IDP/LED Forum to facilitate small business development and new investment. The programme will also be responsible to keep an up-to-date information database on local industries, their products, business profiles, available resources and opportunities, and support networks. Through NDM this information must be coordinated on a regular basis with MEGA and the Department of Trade and Industry.
- Alignment of **SDFs** across NDM in such a way to concentrate Food & Beverage industries mainly within Delmas and Siyabuswa (but also other areas in Dr J.S. Moroka LM and Thembisile Hani LM). The N12 corridor through the Delmas Local Municipality is also very important in this regard. With regards to Thembisile and Dr J.S. Moroka Local Municipalities, light Food & Beverage industries are proposed along the Moloto Rail Corridor as provided for by the SDF. These industries may include community based LED projects such as vegetable and meat packaging, goat rearing, chicken processing and so on.

### Food & Beverages:

- Access to and, most important, the **effective use of information technology** and the internet to enlarge markets and increase sales is vitally important. Although large established industries such as McCain Foods (<http://www.mccain.com>) and AFGRI Snacks (<http://www.afgri.co.za/english/products/snacks>) do make use of the internet for marketing purposes, smaller entities are not positioned to take advantage of these technologies. It is proposed that NDM facilitate the implementation of an Industrial Web Portal on the Municipal website. This initiative should be linked to the information collected in the first recommendation.
- Because entry into this type of production can start small and suitably for community LED, NDM should have, or facilitate, a facility whereby potential entrepreneurs in the District can **access business development services** and information such as sources of finance and support. This can be in the form of an information desk at the proposed Development Agency in coordination with information provided on the Industrial Web Portal. Through the LED Forum and Working Groups the initiative can be expanded to include mentoring and training in consultation with local industrialists.
- **Direct development facilitation** from NDM and the Local Municipalities must include streamlined and professional services. This must necessarily include efficient mechanisms to make industrial plots available, the ability to give correct information to existing and prospective industrialists, responding to municipal maintenance requests in a timely fashion, and implementing an aggressive industrial marketing strategy

#### Non-metallic mineral products:

- **Planning and implementing a business support programme for cluster formation.** The majority of producers in this industry are currently concentrated in Witbank and Middelburg. It is recommended that a functional cluster be delineated with the express purpose of cooperation as described above. The cluster would be functional meaning that existing businesses will not need to relocate to a specific “industrial zone” but rather create functional relationships with each other to create cost benefits for all involved.
- **Developing local policy to diversify local product ranges.** NDM should develop industrial policy for this sector to encourage diversification beyond the Construction sector. Policy initiatives may include PPP agreements, access to land, tourism marketing etc.
- **Spatial Development.** From a spatial perspective it is recommended that these industries should continue to be concentrated in Witbank and Middelburg. This is especially so with regards to new development along the N4 highway between these two towns. Another consideration in this regard is to facilitate new investment in this sector along the R555, also between these two towns.

#### Metals and products of metal:

- NDM should facilitate the establishment of an **Iron & Steel Beneficiation cluster/incubator** in Middelburg as described above.
- NDM should also facilitate the establishment of a dedicated **research and development centre** in this sector with financial support from the Mpumalanga provincial government.
- From a **spatial perspective** these industries should be located along the N4 highway between Witbank and Middelburg. This is also regarded as the optimum location for the proposed cluster/incubator. Special mention is made here of the proposed industrial land to the south of the Middelburg CBD as indicated by the Town Planning Department of the Steve Tshwete Local Municipality (see Map 8.1). The reviewed SDF of Steve Tshwete LM (Draft August 2007) suggests the industrial strip along the N4 for this type of development.
- NDM should provide coordination through the LED Forum and Working groups to **strengthen internal linkages**. The cost advantage of local-buying is currently lost because local producers export their product. By combining the local buying power of local industrialist involved with beneficiation through clustering, it may be possible to buy in bulk from local producers such as Columbus Stainless and Highveld Steel and achieve economies of scale advantages.

#### Support for the NDM icT sector:

- The **implementation and management of a local broadband network** is necessary for local industries to compete in the 21<sup>st</sup> century. Through cooperation with local role players NDM can lobby ICT service providers to invest in the District. These service providers do not only include Telkom but also wireless service providers. Other recommendations include:
- Support for IT-based exports
  - Export-readiness workshops
  - Provision of IT export-market intelligence
- Information
  - Providing web access to a local skills database
  - Directories of local industries, businesses and support institutions
  - Attract ICT conferences and seminars
  - Collective purchasing mechanisms
- Access to Local Government support



- Promote e-government
- Access to small business development services and initiatives
- Potential Investor first-contact services

**SMME development:**

- Develop sector based SMME support programmes for the Food & Beverage, Non-Metallic Mineral products, and Metals sectors.
- Design small business support programmes according to BBBEE guidelines.
- Involve the local private sector in SMME development programmes.