2012/2013

INTEGRATED DEVELOPMENT PLAN

FINAL



NKANGALA DISTRICT MUNICIPALITY

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ACRONYMS

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

EMS	Environmental Management	ISF	Integrated Spatial Framework
	System	ISRDP	Integrated and Sustainable Rural
EPWP	Expanded Public Works		Development Programme
	Programme	IT	Information Technology
FAR	Floor Area Rational	ITP	Integrated Transport Plan
FBS	Free Basic Services	KPA	Key Performance Area
FBE	Free Basic Electricity	KPI	Key Performance Indicator
FET	Further Education Training	LAR	Land Audit Report
FPA	Fire Protection Association	LDO	Land Development Objective
FUA	Functional Urban Area	LDP	Land Development Principles
GET	General Education and Training	LED	Local Economic Development
GDP	Gross Domestic Product	LM	Local Municipality
GDS	Growth and Development	LOA	Leave Of Absence
	Summit	LRAD	Land Redistribution for Agricultural
GGP	Gross Geographical Product		Development
GIS	Geographic Information System	LUM	Land Use Management
GVA	Gross Value Added	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	MDCSR	Mpumalanga Department of Culture,
TINDI	Plan	MDOOK	Sports and Recreation
HOD	Head of Department	MDHSS	Mpumalanga Department of Health and
IBBD	Industrial and Big Business		Social Services
	Development	MDE	Mpumalanga Department of Education
ICRMP	Integrated Cultural Resources	MEC	Member of Executive Committee
	Management Plan	MFMA	Municipal Finance Management Act
ICT	Information and Communication	MHS	Municipal Health Services
	Technology	MIG	Municipal Infrastructure Grant
IDP	Integrated Development Plan	MLL	Minimum Living Level
IEDP	Integrated Economic	MPG	Mpumalanga Provincial Government
	Development Plan	MPCC	Multi Purpose Community Centres
IFSNP	Integrated Food Security	MPRA	Municipal Poverty Rates Act
11 0141	Nutrition Programme	MRDP	Mpumalanga Rural Development
IGR	Intergovernmental Relations	WINDI	Programme Programme
IEM	Integrated Environmental	MSA	Municipal Systems Act
ILIVI	Management	MSIG	Municipal Systems Improvement Grant
IMEP	Integrated Municipal	MSP	Master Systems Plan
IIVILI		MTEF	•
INEPBPU	Environmental Programme	MTGS	Medium Term Expenditure Framework
INEFDFU	Integrated National Electrification		Mpumalanga Tourism Growth Strategy
	Programme Business Planning	MTSF	Medium Term Strategic Framework
INITAO	Unit	NDPGF	Neighbourhood Development
INTAC	Integrated Nature-based Tourism	NEDA	Partnership Grant Fund
	and Conversation Management	NEDA	Nkangala Economic Development
	Project		Agency
IPA	Irreplaceable Area	NEDLAC	National Economic Development &
IS	Information System		Labour Council

Management Act SACOB South Africa Chamber of Business NEPAD New Partnership for Africa's SACTRP South Africa Council for Town and Development Development Regional Planners NER National Electricity Regulator SAHRA South Africa Council for Town and Regional Planners NER National Electricity Regulator Agency NOM Nicangala District Municipality NGO Non-Governmental Organization SALGA South Africa Local Government and Administration NHRA National Heritage Resources Act NLP National Heritage Resources Act NLP National Heritage Resources Act NLP National Spatial Development SANAC South Africa National AIDS Council Perspective SANCO South Africa National Civic Organization NWMS National Waste Management SAPS South Africa National Civic Organization NWMS National Waste Management SAPS South Africa National Civic Organization NWMS National Health and Safety SDA Spatial Development Life Cycle OLS Operating Licence Strategy SDF Spatial Development Life Cycle OLS Operating Licence Strategy SDF Spatial Development Framework PA Protected Area SEAM Strategic Engagement and Agreement PGDS Provincial Growth and Development Strategy SEDA Small Enterprise Development Agency PHC Primary Health Care SETA Sector Education Training Authority PHP Peoples Housing SEMP Strategic Environmental Management Programme/Process PLAS Proactive Land Acquisition SLA Service Level Agreement Strategy SMART Specific - Measurable - Accurate - Realistic - Time-Based System SMME Small Medium and Micro Enterprises PPP Public Performance Areas SOER State of the Environment Report PRUDS Provincial Rural and Urban SUPA Service Upgrading Priority Area Development Strategy SWOT Strength, Weaknesses. Opportunities and Threats Analysis PREDS Regional Electricity Distribution TRC Transitional Regional Council System UN United Nations REED Regional Electricity Distribution TRC Transitional Regional Council Fire Strategy WMAs Water Management Plan REDS Regional Service Council WSA WAter Services Development Plan	NEMA	National Environmental	SABS	South Africa Bureau of Standards
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·	RSA	Republic of South Africa	WMP	Waste Management Plan
WSDP Water Services Development Plan	RSC	Regional Service Council	WSA	Water Services Authority
			WSDP	Water Services Development Plan

CHAPTER ONE

1.1 Background

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 2012/13 IDP of the Nkangala District Municipality, which document represents the first review of the 2011/12 – 2015/16 IDP as adopted at the beginning of the current term of Council on the 27th of July 2011. 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.

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 that is consistent with its integrated development plan.

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.

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); and 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

A POPULAR MANDATE FOR LOCAL A POPULAR MANDATE FOR DEVELOPMENT NATIONAL AND PROVINCIAL Guided by the Reconstruction and Development Build Local Economies to create Programme (RDP), our more employment, decent work Creation of work and sustainable livelihoods vision is to build a and sustainable livelihoods; society that is truly Education ◆Improve Local Public Services and united, non-racial, non-Health broaden access to them; sexist and democratic. Crime Build more united, non-racial, Central to this is a Rural Development, integrated and safer communities; single and integrated including land reform, food Promote more active community production and security. economy that benefits participation in Local Government; all. Ensure more effective, accountable and clean Local Vision 2014: ANC Government that works together Manifesto with National and Provincial Government

1.2.2 Government Outcomes

In January 2010, Cabinet adopted 12 Outcomes with the primary aim of optimizing implementation of public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements with the President linked to their respective line Outcomes. More detailed delivery Agreements have since been developed to extend targets and responsibilities across all Spheres of Government.

Accordingly, all Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2012/13 MTREF. Below are the 12 Outcomes and the related outputs, together with indicative areas where Municialities 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.	 Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF. Assess every child in grades 3, 6 and 9 every year. Improve learning and teaching materials to be distributed to primary schools in 2014. Improve maths and science teaching. 	 Facilitate the building of new schools by: Participating in needs assessments. Identifying appropriate land. Facilitating zoning and planning Processes. Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections.

Outcome 2. Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government
1. Increase life expectancy to 58	KRevitalise primary health care.	KMany municipalities perform
for	Kncrease early antenatal visits to 50%.	health functions on behalf of
males and 60 for females.	Kncrease vaccine coverage.	provinces.
2. Reduce maternal and child	Mmprove hospital and clinic	KStrengthen effectiveness of health ser-
mortality rates to 30-40 per 1 000	Infrastructure.	vices by specifically enhancing TB treat-
births.	KAccredit health facilities.	ments and expanding HIV/AIDS prevention
3. Combat HIV/Aids and TB	₭Extend coverage of new child	and treatments.
4. Strengthen health services	Vaccines.	Municipalities must continue to
effectiveness.	KExpand HIV prevention and	improve Community Health
	Treatment.	Service infrastructure by providing clean
	Kncrease prevention of mother-to child transmis-	water, sanitation and waste removal ser-
	sion.	vices.
	KSchool health promotion increase school visits	
	by nurses from 5% to20%.	
	KEnhance TB treatment.	

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.	Kncrease police personnel. KEstablish tactical response teams in provinces. KUpgrade IT infrastructure in correctional facilities. KCT renewal in justice cluster. KOccupation-specific dispensation for legal professionals. KDeploy SANDF soldiers to South Africa's borders.	KFacilitate the development of safer communities through better. planning and enforcement of municipal by-laws. KDirect the traffic control function towards policing high risk violations – rather than revenue collection. KMetro police services should contribute by: - Increasing police personnel; - Improving collaboration with SAPS; - Ensuring rapid response to reported crimes.

Outcome 4. Decent employment through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government
1. Faster and sustainable inclusive	Knvest in industrial development zones.	KCreate an enabling environment for
growth.	Kndustrial sector strategies –	investment by streamlining
2. More labour-absorbing growth.	automotive industry; clothing and	planning application processes.
3. Strategy to reduce youth	textiles.	KEnsure proper maintenance and rehabili-
unemployment.	KYouth employment incentive.	tation of essential services infrastructure.
4. Increase competitiveness to raise	Develop training and systems to improve	KEnsure proper implementation of the
net exports and grow trade.	procurement.	EPWP at municipal level.
5. Improve support to small business	KSkills development and training.	KDesign service delivery processes to be
and cooperatives.	Reserve accumulation.	labour intensive.
6. Implement expanded public works	KEnterprise financing support.	Mmprove procurement systems to elimi-
programme.	KNew phase of public works	nate corruption and ensure value for
	programme.	money.
		KUtilise community structures to
		provide services.

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	Kincrease enrolment in FET colleges and	KDevelop and extend intern and
institutional mechanism.	training of lecturers.	work experience programmes in
2. Increase access to intermediate and	Mnvest in infrastructure and	municipalities.
high level learning programmes.	equipment in colleges and	KLink municipal procurement to
3. Increase access to occupation spe-	technical schools.	skills development initiatives.
cific programmes (especially	KExpand skills development	
artisan skills training).	learnerships funded through sector training	
4. Research, development and	authorities and National Skills Fund.	
innovation in human capital.	Kindustry partnership projects for skills and	
	technology development .	
	KNational Research Foundation	
	centres of excellence, and bursaries and	
	research funding.	
	KScience council applied research pro-	
	grammes.	

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

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve competition and	KAn integrated energy plan and	KRing-fence water, electricity and sanitation
regulation.	successful independent power	functions so as to

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.

producers.

KPassenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers.

Mncrease infrastructure funding for provinces for the maintenance of provincial roads.

KComplete Gauteng Freeway Improvement Programme.

KComplete De Hoop Dam and bulk distribution.

KNandoni pipeline.

Knvest in broadband network

Infrastructure.

facilitate cost-reflecting pricing of

these services.

KEnsure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport.

KMaintain and expand water

purification works and waste water treatment works in line with

growing demand.

KCities to prepare to receive the devolved public transport function.

KImprove maintenance of municipal road

networks.

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

Key spending programmes (National) Role of Local Government 1. Sustainable agrarian reform and KSettle 7 000 land restitution claims. KFacilitate the development of local marimproved access to markets for KRedistribute 283 592 ha of land by 2014. kets for agricultural produce. small farmers. KSupport emerging farmers. Mmprove transport links with urban centres 2. Improve access to affordable and KSoil conservation measures and sustainso as to ensure better economic integradiverse food. able land use management. tion. 3. Improve rural services and access KNutrition education programmes. KPromote home production to to information to support Mmprove rural access to services by 2014: enhance food security. livelihoods. Water - 74% to 90%: KEnsure effective spending of grants for 4. Improve rural employment Sanitation - 45% to 65%; funding extension of access to basic ser-Sanitation - 45% to 65%. opportunities. vices. 5. Enable institutional environment for sustainable and inclusive growth.

Outcome 8. Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes	(National) Role of Local Government
1. Accelerate housing delivery.	 Increase housing units built from 	 Cities must prepare to be accredited
3. Improve property market.	220 000 to 600 000 a year.	for the housing function.
4. More efficient land utilisation and re-	 Increase construction of social 	 Develop spatial plans to ensure new
lease of state-owned land.	 housing units to 80 000 a year. Upgrade informal settlements: 400 000 units by 2014. Deliver 400 000 low-income houses on state-owned land. Improved urban access to basic services by 2014: ✓ Water - 92% to 100%; ✓ Sanitation - 69% to 100%; ✓ Refuse removal - 64% to 75%; 	housing developments are in line with national policy on integrated human settlements. Participate in the identification of suitable land for social housing. Ensure capital budgets are appropriately prioritised to maintain existing services and extend services.
	✓ Refuse removal - 64% to 75%;✓ Electricity - 81% to 92%.	

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	K Municipal capacity-building	KAdopt IDP planning processes
municipal financing, planning	grants:	appropriate to the capacity and
and	Systems improvement.	sophistication of the municipality.
support.	₭Financial management (target:	Mmplement the community works
2. Community works pro-	100% unqualified audits).	Programme.
gramme.	Municipal infrastructure grant.	KEnsure ward committees are
3. Support for human settle-	KElectrification programme.	representative and fully involved in

ments

- 4. Refine ward committee model to deepen democracy.
- 5. Improve municipal financial administrative capability.
- 6. Single coordination window.

KPublic transport & systems grant. KBulk infrastructure & water grants. KNeighbourhood development partnership grant. **K**ncrease urban densities.

around the IDP, budget and other strategic service delivery issues. Mmprove municipal financial and administrative capacity by **K**nformal settlements upgrades. implementing competency norms and standards and acting against incompetence and corruption.

community consultation processes

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	KNational water resource	KDevelop and implement water
water resources.	infrastructure programme:	management plans to reduce water
2. Reduce greenhouse gas emis-	- reduce water losses from 30% to	losses.
sions; mitigate climate change im-	15% by 2014.	KEnsure effective maintenance and re-
pacts; improve air quality.	KExpanded public works	habilitation of infrastructure.
3. Sustainable environment	environmental programmes:	KRun water and electricity saving
Management.	- 100 wetlands rehabilitated a year.	awareness campaigns.
4. Protect biodiversity.	KForestry management (reduce	KEnsure proper management of
	deforestation to <5% of woodlands).	municipal commonage and urban open spaces.
	Residual Res	KEnsure development does not take place on wetlands.

Outcome 11. A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes	(National) Role of Local Government
Enhance the African Agenda and Sustainable Development. Enhance regional integration. Reform global governance	Mnternational cooperation: proposed establishment of the South African Development Partnership Agency.	KRole of local government is fairly limited in this area. Must concentrate on: - Ensuring basic infrastructure is in
Institutions. 4. Enhance trade and investment between South Africa and partners.	 Wefence: peace-support operations. Warticipate in post-conflict reconstruction and development. Worder control: upgrade inland ports of entry. KTrade and Investment South Africa: Support for value-added exports; 	 place and properly maintained; Creating an enabling environment for investment.
	 Foreign direct investment Promotion. 	

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

Outputs		Key spending programmes	(National) Role of Local Govern- ment
1.	Improve government per-	 Performance monitoring and 	 Continue to develop per-
	formance.	evaluation:	formance monitoring and
2.	Government-wide per-	 Oversight of delivery agreements. 	management systems.
	formance monitoring and evaluation.	 Statistics SA: Census 2011– reduce undercount. 	 Comply with legal financial reporting requirements.
3.	Conduct comprehensive expenditure review.	 Chapter 9 institutions and civil society: programme to promote 	 Review municipal expenditures to eliminate wastage.

- Information campaign on constitutional rights and responsibilities.
- Celebrate cultural diversity.
- constitutional rights.
- Arts & Culture: promote national symbols and heritage.
- Sport & Recreation: support mass participation and school sport programmes.

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 exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government service to the people;
- Achieve a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes and cases awaiting trial;
- Position South Africa strategically as an effective force in global relations.

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

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

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

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

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

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

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 incapsulated 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 as 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 revised Spatial Development Framework (SDF) as adopted by 27 July 2011. This IDP is a tool that will wholistically 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 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 that are identified herein, 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.

JOBS DRIVER1: 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 2020140 000 additional jobs in
- Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects.
- 350 000jobs as per the IPAP2 targets in manufacturing by 2020250 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 knowledgeintensive 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. This apparently the preferred Scenarion.

PILLAR 1: Job Creation	PILLAR 2: Inclusive and shared Economic Growth	PILLAR 3: Spatial Distribution	
 Growth in Labour Absorbing Sectors; Green Jobs; EPWP 2; Youth Employment Initiatives; Value Chain Initiatives between small and large Enterprises; Industry Diversification; Increased Labour & regulatory efficiency; and Support to Co-ops and Informal 	 Cost and Ease of doing Business; Increased competitiveness; Beneficiation; Community led Local Economic Development; BBBEE; Municipal Land and Asset ownership; ICT Deployment; 	 Rural Nodal Development; Rural Land Tenure transformation; Food Security; Agricultural Development; Transport and Logistics; Social Economy; SMME Development & Support'; Labour/Skills Development; Infrastructure Development & Maintenance; 	

Business; SMME Development & Support'; Labour/Skills Development; Infrastructure Development & Maintenance; Finance & Funding; Land & Water Resource Management; and Sustainable Human Settlements.	 Innovation and the knowledge Economy; SMME Development & Support'; Labour/Skills Development; Infrastructure Development & Maintenance; Finance & Funding; Land & Water Resource Management; and Sustainable Human Settlements. 	 Finance & Funding; Land & Water Resource Management; and Sustainable Human Settlements.
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION
 Quality Basic Education; Community/Heritage Education; Access to quality Healthcare; Social Assistance & Insurance; Social Infrastructure; Safe Communities. 	 Waste Management; Energy Efficiency; and Renewable Energy Source. 	 Joint Initiatives between MP and Neighbours; and Sub-Corridor Development.

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 therein. 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 and vice versa. 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 viz:

- 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 of 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;
- Expanded 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 District emanating from the outcomes of the District's participation in the pilot initiative of strengthening the IDP development processes by contextualizing and applying the National Spatial Development Perspective (NSDP) principles in District'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:

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	1	Halve, by 2015, the proportion of people whose income is less than \$1 a		
	hunger		day.		
		2	Halve, by 2015, the proportion of people who suffer from hunger.		
2	Achieve universal primary educa-	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be		
	tion		able to complete a full course of primary schooling.		
3	Promote gender equality and em-	4	Eliminate gender disparity in in all levels of education no later than 2015.		
	power woman				
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	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS.		
	other diseases	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 Sustainabil-	10	Integrated the principles of sustainable development into country policies		
	ity		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	13	Have achieved by 2020 a significant improvement in the lives of the least		
	development		100 million slum dwellers.		
		14	In cooperation with the private sector, make available the benefits of new		
			technologies, especially information and communications		
		15-	For comprehensive set of targets, please refer to the Millennium Develop-		
		21	ment 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.

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 whether 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'.

1.2.9. Vision 2014

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 selfemployment 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, within a society that
 actively challenges crime and corruption, and with programmes that also address the social roots of criminality.

 Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

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

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

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:

- 1. 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;
- 2. Enhance the municipal contribution to job creation and sustainable livelihoods through LED;
- 3. Ensure the development and adoption of reliable and credible IDPs;
- 4. Deepen democracy through a refined ward committee model;
- 5. Build and strengthen the administrative, institutional and financial capacities of municipalities;
- 6. Create a single window of coordination for support, monitoring and intervention in municipalities;
- 7. Uproot fraud, corruption, nepotism and all forms of mal-administration affecting local government;
- 8. Deepen a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system;
- 9. Develop and strengthen a politically and administratively stable system of municipalities;

10. 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

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; Catalytic Converter; Agro-Processing; Moloto Rail Corridor Development; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor. These projects are discussed in depth under Priority Issue 20.

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 District. 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 District, which are outlined below under the strategic themes linked to the NDM KFAs:

Local Economic Development, Job Creation and Poverty Alleviation

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

Environmental Management, Climate Change and Sustainable Development

- State of the Environment Report:
- Environmental Strategy;
- Environmental Management Plan;
- Integrated Waste Managenment Plan;
- 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

- IDP Revised Framework Plan;
- NDM Communications Strategy.

1.2.12 State of the Nation Address

During his State of the Nation address on Thursday, the 10^{th} of February 2012, the Honourable President Jacob Zuma highlighted the following Developmental issues as pertinent to Government:

2009 REPORT CARD	2010 REPORT CARD	2011 REPORT CARD	2012 PROMISES
National health insurance work in progress Rehabilitation of public hospitals ✓ work in progress Reduce HIV / AIDS infection rate 50% by 2011 ✓ work in progress Reach 80% of those in need of ARVs by 2011 ✓ Work in progress Remuneration of health professionals ✓ done	■ Improve health care system- upgrade and build hospitals, clinic ✓ work in progress ■ DBSA and IDC to provide finance to improve hospitals and projects ✓ Done ■ Lower maternal mortality rates ✓ No data ■ Reduce new HIV infection ✓ Work in progress ■ National Health insurance scheme ✓ Work in progress	Social security reform to be finished by 2011 ✓ Not done Emphasise hiring appropriate people in right positions ✓ Not done Revitalize 105 nursing colleges to train more nurses ✓ Work in progress Open a medical centre at Limpopo Academy hospital ✓ Not done Provide contraception, prevent teenage pregnancy ✓ Work in progress HIV/AIDS prevention male circumcision; child infection and testing ✓ Done National health insurance plan (since2009) ✓ done	refurbish hospitals and nurses homes to prepare for the National Health Insurance system accelerate general HIV prevention efforts departments to have 2% of their employees from people living with disabilities
EDUCATION	EDUCATION	EDUCATION	EDUCATION
Turn schools into thriving centres of excellence ✓ Not done Teachers and learners	Children to read, write and count in foundation years ✓ work in progress	 Triple T teacher, textbooks and time since 2009	 R300 million for preparatory work for building of universi- ties in Mpumalanga and Northern Cape
at schools on time teaching /learning Not done Decisive action	Teachers and learners at school, teaching and learning Not done	Done Convert loans to full bursaries for deserving students ✓ Done	Urge parents to send their children to FETs
against teachers who have sexual relation- ships with learners Not done	 Workbooks in all 11 languages ✓ Not done Independently moder- 	Exempt students at FETs who qualify from paying fees done	
 Formal training will be a precondition for promotion No data 	ated tests for grade 3,6 and 9 ✓ Work in progress		
Meet Principals to share vision on revival of education system Done	 Increase matriculants with varsity entrance by 175 000 a year by 2014 ✓ Work in 		
Increase enrolment rates in secondary schools by 90% by 2014 Work in	progress ■ Ensure eligible students obtain financial assistance ✓ Done		
• Improve access to higher education for children from poor families done			
ECONOMY	ECONOMY	ECONOMY	ECONOMY
IDC to fund companies in distress	R846 billion for public in- frastructure over three	Adopt beneficiation as gov- ernment policy to reap full	Develop and integrate rail, road and
✓ Done • 4 million jobs by 2014	years ✓ Work in	benefits ✓ Work in progress	water infrastructure to facilitate in-
✓ Work in progress	progress Maintain and expand	 Merge developmental agen- cies for small businesses 	creased mining and stepped up benefi-
500 000 job opportunities by Dec 2009	road networks ✓ Work in	DoneCreate jobs in infrastructure	ciation of minerals • Reduce port

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- To address Taxi bosses concern over **BRT** in Johannesburg ✓ Done
- Reduce cost to communicate
 - Not done

progress

- Reliable rail that is competitive and integrated to sea ports
 - Not done
- 20 year integrated (energy) resource plan- independent power producers, protect poor from rising costs
 - ✓ Work in progress
- BBBEE Advisory Coun-
 - Done
- Job creation for young people - subsidise cost of hiring young and inexperienced
 - Work in progress

development, agriculture, mining, manufacturing, the green economy and tourism

- ✓ Work in progress Tourism flexible visa requirements and improved landings slots at foreign airports ✓ Done
- Start buying power from renewable energy producers-
 - Not done
- Create 4.5 million job opportunities by 2014
 - Work in progress Develop infrastructure to
 - boost agriculture sector ✓ Not done
- Government to fill all funded vacant posts report in august Not done

- charges as part of reducing costs of doing business
- Ten priority roads to be upgraded in the north west
- Amend BBBEE Act to criminalise fronting and other misrepresentations
- Draft the Women **Empowerment and** Gender Equality bill to provide for sections in the case of non-compliance in both government and private sector
- Convene a presidential infrastructure summit to discuss the implementation of the plan to industrialise the country, generate skills and boost job creation
- Eskom to slow down electricity price increase in support of economic growth and job creation
- Five new water augmentation schemes to be completed

HOUSING AND GOVERNANCE

- Transform cities and towns to allow closer amenities
 - Work in progress
- Speed up land use management bill
 - Work in progress
- Rural development strategy, linked to agrarian reform and food security (Muyexe village in Giyani as a presidential pilot project)
 - Done

HOUSING AND GOVERNANCE

- Ministers sign performance contracts
 - ✓ Done
- Municipalities to improve provision of housing, sanitation, water and electricity
 - Not done
 - Presidential hotline
 - Done
- Service delivery protests ✓ Done
- Upgrading informal settlements and provide service to 500 000 households by 2014
 - ✓ No data
- 6 000 hectares for low cost and RDP housing ✓ No data
- R1 billion guarantee to banks to meet low cost earners

done

HOUSING AND GOVERNANCE

- 400 000 informal settlements should have security of tenure by 2014
- Work in progress
 - Review labour brokers Work in progress
- Comprehensive rural development programme
 - Work in progres

HOUSING AND GOVERNANCE

- R1 billion guarantee fund- starting from April to promote access to home loans for people who do not qualify for bank assistance
- Those earning between R3500 and R15 000 to obtain subsidies of up to R83 000 from the Province to enable them to obtain housing finance from banks
- Install 1 million solar geysers- from 220 000 – within the next three years

CRIME

- Transformed and integrated criminal justice system
 - Work in progress
- Improve efficiency of courts, enhance performance of prosecutors and detectives Work in
- progress Reduce violent crime

CRIME

- Reduce serious and violent crimes
 - Work on progress
- Increase police force by 10% over the next three vears
 - Work in progress
- Fight against hijacking business and house robberies and contact

CRIME

- Improve efficiency of detectives, forensic analysts and crime intelligence
 - ✓ Work in progress Cops to deal decisively with people selling drugs to chil-
 - ✓ Not done
- Court backlog reduction ✓ Work in progress
 - Special anti-corruption unit for corrupt public servants

CRIME

- Review the entire state procurement system to reduce corruption
 - Vet all supply chain personnel in government departments
- Home Affairs to roll out the online fingerprint verification system to assist in

by between 7& 10 % crime Work in progress fraud prevention Not done Work in and detection Review of state tender pro-Combat organised progress curement system crime Faster action and im-Work in proved state performprogress ance **Border management** Not done Social grant corruption agency Done Work in progress Corruption pay atten-State procurement and tender process Done Social grants Work in progress

1.2.13 State of the Province Address

During his 2012 State of the Province Address (SOPA), the Honourable Premier Mr DD Mabuza highlighted the following Developmental issues as pertinent to Provincial Government:

THE INSTITUTION OF TRADITIONAL LEADERSHIP

- The province continues to work closely with the Institution of Traditional Leaders and we continue to cherish their
 role in the struggle against colonialism and freedom. Our Traditional Leaders have continued to participate in all municipal councils except in the Nkangala District due to role clarity that the MEC of COGTA and District Executive
 Mayor are attending to.
- We have seen a marked improvement on areas of cooperation notably in the CRDP sites and during the IDP engagement processes.
- I am pleased to report that I have appointed the Provincial Committee on Traditional Leadership Disputes and Claims with effect from the 01st September 2011.
- We are serious on the matters of settling disputes as we are the first province in the country to have established this
 committee

HERITAGE, SPORT AND SOCIAL COHESION

- Last year, we committed to the establishment of a cultural hub that will contribute to the development of various performing arts and contribute to the development of talent in various arts genres.
- > It will provide a platform for performers, artists, musicians, designers and film makers to develop, exhibit, and market their artistic talents and skills.
- > It will provide an opportunity to showcase crafts and artefacts that promote our history and heritage.
- It will catalyse opportunities to export local crafts, create local employment and contribute to the growth of cultural industries in the Province.
- I am happy to report that the business plan has been finalized. Land has been acquired. We are ready to begin with the construction of the Cultural Hub in 2012/13 financial year.
- As part of celebrating the liberation history and heritage, the Province has identified routes to honour the leaders who

were in the forefront of the liberation struggle.

- We will conclude work on the construction and unveiling of the statute of Dr. Pixley ka Isaka Seme. The Delmas Treason Trial is engraved in our collective memory as a moment that defines our quest for freedom and justice. We will unveil a monument at the Delmas magistrate court in recognition of this area as an important site in our liberation route.
- Last year, we committed ourselves to the establishment of the Sport Academy in Emakhazeni local municipality to
 nurture and develop world-class sporting talent in various sporting codes. I am happy to report that all plans and designs for the Sports Academy have been finalised. In the next financial year, we will commence with the construction
 phase of the project.

PROVIDING ACCESS TO PRIMARY HEALTH CARE

- Our economic growth and development path as a Province hinges on the delivery of quality health care to enhance the health profile of citizens.
- Special attention should be given to ensuring the overall health care system effectiveness, including attraction and retention of health care professionals and preparations for the roll-out of the National Health Insurance (NHI) to improve access to quality health care to all, especially the poor
- Despite remarkable progress in improving access to health care, the burden of disease continues to weigh heavily on the provincial health care system. The decreasing life expectancy and the negative impact of HIV and Aids pose a serious threat to future development and the quality of life that citizens enjoy.
- Notwithstanding challenges that confront the provincial health system, we are pleased with progress that we have
 made in key areas of health care delivery over the last two and half years. We have ensured that we expand access to
 quality through the construction of health care centres in rural communities, including the CRDP sites and Antiretroviral (ARV) treatment facilities have increased from 198 to 269 Primary Health Care Facilities and 32 hospitals.
- A total of 138 598 qualifying patients out of a target of 137 855 had been placed on ARV treatment. By the end of December 2011, 12 631 male client medical circumcisions had been performed to reduce new HIV infections.
- Male Medical Circumcisions is currently being Interventions targeted at reducing HIV in young people by strengthening support groups and awareness campaigns on HIV and AIDS in schools, are continuing.
- Despite remarkable progress made, the HIV and AIDS epidemic continues to be one of the main contributors towards
 declining life expectancy, increased infant mortality and maternal deaths.
- According to the latest figures, Mpumalanga is one of the Provinces with the highest HIV prevalence rate. It is at 35.1%, an increase from 34.6% in 2009. Ehlanzeni and Gert Sibande recorded the 6th and 7th highest prevalence among the 52 health districts in the country whilst Nkangala has declined from 32.6% in 2009 to 27.2% in 2010.
- In 2012/13, we will continue to implement programmes aimed at reducing HIV and AIDS prevalence. The Province will
 focus on expanding access to Antiretroviral Treatment (ART) for people living with HIV and AIDS, ensuring that 278
 Primary Health Care facilities and 33 hospitals provide ART Services.
- The department will also increase the total number of qualifying patients on ART from the current 138 598 to 172 855, conduct 50 000 Male Medical Circumcision to reduce HIV infections, expand the HIV Counselling and Testing programme, and improve the TB cure rate.
- We are currently being assisted by the National Department of Health and National Treasury to improve in critical areas such as planning, contract management, as well as implementation monitoring and evaluation.
- In 2012/13, the upgrading of Bethal, Carolina, Matibidi and Sabi Hospitals will be prioritised. We will also upgrade

Mmamentlake hospital in Dr J.S Moroka local municipality.

- The following Community Health Centres and clinics will be constructed, Tweefontein G, Phosa Village, Sinqobile clinic, Mbhejeka clinic, Pankop, Wakkerstroom and Siyathemba.
- The revitalization of the health care system will take place through Primary Health Care re engineering. A total number of 40 Primary Health Care Outreach teams will be established to improve access.
- Other key interventions include the recruitment and retention of medical professionals to address the high vacancy rate and bring the staff complement to 60%, the appointment of suitably qualified people and the acceleration of training of nurses, pharmacists, allied health professionals.

INTEGRATED HUMAN SETTLEMENTS

- We committed to promoted and facilitated affordable rental and social housing market. In addition, we further committed to continue with our plans for the development of integrated human settlements in Klarinet, Balfour, Thaba Chweu and Emakhazeni.
- During this period we were piloting the concept of integrated human settlement using the concept of breaking new grounds in various sites. To date in Klarinet 435 units have been completed and 176 units under construction.
- . In Emakhazeni were engaging with the office of the Surveyor General for the approval of township establishment.
- We further committed to construct 10 834 housing units planned for the current financial year
- In the coming financial year, we will move speedily on the establishment of integrated Human Settlements in Klarinet, Emakhazeni, Dipaliseng and Thaba Chweu, Mobilisation of well-located public land for low income and affordable housing with increased densities on this land and in general work closely with the local municipalities and the institution of traditional leadership, Upgrade 26 480 units of accommodation within informal settlements over 5 years and at least 5 296 units for rental stock within the Province.

FIGHT AGAINST CRIME

- We committed ourselves to reduce crime and corruption to the extent where all South Africans can walk the streets any time of day free and fearless; sleep in their homes without all sorts of security measures; drive their cars anytime and anywhere without fear of being hi-jacked and grow their children without any fear of drug lords and rapists.
- The province remains one of the preferred destinations by tourists not only because of our beautiful landscape, historic sites and heritage but due to our hospitality including ensuring that all tourists are and feel safe. We are happened to report that in part our achievements are the 511 Tourism Safety Monitors recruited and deployed.
- We shall continue with our efforts in making our roads safer for all users including rolling out programmes to educate
 our people as part of changing behaviour and working closely with the Department of Education by providing licenses
 at certain grades.
- For this year, we have decided on the following sets of priorities- reducing contact crime by 4-7% with a major focus on hot spots, expanding the integrated social crime prevention initiatives on Rural Safety; Vulnerable groups; Victim friendly facilities; School safety and Contact crime, establishing community and institutional structures and mobilization, intensifying safety initiatives which include civic education and traffic law enforcement, introducing a computerized learner license system to streamline our efforts and curb corruption and established a new traffic training college in Bohlabela.

RURAL DEVELOPMENT

- We committed ourselves to expand the agrarian reform programme for the promotion of agricultural cooperatives throughout the value chain, including agro-processing.
- Over the midterm period, we managed to develop a Comprehensive Rural Development Programme (CRDP) a programme that stands on the three legs identified as areas of challenges by our rural communities.
- We are currently in the process of finalising the Comprehensive Rural Development Strategy for the Province. It is a strategy that will guide the Province far better in the roll-out process of the CRDP.
- We intend to see people in rural areas utilising land optimally for their own growth and development. We intend to see
 cooperatives functioning at optimal level and participating meaningfully in the mainstream economy. Government is
 establishing a Fresh Produce Market in the province to supply agricultural commodities to Oman our gateway to the
 Middle East markets.
- Our intention to support this initiative is to create export opportunities for cooperatives, particularly those located in CRDP sites

A VISION TO IMPROVING THE EDUCATION QUALITY

- The delivery of learner support material has improved, ensuring that all schools receive their learner support material in time. As part of enhancing comprehensive support to poor learners, the 'No Fee School policy' has been rolled out in 1604 schools to benefit learners from poor households.
- As a Province, we have set a target to increase the grade 12 pass rate to 74.8% and ensure that the mathematics and science passes are increased.
- The Provincial Government will collaborate with the South African Police Service to implement an integrated school safety programme as part of creating an environment conducive to quality learning and teaching. This programme will also focus on addressing the challenge of drugs and substance abuse in educational institutions.
- Through the Mpumalanga Regional Training Trust (MRTT), we are targeting the intake of 1240 out-of -school youth into the skills programmes, particularly the Hospitality & Tourism, Technical and Entrepreneurial fields. I'm pleased to report that the decision towards the establishment of a university, incorporating a tertiary hospital in the province has been confirmed by President Mr Jacob Zuma in his State of the Nation address. We are confident that the establishment of the university will in the long term address some of the skills challenges facing the province.

EXPANDING ACCESS TO SERVICES

- On the service delivery level, we can be proud of the fact that millions of our people now have basic services. Many have access to water; sanitation; refuse removal electricity; housing; education; health care and other services only after 1994. Of the many service delivery challenges experienced by our municipalities, access to water top the lists.
- I am pleased to announce that the Mpumalanga Economic Growth Agency will be assigned the responsibility to provide support to our municipalities with respect to bulk water and sanitation services.
- In addition our municipalities will continue to focus its limited resources on the roll-out of the reticulation infrastructure for water and sanitation services.
- Working together with the Department of Water Affairs, we will move with speed to finalize construction of the Acornhoek pipeline, the Bloemendal to Delmas pipeline, implement water use and demand management strategies and lastly engage with the mining sector on how to ameliorate water pollution due to their mining activities

STATE MACHINERY PERFOMANCE

- Over the last two and half years, we have made progress in deepening a culture of accountability for performance. In the next financial year, we will prioritise the development of Mpumalanga Vision 2030, a provincial long-term development plan that falls in line advancing priorities identified in the National Development Plan.
- More attention will also be paid to the integration, alignment and coordination of government plans to realise agreed
 national outcomes. This requires our concerted effort enhance intergovernmental relations to that as government we
 share a common developmental agenda. As government, we have done well in this area of work.
- To address integrated planning weaknesses, the Province has resolved to develop a planning cycle to ensure that planning and budgeting processes across the different spheres of government are aligned.
- Over the last two half years, we had to ensure that the management of provincial finances is stabilised so that we eliminate wastage and duplication in order to free up resources for development and service delivery.
- We have been working hard to improve efficiencies in our supply management processing, including ensuring that service providers are paid within 30 days. In this regard, we have seen dramatic improvement in ensuring that our departments and public entities pay our service providers within the 30 days after receipt of invoices.
- We will continue impressing it upon all our Accounting Officers in Departments, Chief Executive Officers and Municipal Managers to comply in this regard as it promotes good governance.

MUNICIPAL INTERVENTIONS

- I am pleased to report that the two remaining municipalities wherein the province had placed them under curatorship in terms of section 139 (1) (b) of the Constitution of the Republic of South Africa, (Act no. 108 of 1996), as amended was lifted.
- Even though the intervention was lifted in Lekwa and Thembisile Hani Local Municipalities, the province continued to provide an after care support for a period of six months to avoid any relapse in all the affected municipalities.
- The province has supported all the municipalities to fill all the critical management positions as part of strengthening the administration. We have made some progress out of the 124 section 56 managers positions only 79 (63.7%) have been filled.
- It is evident that more work still needs to be done if we are to achieve the imperatives of Operation Clean Audit by 2014 and thereby instilling public confidence in our institutions.
- Accordingly the Departments of Cooperative Governance and Traditional Affairs, Provincial Treasury and the Office of Auditor General have developed an action plan to support the struggling municipalities in order for us to meet our 2014 target.
- Our municipalities are struggling to collect revenue and the situation was exacerbated by the government debts. I am
 pleased to report that of the R72 million arrears accounts of 60 days and older owed by government departments,
 R70m has been settled by the end of January 2012.
- This year we shall roll-out a massive civic education campaign led by Premier, Executive Mayors and community leaders to instil the culture of payment and efficient use of electricity and water.
- We agreed that all municipalities have to prioritise the implementation of the Programme of Action for the delivery
 agreement and local Government Turnaround Strategy including supporting the municipalities in the provision of bulk
 water and sanitation infrastructure.

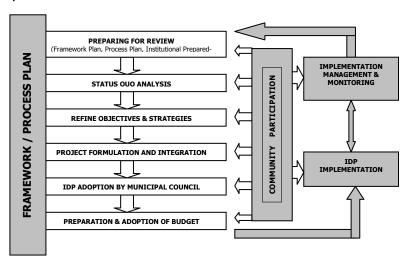
CHAPTER TWO

2. THE REVIEW PROCESS

2.1 Review activities

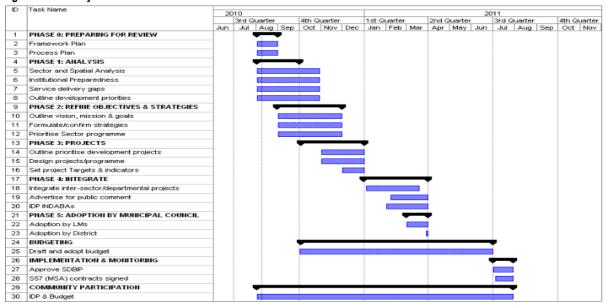
The review process has considered the assessment of the District's performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2011/12 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 2011 subsequent to the adoption of the District Framework Plan in July 2011. **Figure 3** below presents a summary of the activities and corresponding timeframes followed during the review process.

Figure 3: Summary of activities undertaken



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, which were launched between June and September 2011, and in collaboration with Provincial CoGTA is in the process of finalizing the appointment of Community Development Workers throughout the District.

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. The Speaker of the District and all the Speakers of the constituent local Municipalities within the District as well as public participation/liaison practitioners (officials) from all municipalities within the District constitute this Forum. The primary purpose of this forum is to facilitate public participation within the District through providing a platform for discussion and resolution of challenges confronting local municipality 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 2011/12 financial year are depicted in **table 2**.

Table 2: Community Outreach meetings

DATE	LOCAL MUNICIPALITY	TIME	EXACT VENUE FOR THE MEETING				
21 Jan 2012	Dr JS Moroka local municipality	10:00	Libangeni Community Hall				
22 Jan 2012	Thembisile local municipality	10:00	Ward 17 Tweefontein E Open space				
28 Jan 2012	Emakhazeni local municipality	10:00	Dullstroom (Sakhelwe Stadium)				
29 Jan 2012	Steve Tshwete local municipality	10:00	Sikhululiwe Village (Mafube)				
04 Feb 2012	Victor Khanye local municipality	10:00	Schoeman Sports Ground				
05 Feb 2012	Emalahleni local municipality	10:00	Clewer Primary School				

As per the Framework Plan Amended on 27 July 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 August/September 2011 and January/February 2012 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 District. 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 diarrhea;
- 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;
- Dysfunctional 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;

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- Inadequate access to health care facilities, and 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, and 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

- Urgent need for a Community Hall at Ward 9 which is constituted of about 12 000 people.
- 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 dilapidated 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;

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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

- Need for 1.5km Bus Route, High Mast Lights, VIP Toilets and a Bridge at Mandela Village.
- Need for 2.5km Bus Route, High Mast Light and Bridge at Luthuli Village
- 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 website and other electronic media are used to inform the community of the processes and progress of the IDP review process. Dates of the meeting schedules of the IDP/LED Joint Forum, IDP Management Committee, the IDP/LED Technical Committee, and the IDP/LED Working Groups, and all other IDP related structures, including the Community Outreach Meetings, are contained in the District IDP Framework/Process Plan, which is obtainable from the District on request.

As far as communication through radio is concerned, the District is continuing to work with National Radio station, viz: 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 is utelized. 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 District 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 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 District is in the process of finalising the process of integrating traditional authorities into the Council, pending the finalisation of the incidental issues by the Honourable MEC responsible for Local Government in the Province. It can be noted that the participation by traditional authorities from Thembisile Hani Local Municipality has been finalised.

2.2.6. Nkangala District Municipality 2012 Strategic Lekgotla

On the 27th & 28th of February 2012, the District held its watershed Strategic Lekgotla at St Georges Hotel in Irene, of which its overaching objectives included amongst others the following:

- To evaluate the District's Developmental achievements, challenges and agree on corrective actions.
- To entrench shared understanding of the ensuing developmental path of the District among its Political and Administrative echelons.
- To ascertain as to what extent are the Developmental Objectives and Policies of the District aligned with those of the six constituent Local Municipalities.
- To ascertain the responsiveness and alignment of the District Strategic Objectives to those of other Spheres of our Government.

Culminating from the two days deliberations, the delegates agreed on the following actions in the 2012/13 Financial Year and beyond:

- Review WSDP and water master plan by June 2013
- Develop & Review the Road Maintenance Business plan by June 2013
- Support municipalities to develop road and storm water master plans by June 2013
- Support municipalities to upgrade Water Treatment Works and Waste Water Treatment Works by June 2013
- Capacitate municipalities with plant and equipment for road maintenance by June 2013
- Implement backlog related projects as requested by municipalities ongoing
- Ring-fence funding to eradicate sanitation backlogs
- Establishment of a infrastructure forum at the District level with all Spheres of Government and the Department of Roads and Transport as a secretariat.
- Feasibility study to be conducted for a weighbridge between Ogies and eMalahleni.
- Improve procurement cycle to ensure contractors are appointed by September each year
- Ring-fence funding for cooperatives support and development.
- Establish high-level Strategic Stakeholders Forum consisting of Executive Mayors and company CEO's
 to engage on issues of economic development including the impact CSIs on the developmental imperatives of the District.
- Unpack job creation projects identified during the Job Summit for implementation in 2012/2013 and bevond.
- Convene Transport Indaba in 2012/2013 financial year to engage on issues of integrated and sustainable Public Transport in conjunction with District's long-term Planning and Development.
- Ensure development of synonymous and implementable IDPs within the District by March 2013.
- Each municipality to purchase land for integrated Human Settlement and Development purposes.
- All municipalities to work towards compact development opposed to outward growth as per their respective SDFs
- The Comprehensive Land Audit to be undertaken throughout the District by March 2013 to ascertain ownership of each and every piece of land therein.
- Work towards establishment of a Metro by 2016 and beyond.
- Support all municipalities to improve and sustain financial viability through implementation of revenue enhancement projects.
- Facilitate attainment of Clean Audit by all municipalities within the District by 2014.
- Set aside a Budget for mass catering in all the District Community Outreach meetings as of August/September 2012 onwards.
- Facilitate the finalization of the Training of all the Ward Committees across the District by March 13
- Enhance financial capacity of all municipalities by supporting Provincial Treasury Programme of training and deployment of financial specialists therein.

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- Ensure optimal functioning of Audit Committee and other relational internal controls.
- Resuscitation of District Shared Web Portal (Gate way)
- NDM Executive Mayor to facilitate optimal Participation of Traditional Leaders in Councils
- Implementation of Uniform District wide Electronic PMS
- Council to convene Conference / Summit on Powers and Functions and Institutional Arrangements
- Fast track the appointment of personnel to enable a dedicated attention to be given to specific issues June 2012
- Implementation of Uniform District PMS System Reporting Template by June 2013
- Ensure proximity of the fire and rescue services to the communities of Dr Moroka through the fast tracking of the construction of a fire station June 2014
- Continue to support local municipalities in the provision of fire fighting and rescue services through the
 procurement of relevant vehicles and equipment.
- Working together with relevant stakeholders ensures an improved air quality in the region, with particularly emphasis to Steve Tshwete, Emalahleni and Victor Khanye jurisdictional area.
- Conduct feasibility study for the construction of a treatment plant for TH LM drawing water form Loskop Dam.
- Upgrading the visual pavement management system.
- Installation of telemetry system to all reservoirs.
- Strengthen and intensify the CFOs forum.
- Review procurement policies.
- Establishing a town planning forum.
- · Hold an Education Summit.
- EPWP implementation by all municipalities

Reports by the Commissions to Plenary:

2.2.7. NDM 2012 IDP INDABA

Prior to the adoption of the final 2012/13 IDP an IDP INDABA was convened on the 19th – 20th March 2012 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 District through information sharing;
- Create a platform for dialogue where all stakeholders would discuss and agree on the development trajectory of the District;
- 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, four (4) commissions were formed which dealt with specific IDP priority issues. Key contributions submitted by the commissions were accordingly effected under the respective in this IDP document.

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2.2.8. Section 79 Committees

In addition to these Public Participation and consultation processes and mechanisms, the Council resolved to establish Six (6) Section 79 Committees congruent with its mandate as follows: Infrastructure Development and Service Delivery Committee; Social Services, LED & Human Settlements, Finance, Corporate Services and HRD and Rural Development, Public Safety & Transport. As opposed to previous arrangements, these Committees are not chaired by the respective full-time Councillors (MMCs), but by a Part-time Councillors, and are constituted by the Councillors and senior officials of the District.

2.2.9. IDP Institutional Arrangements

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

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

With a view of improving the functionality of these structures, including the IDP Forum, LED Forum, IDP Technical Committee, LED Working Groups and IDP Working Groups, there has been continuous appraising of 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 cooperative 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 4). 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 that a concept document on the reviewal of the LED and IDP structures, which will form the 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:

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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;

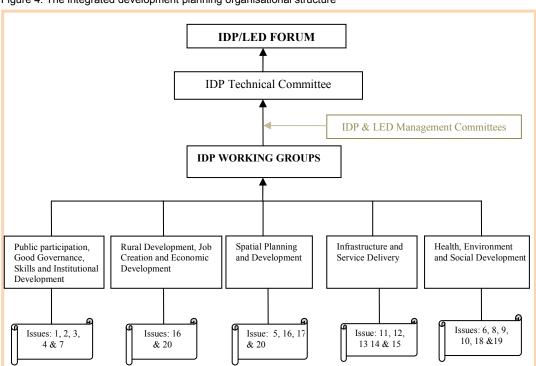


Figure 4: The integrated development planning organisational structure

The workflow is structured in a bottom-up approach approach in which issues emanating from the WGs find their way through to the IDP/LED 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 embraced 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.

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able 3: composition and proposed terms of reference for IDP structures	
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Terms of reference		 Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government Represent constituency interest in the IDP process Participate in the process of setting and monitoring "key performance indicators" Promote coordination and alignment of activities vertically and horizontally Information assimilation/dissemination forum 	 Serves as the communication mechanism between the NDM and local Municipalities and between the sector departments and municipalities To ensure the validity and technical correctness of the information presented To coordinate and align matters of mutual concern between the Sector Departments, Municipality and the six Local Municipalities To serve as the mechanism through which consultation and coordination with provincial departments and other external parties e.g. parastatals will take place To facilitate the integration of the policies, objectives, strategies and projects Discussions/commenting on inputs from consultants or other specialists Comment on technical aspects of sector plans Information assimilation and dissemination on regional development planning issues
Structur Description Composition		This is a political Chaired by the Executive Mayor. structure which Comprises of: institutionalises and Executive Mayor and Executive Mayors of the six local municipalities (level) representative amunicipalities (level) Processes Municipal Manager (including Municipal Managers of local municipalities at level) Senior municipalities at level) Senior municipalities and Ward Committee Chairpersons Traditional leadership Councillors and Ward Committee Chairpersons Business and Labour Parastatals Civil society, from all municipalities and other delegated government officials.	This is a technical Chaired by the Municipal Manager committee involving the Comprises of: municipalities and Chairperson(s) of IDP Steering Technical Committee sector departments Chairpersons of IDP Working Groups Sector Department HODs Municipal Managers Municipal HODs Department Planners Coffice of the Premier
Struc	Φ	IDP / LED Forum	IDP Technical Committee

	Key Focus Areas			်လ	processes		udy teams and		ents and support		
ivities	Facilitate discussions and resolution of issues pertinent to specific municipal Key Focus Areas		itted	Facilitate discussion of pertinent issues affecting government and stakeholders	Makes methodology and content recommendations on the municipal planning processes		Consideration and commenting on inputs from sub-committees, study teams and		Consideration and commenting Inputs from Provincial sector departments and support		
rious planning act	sues pertinent to		ations items subm	iffecting governme	nendations on the	re applicable	s inputs from s		uts from Provincia		tputs
ference for the va	nd resolution of is		ntent recommend	pertinent issues a	d content recomn	earch studies whe	commenting or		commenting Inpu		and document ou
 Provision of terms of reference for the various planning activities 	tate discussions a	and objectives	Consider and make content recommendations items submitted	tate discussion of	ss methodology an	Commissioning of research studies where applicable	onsideration and	consultants; and	consideration and	providers	Processes, summaries and document outputs
■ Provi	Facili	and c	Cons	Facili	Make	■ Com	•	ō	•	<u>a</u>	■ Proce
are working Chaired by the relevant Manager from the Department	committees to be responsible for the Key Focus area under consideration	established in terms of Comprises of:	the municipal Key - Municipal Officials	Focus Areas to Sector Departments	harness the strategic ■ Business	■ Labour	oriented nature of the Civil Society	Interest groups			
e working	to be	in terms of	sipal Key	Areas to	e strategic	and implementation- • Labour	ture of the				
These are	committees	established	the munic	Focus	harness th	and impl	oriented na	IDP.			
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2.3 Strengths, Weaknesses, Opportunities and Threats

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 District (see figure 5).

Figure 5: SWOT analysis of the District

STRENGTHS

- Ranked best instructional by independing the first Hart are an the presign is Vuna Award Competition of three consective lines at a National level
- Received impact of audit opinions from 2.0.09 in consecutively.
- Home of Coal mining and energy companies.
- Strong agricultine mining tour amond government services seators.
- Availability of ratingling current
- Existing steel circle.
- Located on the strategic N4 naire? Vacult: Combin
- The Mapula comder is a provincial priorry.
- Under the anchor or species. Molecular ideas and presence over ty
- Close pitch mily bi Gauterig a greathorinam source market and expert in operation basis
- Available labour force
- EF lippinges in support skills development.
- Cood pad nijestructure.
- Resisonably or cod undext good land.
- Railway incsideding from area or excharbours (Mapub) and Richards Bay;
- Working public private partnership intriatives.
- Trained marketing in the wester, would be subted to us in abroad on digitize the introduct, Loskop-Zithab seni tour sin record;
- Ndebele I), II.ira fromago upona known worldwoot;
- I), It is by enough communities.
- Supropositive statistics indiggramments for a which is easilizated as

WEAKNESSES

- Purcess shares on county communicated to all range masses (j.e.use of local means and exposure to broader masses
- Websited the unineral beat numbered became not offer two esathereby limiting communications.
- Limited and available for development and available tanding is existed.
- No strong diversino di uni carlos la diversiona di manches and un conditivo di pedissectoral concretimos.
- Coordination between towns in the district with strong conism potential regulate
- The likehoppe Limites helicologists: possibly flucto tank or skills browledge and buy in lowerds contamiles eight encry local numbberities.
- Lack of community involvement from previously disaction agent groups.
- Boat mining is a commishing resource.
- Vast sparsely populated are swith ow jopinator densities.
- Dispense and flagmenter orbanis deduce and promosess hilly to service centres for tural communities.
- Hugo backlogs in infreshulpula (nombend norbiga)
- Debinouring time inhastructure (such as read imagine time).
- Undoordinated development mulementation.

OPPORTUNITIES

- Key I Blancher projects identified (Kusile Power Broken, Busher, Wilder Power Broken, Agro processing, Broken, Busher, Index and legislats have the N4 Mapure Povelopment Conflor Moloto Rail Investorment Comfor and MPCCs) present great expectation be to attract invasions.
- The identified and or projects and of her orgens centified and to be identified through the integrated development planning processes of the Plants proceeds we storn pass bill as
- Land is available at low doct for moterned after of projects including tour smulght and poorly unitarry
- Diversing all countries manufacturing and cover upper
- Tomain opportunition Ndebele foundation. Mdala nature reserve.

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 witness repair development repair rate Managyane shooping centre,
 Siyabuswa matilijand identified;
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- Coproduce to the estative parameter in the region is altering now stock service excellence.
- Rehabilist on of odalitumes and mindland.
- Loamoranios and pursailes.
- Cood adcess to basic intrastructure

THREATS

- High miemologment rate, powerty and midercease comentance. 1999, DS.
- Elimination of RSC levies
- \blacksquare . In summation less to the exploit construging payment has
- Intermal land invasion and undermined greats not rensolitated.
- Biosurcichminos (morgos, downstaing).
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- Competing water resourcement heads.
- Most Payment rate for this rapid services in most incur about est
- Lage distance he weer manke, terrents & amenities offered by lowns, with acceptable transport.
- Poserly and lowisk is levels among the community.
- The Life HRZD (it expits selection man, rectuming companies);

2.4 NDM Organisational Outlook

Culminating from Municipal Elections in May 2011, the new NDM Council was constituted to lead the District over a period of Five (5) years.

Administratively, this Team of Councillors will be ably supported by the five (5) line function departments: viz; the Office of the Municipal Manager (constituted of Information Communication Technology (ICT) Unit, Local Economic Development, Development and Planning Unit (DPU), Internal Audit Unit, and Public Liaison); Technical Services (also responsible for the Project Management Unit); Social Services; Corporate Services and Finance.. The top-level organogram of the District's Executive is as depicted in **figure 6** below.

Figure 6: Organogram of the Nkangala District Municipality Council

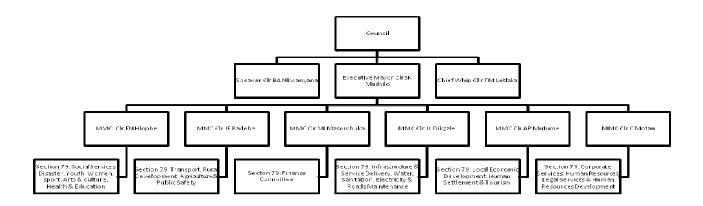


Figure 6a: Units in the office of the Executive Mayor

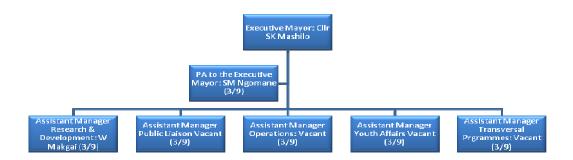


Figure 6b: Office of the Speaker and Council Whip

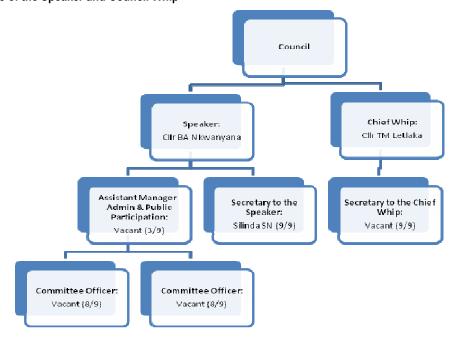


Figure 6c: Administration: Municipal Manager

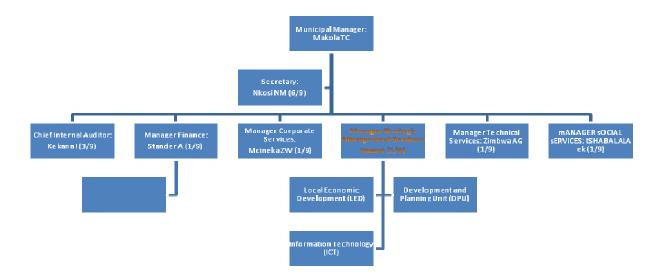


Figure 6d: Department of Finance

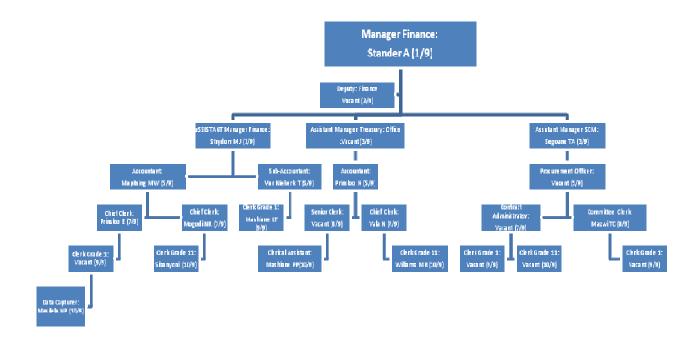


Figure 6e: Department of Corporate Services

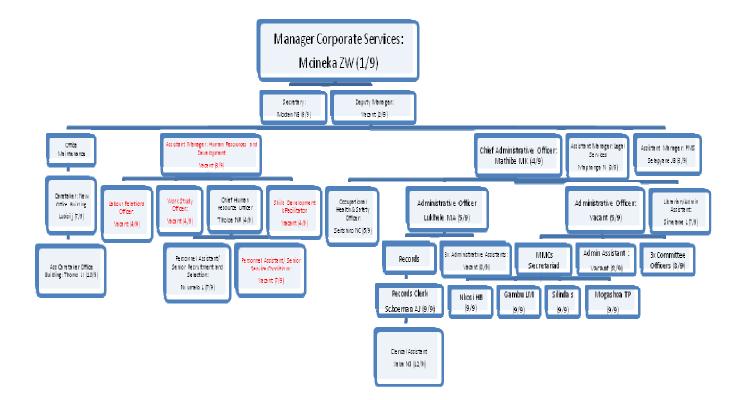


Figure 6f: Department of Social Services

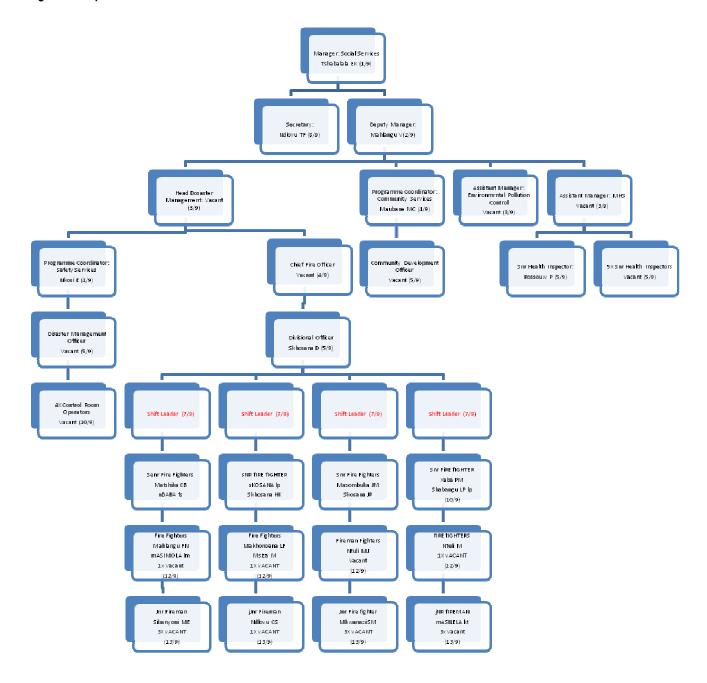
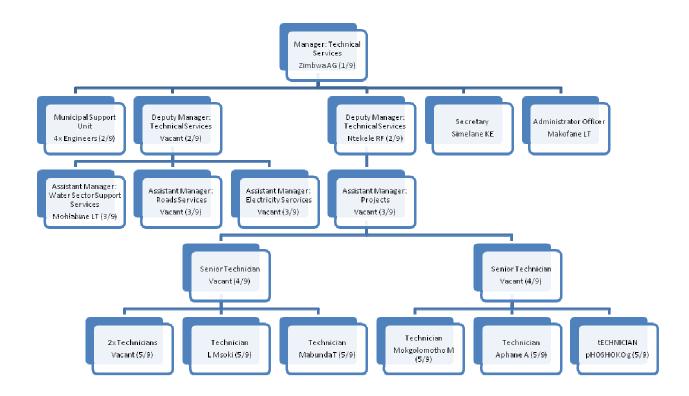


Figure 6g: Department of Technical Services



Plans are underway to finalize appointments in majority of vacant posts at all levels of Management. Whilst Human Resource is not necessarily the only resource pertinent to the working s of the District, It is, however, envisaged that this will go a long way in enabling the District to adequately respond to its ensuing mandate. The vacancy accumulated Vacancy Rate is depicted below:

Department/Unit	Current Nr of Positions	Vacant Positions
Municipal Manager	9	4
Corporate Services	35	16
Finance	28	9
Social Services	45	9
Technical Services	22	6
Development and Planning Unit	7	7
Information and Communication Technology (ICT)	4	1
Local Economic Development (LED)	6	2
total	156	50
Vacancy Rate		32%

CHAPTER THREE

3. COUNCIL'S 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 Council 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 Implementation within and Inter-Spherical Planning;
- Municipal Financial Viability and Management;
- Performance Management, Monitoring & Evaluation;
- Good Governance, Community Participation and Intergovernmental Relations;
- Sustainable Environmental Management and Climate Change.

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 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 District 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 District 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 District-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 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 on policies, structures and LED initiatives;
- To collect and disseminate economic information so as to assist local municipalities with LED interventions.

3.3.3 Integrated Development Planning Implementation within Inter-Spherical Planning

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.

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 Consultants Meetings, where all Service Providers providing services to the District are reporting on progress of all their respective projects, the challenges, and remedial measures are suggested where applicable.

3.3.4 Municipal Financial Viability and Management

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, Monitoring & Evaluation

The effective and efficient functioning of municipalities is 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 Good Governance, Community participation and Intergovernmental Relations

The primary aim 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 Sustainable Environmental Management and Climate Change

The Energy Sector, which includes electricity generation, contributes to 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 (CO₂) and

sulphur dioxide (SO_2) 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.

CHAPTER FOUR

4. BRIEF SOCIO-ECONOMIC OVERVIEW

4.1 District 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.

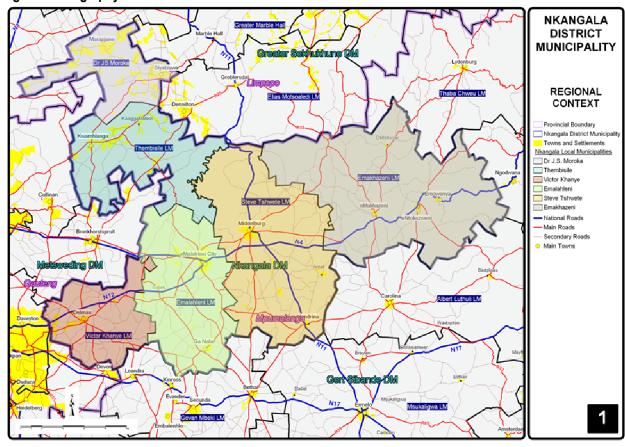


Figure 7: Geography of the District

4.2 Brief overview of Constituent local municipalities

4.2.1 Emalahleni Local Municipality

Emalahleni Local Municipality is situated on the Highveld of Mpumalanga. The geographical area of the municipality is approximately 2,677 square kilometres. The municipality consists of a number of towns, including Balmoral, Clewer, Coalville, Hlalanikahle, Kendal, Kriel, Kwaguqa, Lynnville, Matla, Minnaar, New Largo, Ogies, Paxton, Phola, Rietspruit, Thubelihe, Van Dyks Drif, Wilge, and Witbank. Witbank is one of the major urban concentrations in the Nkangala District Municipality and within Mpumalanga as a whole. Emalahleni is located close to Gauteng, adjacent to the N4 and N12

National Roads, which serve as an important transport link. The Local Municipality is predominantly an industrial zone, originally known for coal mining.

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

4.2.2 Steve Tshwete Local Municipality

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

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

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

4.2.3 Victor Khanye Local Municipality

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

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

4.2.4 Emakhazeni Local Municipality

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

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

4.2.5 Dr JS Moroka Local Municipality

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

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

4.2.6 Thembisile Hani Local Municipality

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

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

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

4.3 Demographics

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

Table 4: Population changes between 2001 census and 2007 Community Survey

	1980	1985	1991	%	1996	%	2001	%	2007	%	2010	%	2015	%
District						N	umber of pe	ople						
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%
NKANGALA DM			879,163	100.0%	962,895	100.0%	1,018,827	100.0%	1,226,501	100.0%	1,291,800	100.0%	1,364,260	100.0%
						INCREM	IENT							
District	1980-	1985	1985-	1991	1991-1	1996	1996 - 2	001	2001 - 2	007	2007- 2	010	2010 - 2	015
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	
NKANGALA DM					83,732		55,932		207,674		65,299		72,460	

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 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, 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.

It is imperative therefore, to note that majority of the population of the District is young people under the age of 35. This accordingly places a demand on the District and its Social Partners to prioritise youth development and empowerment as one of the key drivers towards sustainable development of the District. It can also be deduced that this very component of our population is the most vulnerable to developmental ills confronting the District.

Hence, the optimal participation of Organised Youth Formation and interest Groupings within the jurisdictional area of the District in the planning, budgeting and decision-making processes will be pivotal to advocate for the developmental aspirations of youth therein.

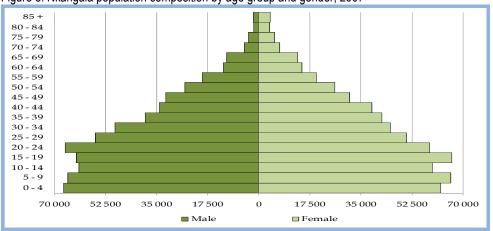


Figure 8: Nkangala population composition by age group and gender, 2007

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 5: 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 Municipalities' 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.

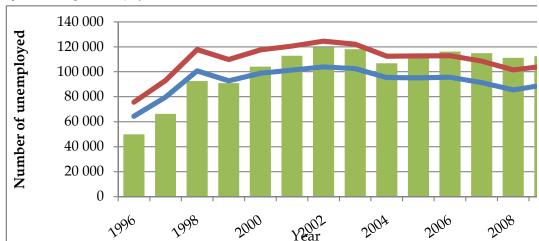


Figure 9: Nkangala unemployment numbers and rates, 1996-2009

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 6: Unemployment rates of Mpumalanga, Nkangala and its local municipalities, 1996-2010

Region	1996	2001	2009
Mpumalanga			
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 2011

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.

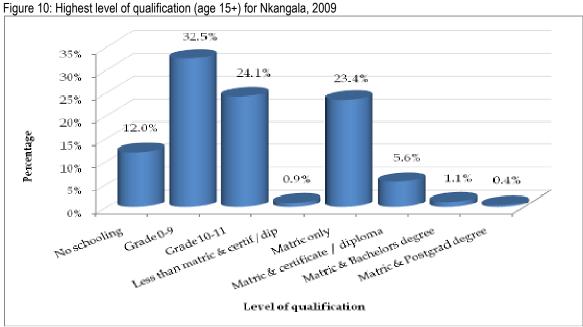
Emalahleni dominated Nkangala's employment numbers with a 47.4 percent share of the total employment. Steve Tshwete was the second largest provider with 27.7 percent, while Dr JS Moroka (1.8 percent) contributed the least to employment figures. Except for the agriculture sector, Emalahleni was the leading 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 Literacy Level

National 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 10 below illustrates the highest level of education in Nkangala. In 2009, 12.0% 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: of people completed matric only. Although 7.1% of people 15 years and older in Nkangala have matric and post matric qualifications, it was more than the provincial figure of 6.9%.



Source: Global Insight - ReX, September 2010

According to Table 7 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 7: Highest qualifications in Nkangala and local municipalities, 2009

Indicator	Victor Khanye	Emala- hleni	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 11 below 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%.

90% 84.8% 80.2% 80% 73.8% 73.9% 71.9% 68.4% **70**% **64.7**% 63.1% 61.7% 62.1% 60% 55.9% <u>54.0%</u> 53.5% Literacy rate 50% 40% 30% 20% 10% 0% Nkangala Victor Khanye Emalahleni Steve Tshwete Emakhazeni Thembisile Dr JS Moroka Region ■ 1996 ■ 2001 ■ 2009

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 building a fully-fledged University institution as pronounced by the President in His State of the Nation Address..

4.8 Spatial distribution of population

There are noticeable variations in the distribution of population within the NDM as shown in figure 12. The District is also characterised by geographical disparities and dispersed settlement pattern as illustrated above. The largest concentrations of people are found in 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.

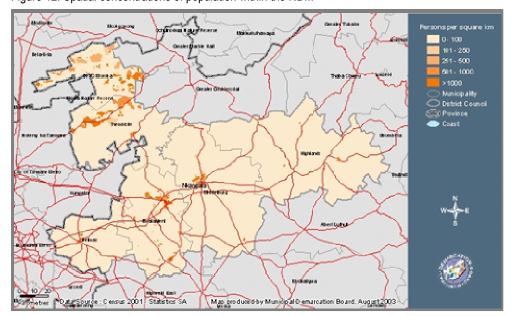


Figure 12: Spatial concentrations of population within the NDM

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 these areas, reducing their reliance on the Nkangala District, but necessitating daily commuting via public transport.
- The second poverty concentration is found in communities residing in informal settlements on the periphery of towns (e.g. west of Emalahleni and Middelburg, north of Victor Khanye Local Municipality). High population densities, poor access to basic infrastructure and community facilities, absence of local economies are the main characteristics.

The third category of poor people resides in the rural areas, particularly in the former black townships of small villages and on farms. The lack of land ownership, danger of evictions and unfair labour practices, long travel distances to the major centres and generally poor public transport are the main challenges.

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

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

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

4.9 Spatial distribution of economic activity areas and poverty pockets

The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile Hani local municipalities, is depicted in figure 13 below. This is over and above these municipalities being the most populous within the District

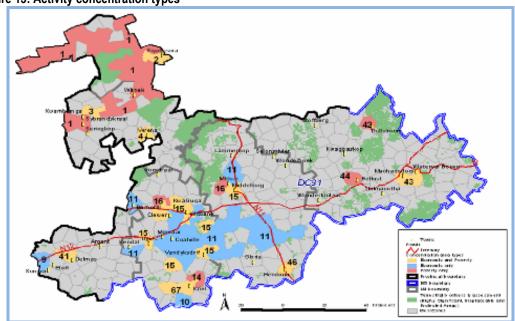


Figure 13: Activity concentration types

At a Provincial scale, as depicted in figures 13 (above) and 14 (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.

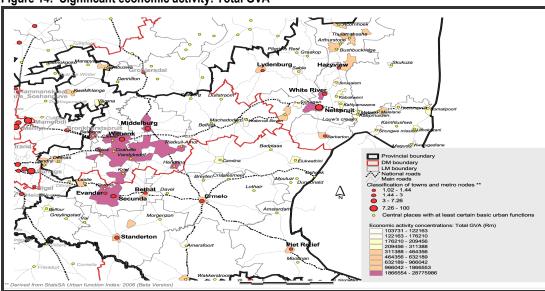


Figure 14: Significant economic activity: Total GVA

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 District 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 8: 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 9: 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 10: 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 prices 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 11: 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 12: 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%	
Total	304 303	100.0%	-	

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 15).

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.

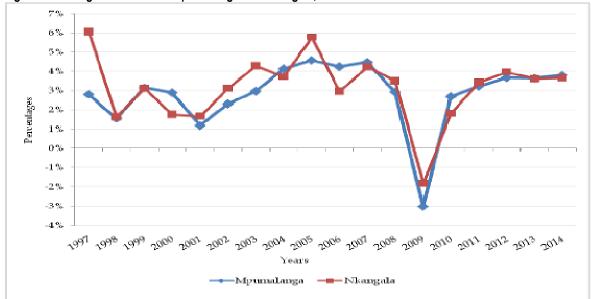


Figure 15: GDP growth rates for Mpumalanga and Nkangala, 1997-2014

Source: Global Insight- ReX, September 2010

Table 13: 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 14 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 14: Sectoral contribution to regional GVA (constant prices), 2009

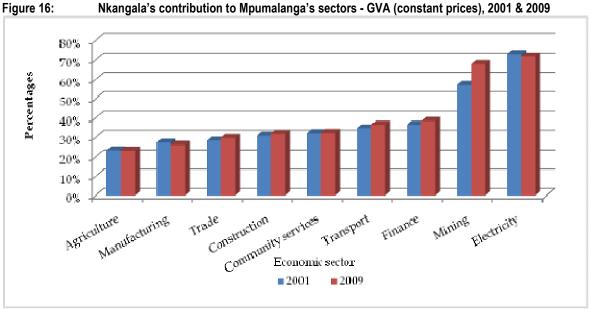
Sector	Nkangala	Victor Khanye	Emala- hleni	Steve Tshwete	Emak- hazeni	Thembis- ile	Dr JS Moroka
Agriculture	1.9%	12.6%	0.5%	2.2%	4.0%	0.7%	2.3%
Mining	29.7%	16.1%	35.0%	32.0%	23.3%	4.3%	0.0%
Manufacturing	12.2%	4.2%	5.2%	24.2%	6.7%	6.3%	2.6%
Electricity	8.9%	0.7%	14.4%	4.9%	2.7%	3.1%	3.6%
Construction	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%
Primary sector	31.6%	28.7%	35.5%	34.2%	27.2%	5.0%	2.4%
Secondary sector	23.2%	7.0%	21.9%	30.6%	11.8%	12.3%	9.6%
Tertiary sector	45.2%	64.3%	42.5%	35.2%	60.9%	82.7%	88.1%

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 sector 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 16 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%.



Source: Global Insight - ReX, September 2010

Table 15 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 15: Regional contribution to district GVA (constant prices) by sector, 2009

rable 10. Regional contribution to district CVA (constant prices) by Sector, 2005									
Sector	Victor Khanye	Emala- hleni	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 services	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 17 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.

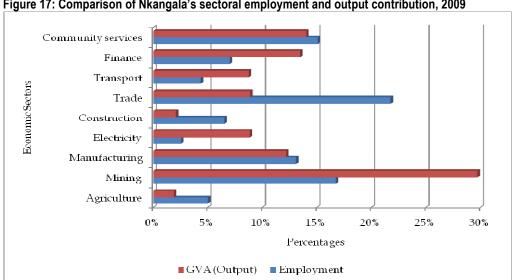


Figure 17: Comparison of Nkangala's sectoral employment and output contribution, 2009

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 18**, where it evident that, although it increased over the 12-year period, the trade balance of the province exceeded that of the district.

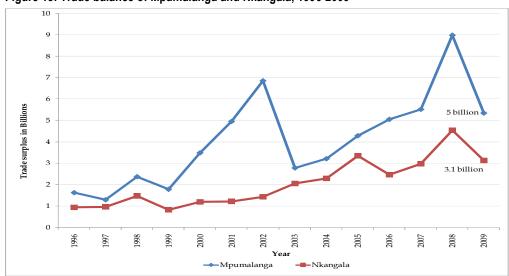


Figure 18: Trade balance of Mpumalanga and Nkangala, 1996-2009

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 19). 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.

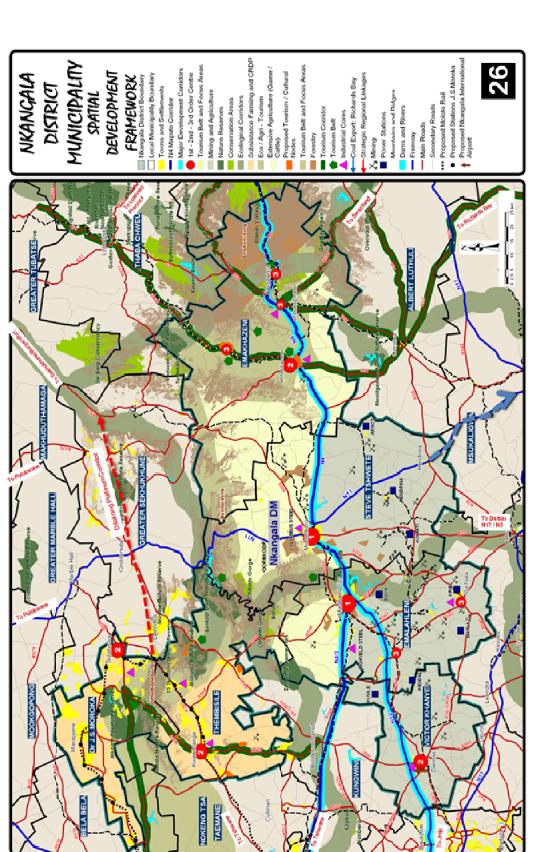
The specific section of route R555 between Emalahleni City and Middelburg pose the opportunity for consolidation and enhancement of the economic opportunities in the form of a mainly Local Development Corridor. Desirable land uses along the corridor would include agro-processing, service industries for 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 19: 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 20). 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 20 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.

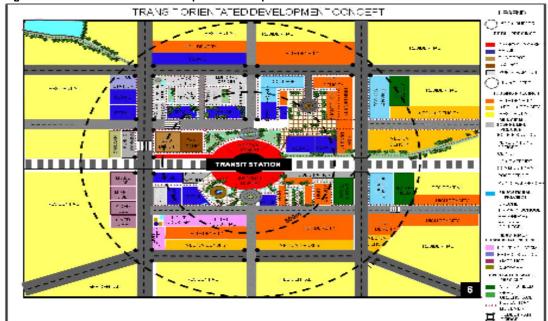


Figure 20: Transit Orientated Development Concept

4.21 Conservation, tourism and culture

The Nkangala District offers considerable tourism potential (refer to figure 21). 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.

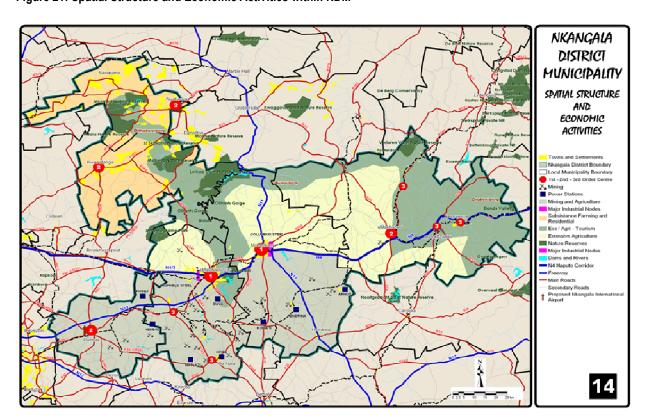


Figure 21: Spatial Structure and Economic Activities within NDM

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-Roossenekal and up to Burgersfort where it links up with the Dilokong Platinum Corridor.

In the southern regions, 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 22. 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).

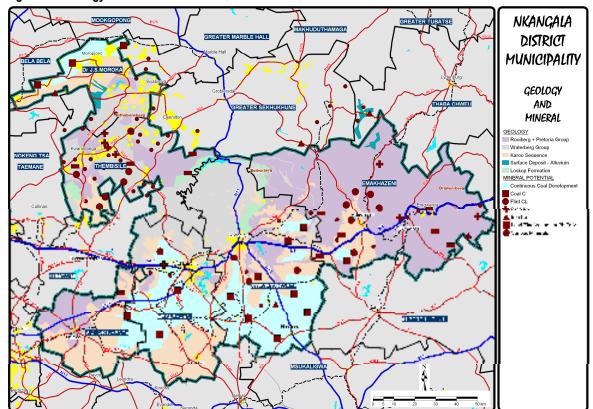


Figure 22: Geology and Minerals

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 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. As far as industrial activity is concerned, the existing industrial areas in Steve Tshwete (Columbus Steel) and Emalahleni (Highveld Steel) should be maintained and enhanced through service maintenance and upgrading programmes. These industrial areas would be the focus areas for heavy industries and manufacturing.

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

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

4.25 Formalisation and upgrading of settlements

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

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

4.26 Hierarchy of service centres

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

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

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

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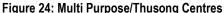
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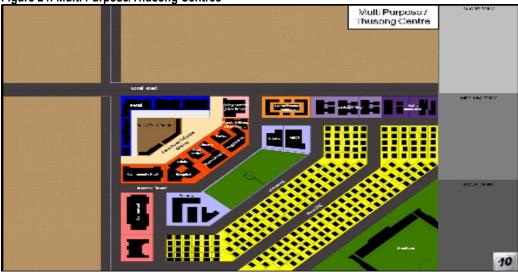
Figure 23: Proposed Thusong Services Centres (TSC)

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

4.27 Multi Purpose Service Delivery Centres

The TSC 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 24 below which graphically depicts the Thusong Centre Concept).





Several potential locations for the establishment of Thusong Centres were identified within each of the municipal areas in Nkangala as reflected in figure 23. 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

Flowing 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 District 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 District;
- 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 District, 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 District;
- 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 25 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 25. 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.

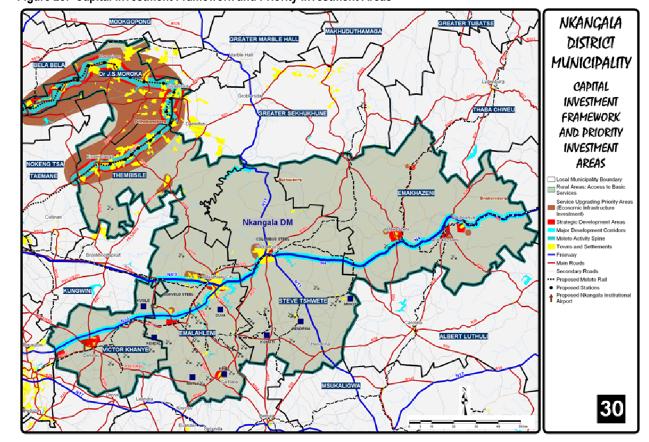


Figure 25: Capital Investment Framework and Priority Investment Areas

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 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 25 should be the main focus areas for capital expenditure.

As shown in figure 25 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 District have identified rural development and rural-urban integration as a central pillar in addressing unemployment, poverty and inequality within the District. 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 District 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 2012 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/or 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 cooperatives 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.

5.1. Comprehensive Rural Development Programme (CRDP):

In light of the status of development of both Thembisile Hani and Dr JS Moroka Local Municipalities respectively were identified as part of the Municipalities needs special attention through the CRDP to turn around the conditions therein. Comparison of selected socio-economic indicators between CRDP municipal areas is depicted below:

Socio-economic indicator	Albert Luthuli	Bushbuckridge	Dr JS Moroka	Mkhondo	Nkomazi	Pixley Ka Seme	Thembisile Hani
Population number (Community Survey of Stats SA, 2007)	194 088	509 979	246 965	106 459	338 098	65 928	278 518
HIV prevalence among antenatal clients tested (2009/10)	36.6%	23.5%	17.2%	33.1%	34.5%	30.6%	20.6%
Unemployment rate (2010)	41.4%	55.1%	64.4%	27.3%	19.9%	22.4%	28.3%
Poverty rate (2010)	51.5%	44.4%	42.9%	69.7%	66.3%	53.1%	46.3%
Annual per capita income (2010)	R19 481	R23 226	R23 220	R14 236	R13 525	R23 579	R20 914
% of people 15 years+ with no schooling (2010)	16.1%	17.7%	14.4%	16.3%	21.6%	17.8%	15.0%
Matric pass rate (2010)	68.7%	40.1%	54.7%	50.3%	72.2%	44.8%	54.8%
Human Development Index (HDI) from 0 (worst) to 1 (best) (2010)	0.43	0.44	0.47	0.40	0.38	0.44	0.45
Multiple Deprivation Index from 1 (most deprived) to 18 (least deprived) (2007)	3	2	5	4	6	1	7
Most important employment sector (2010)	Community Services (27.4%)	Community Services (43.4%)	Community Services (49.9%)	Agriculture (28.8%)	Commu- nity Ser- vices (26.7%)	Trade (20.3%)	Trade (30.5%)
Most important economic sector (2010)	Community Services (35.6%)	Community Services (50.7%)	Community Services (58.8%)	Community Services (21.5%)	Commu- nity Ser- vices (41.8%)	Commu- nity Ser- vices (20.4%)	Community Services (38.5%)
GDP growth rate – historic (1996-2010)	2.6%	1.5%	2.0%	0.9%	0.1%	3.4%	2.7%
GDP growth rate – forecast (2010-2015)	3.6%	3.6%	3.9%	2.7%	3.1%	4.2%	3.8%
% of households with formal housing (2009)	75.0%	94.3%	88.6%	72.4%	95.4%	80.5%	84.2%
% of households with hygienic toilets (2009)	34.4%	7.8%	24.0%	65.2%	51.9%	75.4%	6.6%
% of households with piped water at or above RDP level (2009)	75.1%	46.9%	61.5%	71.7%	72.9%	77.6%	85.9%
% of households with electrical	68.3%	64.0%	71.8%	82.1%	81.4%	68.6%	76.0%

connections (2009)							
% of households with formal refuse removal (2009)	20.9%	4.3%	13.3%	47.6%	45.5%	57.3%	13.6%
Infrastructure index from 0 (worst) to 1 (best) (2009)	0.54	0.46	0.52	0.65	0.63	0.66	0.55

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

The former MEC for Local Government amended a notice establishing Nkangala District Municipality (Notice No 300 of 2000) by promulgating Government Notice No 144 of 2003 in the Government Gazette (No 959) of 26 May 2003, wherein he adjusted the Division of functions and Powers between the District Municipality and its constituent local municipalities by way of table 17 below

Table 16: Division of functions and powers between the NDM and local municipalities

Powers and	d functions	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(a)	Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the areas of the district municipality				Nkangala		
(b)	Potable water supply systems.	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(c)	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(d)	Domestic waste- water and sewage disposal systems	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(e)	Solid waste dis- posal sites	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(f)	Municipal roads which form an in- tegral part of a road transport sys- tem for the area of	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Nkangala

	the district munici-						
	pality as a whole						
(g)	Regulation of pas-						
(9)	senger transport						
	services				Nkangala		
(h)	Municipal airports				· · · · · · · · · · · · · · · · · · ·		
()	serving the area of						
	the district munici-	Nkangala	Nkangala	Emalahleni	Nkangala	Steve	Nkangala
	pality as a whole				·······································	Tshwete	
(i)	Municipal envi-						
(1)	ronmental health				Nkangala		
	services				rmangala		
(j)	Fire fighting ser-	Delmas	Nkangala	Emalahleni	Emakhazeni	Steve	Nkangala
U/	vices	Boilliao	Mangala	Lindianioni	Linakiazoni	Tshwete	rmangala
(k)	The establishment,					101111010	
(K)	conduct and con-						
	trol of fresh pro-						
	duce markets and						
	abattors serving	Nkangala	Dr. J S	Emalahleni	Emakhazeni	Nkangala	Nkangala
	the area of a major		Moroka				
	proportion of the						
	municipalities in						
	the district						
(I)	The establishment,						
(-)	conduct and con-						
	trol of cemeteries						
	and cemetoria						
	serving the area of	Delmas	Dr. J S	Emalahleni	Emakhazeni	Steve	Thembisile
	a major proportion		Moroka			Tshwete	
	of the municipali-						
	ties in the district						
(m)	Promotion of local	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala
	tourism for the ar-						
	ea of the district						
	municipality						
(n)	Municipal public						
	works relating to						
	any of the above	Delmas	Dr J S	Emalahleni	Emakhazeni	Steve	Thembisile
	functions or any		Moroka			Tshwete	
	other functions as-						
	signed to the dis-						
	trict municipality						
(o)	The receipt alloca-						
	tion and, if appli-						
	cable, the distribu-				NII .		
	tion of grants				Nkangala		
	made to the district						
()	municipality						
(p)	The imposition and						
	collection of taxes,						
	levies and duties						
	as related to the				NII. a. a. a		
	above functions or				Nkangala		
	as may be as-						
	signed to the dis-						
	trict municipality in						
	terms of national						
	legislation.						

This adjustment of the division of functions and powers between the Nkangala District Municipality and its constituent local municipalities was confirmed by the former Minister of the then Department of Provincial and Local Government (DPLG) by way of Government Notice No 810 published in the Government Gazette no 25076 of 13 June 2003.

The Minister of Finance indicated in his 2005/2006 budget speech that RSC levies would be phased out from 1 July 2006 without giving any indication as to how District Municipalities will function once these 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 Municipal Demarcation Board conducted capacity assessment of the local municipalities within the District in 2007 which resulted in the increase of functions and powers of the local municipalities, with the Nkangala District Municipality allocated 13, 16 percent of the functions yet in the past four years from 2006/2007 – 2009/10, the District implemented capital projects in the local municipalities to the tune of +R700 million.

In terms of Section 84 of the Local Government Municipal Structure Act, most of the functions adjusted for allocation to local municipalities are district municipalities' powers and functions.

Below are some of the relational challenges that may still need further inter-spherical attention:

- 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.

In June 2011, the council commissioned a review of the powers and functions of the district municipality. In order to redress the situation, the following have been suggested:

- Nkangala District Municipality applies to the MEC for Local Government in the Mpumalanga Province to initiate a process for the review of powers and functions in the Nkangala District Municipality as provided for in Section 85 (4) (a) (ii)of the Municipal Structures Act;
- A District interaction session be held with all relevant stakeholders to determine the extent to which powers and functions between the district and local municipalities within Nkangala District Municipality may be re-adjusted in terms of Section 85 of the Act.Based on the outcome of this initial interaction between the MEC, Nkangala District Municipality and the six constituent local municipalities, the exact scope and extent of the assessment to be conducted by the Demarcation Board in terms of Section 85 (4) can then be defined, and the MEC for local government to formulate his request to the Demarcation Board accordingly.

6.2 Issue 2: Organisation Restructuring and Transformation

6.2.1 Background and Problem Statement

Filling of approved vacant positions, appointment of persons with disabilities, promoting the culture of performance at all levels of Council, the coordination, 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 is one of the key issues that are critical here. The economy continues to experience a shortage of certain skills in each of the key sectors of the economy. In order to address these challenges, short to medium measures are necessary to address structural imbalances in the labour market. Beyond the internal capacity-building programme of the District, the NDM developed a Human Resource Development Strategy (HRDS) in 2007 to address the following matters:

- A solid basic foundation, consisting of early childhood development, general education at school as well as adult education and training;
- Articulation of demand for skills;
- Securing a supply of skills, especially scarce skills; and innovation and Research &Development.

The HRDS identifies eight strategic objectives as follows:

- To improve the foundations for human development in the Nkangala Region:
- To improve local supply of appropriate skills with a particular focus on scarce skills;
- To improve new venture creation skills to build foundations for SMME growth and development;
- Improving the coordination, monitoring and evaluation of HRD programmes and initiatives within the region;
- To improve access to information on job, financing and training opportunities:
- To advance employment equity and BBBEE through skills development:
- Improving and building partnerships between the National Systems for Innovation, Research and Development and local industry as well as training institutions; and To improve support for service delivery transformation through skills development

The building of a University in the Province is appreciated, however, the Stakeholders within Nkangala District Municipality submitted during the 2012 IDP Indaba, that the authorities be persuaded to at least consider having the Faculty of Engineering located within the District in view of the nature of business therein, where engineering skills are prerequisite for the operations of majority of Companies from the District.

On the internal processes, the Nkangala District Municipality commissioned a project in June 2011 to review both the organization structure, the Human Resource Development and Capacity Building Strategy and the Performance Management System as required in terms of Sections 66 to 68 and Chapter 6 of the Municipal Systems Act; 32 of 2000, as amended. The project duration is months.

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 organizational 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.

The main purpose of reviewing organization structure, the Human Resource Development and Capacity Building Strategy as well as the Performance Management System is to determine the extent to which they respond to the Nkangala District Municipality Integrated Development Plan's (IDP) priorities, objectives, strategies and Performance measurements, also reflected and amplified in the Service Delivery and Budget Implementation Plan.

The following suggestions emanate from the project to review the organizational structure HRD and Capacity building strategy:

- It is recommended that a uniform system be developed whereby a third level of Individual Balanced Scorecard System be implemented to replace the current Personnel Performance Evaluation System;
- That a dedicated functionary be employed at assistant management level to ensure continuous alignment between the PMS, IDP, Budget and SDBIP processes in the Nkangala District;
- Ensure that Quarterly Finance Audit Reports, linked to the SDBIP be compiled to comply with the requirements of the Auditor General;
- Ensure that Annual Performance Agreements are functionally linked to the Nkangala SDBIP.

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 resourcefull 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 within 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 District and local municipalities in line with relevant legislation and regulations;
- Improve the foundations for human development in the Nkangala District 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 District 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.
- Increased dissemnitation of information through sustained development and distribution of Newsletters by all Municipalities within the District.
- CoGTA to coordinate PCF Technical reports for purposes of implementing resolutions
- Strengthening of IGR structures throughout the District.
- Advocate for the; location of the Engineering Faculty of the proposed University pf Mpumalanga in the Nkangala District Municipality.

6.3 Issue 3: Financial Viability

6.3.1 Background and Problem Statement

Municipal Financial Viability is about the ability to generate sufficient income to meet operating expenses, debt commitments and where applicable, to allow growth while maintaining service levels.

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 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.

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 the RSC levies.

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 others the following:

- Declining capital budgets and shrinkage repair and maintenance budget;
- Non payments for services by those who can afford to pay and illegal consumption, increasing debt
 owed to municipalities, consumers are unable to service their debts to municipality due to an unaffordable tariff;
- Rising electricity cost:
- Higher water purification cost due to pollution;
- Implementation of free basic service (Indigent);
- Impact of indigent policies and support to poor households;
- Shortage of skilled staff and capacity limitations;
- Growing dependency of intergovernmental fiscal grants, for everyday operations;
- High turnover rate in terms of senior staff and vacancies;

- Expectations of communities exceeds the capacity of municipalities;
- Distribution losses:
- Low and under utilization of revenue base;
- Macro economic factors and challenges outside control of municipalities;
- Credibility of billing data.

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 persued:

- Engage relevant stakeholders so that adequate funding mechanisms can be put in place to successfully implement all its functions;
- Facilitate attainment of clean Audit Reports by the District 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;
- Improved municipal governance, performance and accountability;
- A regular assessment of revenue base in terms of total income per capital grant dependency, trading and economic services including an assessment of efficiency factors such as salaries cost to operating revenue:
- Debt analysis to understand threats;
- Commitment of councilors to effect credit control and debt collection;
- Linking LED with financial viability by enhancing own service revenue;
- Setting of financial benchmarks that are realistic and within the resource capabilities of municipalities and measure performance accordingly;
- Improved planning;
- Improving own source revenue, cutting cost and making operations run more efficiently;
- Incentivise staff to perform better and gain more professional skills;
- Setting service level benchmarking indicators to measure performance;
- Encourage a culture of transparency and accountability;
- Improve an internal and external controls that minimizes opportunities for corruption;
- Improve cost recovery through tariff revisions:
- Raising of debt for implementation of cost recovery projects;
- Improved financial administration and reporting proper billing systems, accurate billing and effective distribution of accounts;
- Evaluate the efficiency and effectiveness through the costing of services;
- Improved access to pay points;
- Clamping down on illegal connections and meter tempering;
- Enforce credit control policies and by-laws;
- Indigent management;
- Effective communication with ratepayers;
- To provide meters and replace faulty meters.
- Intensify Revenue enhancement mechanisms across the District.
- Implementation of GRAP 17

- Statutory in-year Financial and non-financial reporting by all municipalities within the District.
- Strengthening of Supply Chain Management Units through filling of vacant posts and Review of SCM policies to ensure streamlining of procurement processes and compliance monitoring. across the District.

6.4 Issue 4: Good Governance and Communication

6.4.1 Background and Problem Statement

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). The internal audit function operates in terms of an approved Internal Audit Plan prepared based on the risk assessment adopted by Council in September 2011. In order to develop effective audit plan, as per legislation, the risk assessment was conducted and adopted by Council in September 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.

SHARED AUDIT COMMITTEE: The District has established a shared Audit Committee in terms of Section 166(6)(a) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). The Audit Committee perform its duties according to the Audit Committee Charter approved by Council at its ordinary council meeting held on 28th September 2011 as per resolution number DM107/09/2011. The over-aching challenges faced by the Audit Committee are non-attendance by certain local municipalities and senior management from the municipalities.

FIGHTING CORRUPTION: High corruption levels frustrate society's ability to operate fairly and efficiently and the District's ability to deliver on its developmental mandate. In Transparency International's Global corruption survey, South Africa has fallen 38th place in 2001 to 54th place in 2010, out of 178 Countries. Corruption often involves both Public and Private sector participants. The perception of high levels of corruption at Senior levels of Government, particularly Local Government makes the fight against corruption that much higher.

Political will is essential to combat this scourge. Political will is measured by assessing the amount of money invested in fighting corruption, the legal arsenal that corruption-busting institutions have at their disposal, the independence of anti-corruption authorities/agents from Political interference and the consistency with which the law is applied. Being soft on smaller, or usually tough on corruption involving Political opponents, implies inconsistency.

Continuous strengthening of the District's Supply Chain Management processes, procedures and mechanisms have as one of the principal tool of rooting out corruption, particularly in Council's procurement processes have begun to yield positive results. One of the critical success factors is the sustained capacitation of Council Officials and Service Providers of Council Procurement processes, and pre-requisites for efficient bidding processes.

RISK MANAGEMENT FUNCTION: King III Report 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 17: District wide Audit Opinions over the last 5 Years

Municipality	2006/07	2007/08	2008/09	2009/10	2010/11
Nkangla Distirct Municipality	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Emakhazeni	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Victor Khanye	Unqualified	Unqualified	Qualified	Unqualified	Unqualified (CA)
Thembisile Hani	Unqualified	Unqualified	declaimer	Disclaimer	Qualified
Steve Tshwete	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified (CA)
DR. J S Moroka	Unqualified	Unqualified	Qualified	Disclaimer	Disclaimer
Emalahleni	Unqualified	Unqualified	Unqualified	Qualified	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 District 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 issue of Mass Catering has been raised in almost all our meetings, and accordingly a Budget must be set aside for the 2012/13 Financial Year and onwards to ensure that whilst we expect majority of our communities, we take care of their health since some of them travel long distances to and from the Outreach Meetings. The schedule of the meetings is contained in the 2012/13 District IDP Review Framework Plan.

STAKEHOLDER ENGAGEMENT 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 Forum. 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 to 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 District 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 District 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. Furthermore, Communication still requires to be enhanced between the Provincial and Municipal Structures, e.g. feedback to the municipalities from IGR structures, mainly the Premier's Coordinating Forum (PCF).

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 countries.

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 be addressed.

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 18: 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
NDM	131	143	+12

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.

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 whilst the challenges confronting youth development are obviously noticeable, the opportunities that lie ahead have equally been identified.

The challenges of youth development are well encapsulated in the Integrated Youth Development Strategy document which was adopted by Council. Although this Strategy represents the first official Integrated Youth Development Strategy for the District, youth development *per se* has enjoyed attention within the Nkangala District and its local municipalities over the past decade. The Thembisile Local Municipality for example (2009) launched its very own Integrated Youth Strategy. The District has also established a Youth Development Office within the Municipality. The importance of addressing the youth cohort in South Africa is exacerbated by the fact that the former apartheid regime did not afford the greatest part of South Africa's youth population with the opportunity to develop to their full potential. The District, in line with the NYP recognises that immediate attention should be given to the following prioritised youth target groups:

Young women: They are more likely to be unemployed than males,

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,
- 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, and 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.

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 their IDP Human Rights Programmes, in particular Women Programme and budget accordingly;
- SALGA, Priemier'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 coducted in municipalities in conjunction with the relevant departments;
- A session to review progress on the implementation of women resolutions to be held in 2011.

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

- Inadequatel functionality of established stakeholder engagement mechanisms:
 - > Various IDP'LED Working Groups not regularly taking place as unticipated;
 - 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;
 - Unsatisfactorty 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 women 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.
- Strengthening of communication between provincial public participation directorate and the District Municipality
- Reviewing of the functionality of Working Groups.
- The management of issues emanating from the Presidential Hot Line be dealt with by Municipalities Communication Units.
- District to train Ward Committee Members who were not trained.

- Develop a uniform tool in paying stipend to Ward Committee members.
- Enhancement of Audit Committee Issues in the IDP.
- Clarification on the need to establish a risk management committee in municipalities.

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).

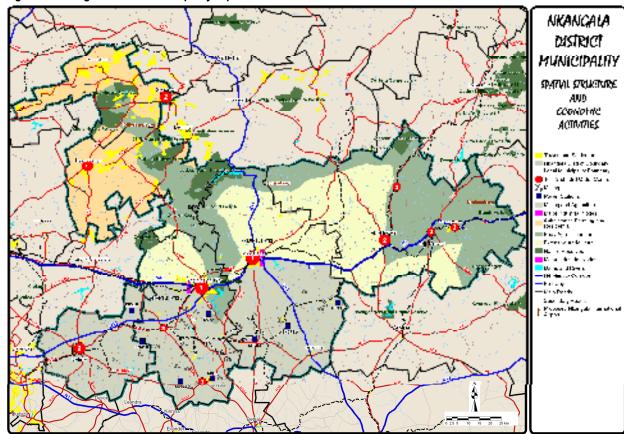


Figure 26 Nkangala District Municipality: Spatial Structure and Economic Activities

eMalahleni Town and Middelburg are the two main towns in the district, both in terms of location and economical functions. Delmas and eMakhazeni are secondary service centres serving as central places to the surrounding farming areas. Siyabuswa (Dr JS Moroka LM) and KwaMhlanga (Thembisile Hani LM) are more rural which have economical nodal points. The tourism potential associated with the eastern regions of the District has resulted in the regeneration and growth of Dullstroom/Waterval-Boven/Engwenya in the Emakhazeni Municipality.

In terms of the municipal spatial planning functions for Dr J S Moroka, Emakhazeni, and Thembisile Hani Local Municipalities are vested with the District. This is due to 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.

Township Establishment and upgrading of settlements: Land for housing development and for residential stands was identified as a need during the Nkangala community outreach. Nkangala District Municipality is still faced with the backlog of incomplete township establishments, land tenure upgrading applications and opening of township register. In Dr JS Moroka and Thembisile Hani municipalities, most of the settlements 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.

Integrated Human Settlement: High rate of housing needs and infrastructure development in the District remain a challenge which needs the special attention on addressing the issues of housing and land for settlement purposes through township establishment. There are number of hostels within the District which need to be converted to family unit. Mine houses development need to be controlled and managed properly, in order to be integrated with the existing settlements.

Informal Settlements: Municipalities are experiencing the challenges with the mushrooming of the informal settlements that are increasing in the fast rate each year especially in Emalahleni, Steve Tshwete, Victor Khanye and Emakhazeni local municipalities. Thembisile Hani and Dr JS Moroka Informal settlements become the challenge to local municipalities in the provision of services and the high demand of housing. These informal settlements need policy control measure, a township establishment for relocation, in-sutu upgrade and to be formalised accordingly.

Physical Planning functions: The District's 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 reviewed 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 (LUMS): Land Use Management Schemes is one of the components of the Land Use Management Systems, which were more commonly known as Town Planning Schemes, are statutory planning tools used to manage and promote development. All the local municipalities that are within the District are fully covered with the Land Use Management Schemes which are wall-to-wall land use schemes.

District has already undertaken the process to convert and translate Land Use Schemes into a Land Use Management System. This conversion and translation is largely driven by the Spatial Development framework, property assets management registered, etc (where appropriate) when they are adopted.

Geographical Information Systems (GIS): Steve Tshwete municipality is the only local municipality with the fully functional GIS in the District. The lack of Capacity in terms of the Human Resources and GIS resources are the challenges faced by local municipalities. The District GIS Strategy has been developed to assist local municipality on the GIS issues. The District will undertake the implementation of the GIS Strategy in support of local municipality.

Comprehensive Rural Development Programme (CRDP) and Land Reform: The pace of land reform itself, including the pace of resolving restitution claims is too slow. According to the Land Claim Commission, the process is taking place in a challenging environment including high price of land, declining budgets, complex claims which end up being referred to court, disputes which require lengthy negotiations.

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. CRDP is being implemented in Thembisile Hani and Dr JS Moroka by the Province which needs to also spread to Steve tshwete, Victor Khanye and Emakhazeni. Land for cemetery, grazing, farming and housing remains a main challenge for rural/farm residents.

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. Four local municipality have already adopted theirs SDF's and two (Victor Khanye and Steve Tshwete) still to be adopted.

Emanating from engagements with Stakeholders leading to the District 2012 IDP Indaba, the following issues were identified as pertinent;

- Insufficient stands for residential
- State Land release
- Allocation of stands by Traditional leader
- Inadequate implementation of the Geographical Information Systems across the District
- Increase in Informal Settlements across the District
- Increase in number of Cemetaries nearing their capacity and those located in unsuitable land.

The following interventions should therefore be persued:

- 1. Promote the sustainable use of the land resources in the country;
- 2. Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- 3. Stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land;
- 4. To put measures in place for capacity building in the physical planning functions of local municipalities;
- 5. Facilitate formalisation of informal settlements and facilitate security of tenure throughout the District.
- 6. To establish a fully operational GIS and to support local municipalities;
- 7. To facilitate, manage and control land use and development in Thembisile Hani, Dr JS Moroka and Emakhazeni local municipalities;
- 8. To promote sustainable rural development within the District;
- 9. Promote accountable spatial planning, land use management and land development decision-making in District;
- 10. Promote cooperative governance and wider information sharing in plan-making and implementation;
- 11. Promote maximum openness and transparency in land development decision making.
- 12. Support and monitoring the approval and implementation of the Reviewal of the Spatial Development Frameworks (SDF's) of the District and the six Local Municipalities
- 13. Identify land for evicted farm workers.
- 14. Facilitate eradication of informal settlements.

15. Identification of suitable for Land for cemeteries	

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 detrimental to the realisation 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 period.

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 (MHS)*. 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 are, 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, Steve Tshwete, Emalahleni, Emakhazeni and Victor Khanye local municipalities, render MHS. However, in Thembisile and Dr JS Moroka local municipalities the Provincial Department of Health renders the service. 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, but also the opening hours of some clinic is of concern;
- Unavailability of emergency services contributes to infant mortality;
- Competition amongst provinces especially in attracting health workers.
- Need to ensure that deaf people can be assisted at hospitals and clinics
- · Filling in of vacant management positions in department of health
- Information on the number learners awarded bursaries studying medicine in Nkangala be provided.

In an effort to deal with the challenge of HIV/AIDS, the government in 1999 conceived National AIDS Council. 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 held an induction workshop with the Council members on ... and has just completed

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

6.6.2. HIV AIDS Prevalance

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

Table 19 below depicts the changes in HIV prevalence for Mpumalanga, Nkangala and its local municipalities between 1997 and 2009.

Table 19: 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.

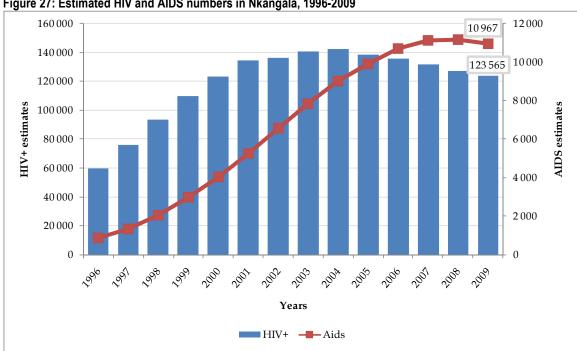


Figure 27: Estimated HIV and AIDS numbers in Nkangala, 1996-2009

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. 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.

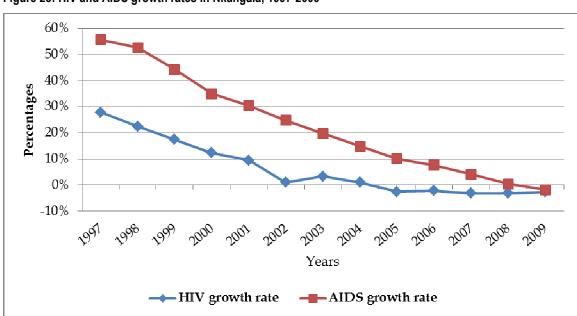


Figure 28: HIV and AIDS growth rates in Nkangala, 1997-2009

Source: Global insight - ReX, September 2010

Figure 26 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 Distrct, the Department of Health rolled out, and will continue to roll out Mobile Clinics as indicated in Table 20 below.

Table 20: 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
District Average	22	11	369	16

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.

Emanating from Community Outreach meetings, these issues were raised as follows per constituent Local Municipality:

Victor Khanye local municipality:

- There is a need for a Clinic in Ward 8;
- The clinic hours be extended to 24hours in ward 3:
- The ambulance cannot reach the community at ward 7.

Dr JS Moroka local municipality:

- 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).

Emakhazeni local municipality:

- The mobile unit servicing Ward 5 is not accessible to the broader community;
- The owner of the farm (Doornkop) is willing to donate a small portion for the construction of a clinic;
- There is a need for a clinic in ward 7.

Steve Tshwete local municipality:

A need for the clinic to be extended since the population is growing in ward 29.

Thembisile Hani local municipality:

- Need for a clinic (wards 31);
- The clinic in Ward 13 Tweeforntein not accessible due to poor road condition;
- Clinic at Sun city is dilapidated;
- Shortage of staff at Moloto clinic.

Emalahleni Local Municipality:

- Lack of access to clinics by farm dwellers especially in Ward 32;
- There is a need for a clinic in phase 1 Ward8, Ward 26 and 27.

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:

- 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 Waste 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;
- 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;
- 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;

It is against this 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.
- Finalise the transfer of Municipal Health Services to district
- Staff attitude
- Provincialization of primary Health Care outstanding Steve Tshwete and Emalahleni

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 detrimental to the realisations of the Vision of the District. Notably, the 2011 grade 12 results for the country depicts a great improvement in that in 2008 the pass rate was 62.5%, in 2009 60.6%, in 2010 to 67.8% and in 2011 rose to 70.2%. This pass-rate, of 70.2%, represents an increase of 2.4% on the 2010 results.

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 schools lack 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 be desired.

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 schools need to be evaluated. Furthermore, given the added responsibility on especially girl children who are left 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 to be strengthened 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 should 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, and 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.

District Pressure Points

The following are the pressure points in the District with schools experiencing overcrowding. These areas might need additional facilities or new schools as a strategy to alleviate growth.

- 1. Moloto area in Thembisile Hani Local Municipality
- 2. Emalahleni area in Klarinet and Kwaguga Exts
- 3. Parts of Steve Tshwete in Ext 24 & 18 and Rockdale
- 4. Overcrowding at Ext 3, 4 & 5

Regional challenges confronting Education in Nkangala

- Population movement for economic reasons in the District has had a negative effect on schools in Dr JS
 Moroka and parts of Thembisile Hani as there is idling capacity of facilities including learner classroom
 ratio that is decreasing.
- Overcrowding in some schools due to perception by parents of school performance. This trend place a
 huge demand for provision of new facilities in growth points and also results in facilities not being
 utalised optimally.
- Farm schools have the lowest enrolment which varies from 50 120 learners and this impact negatively on quality of learning and teaching (multi grade teaching). This scenario makes it practically difficult to plan for provision of facilities as most of these schools are not sustainable.
- There is a glaring backlog on provision of classrooms, administration blocks, specialized centres in the district and kitchens for NSNP etc.
- Overcrowding of learners is still a challenge, though it is partly addressed through mobile classrooms (Mdumiseni, Seabe, Peter Mokaba, Ekuphakameni)
- Ageing infrastructure that is prone to natural disasters (Sijabule Mapogo, Seabe, Malatse)

- Lack of proper water and Sanitation in farm schools (Isikhahla, Tetema, Remahlatse, Bly n Bietjie)
- Projects that are abandoned and left incomplete (Rorhobhani & MM Motloung)

6.7.1.5. Grade 12 Performance per Province

The following table presents the Provincial Performance in descending order for the past four years:

Table 21: Provincial Performance in descending order for the past four years:

PROVINCES	2008	2009	2010	2011
W CAPE	78.7	75.7	76.8	82.9
GAUTENG	76.3	71.8	78.6	81.1
N WEST	67.9	67.5	75.7	77.8
FREE STATE	71.6	69.4	70.7	75.7
N CAPE	72.7	61.3	72.3	68.8
KZN	57.2	61.1	70.7	68.1
MPUMALANGA	51.8	47.9	56.8	64.8
LIMPOPO	54.7	48.9	57.9	63.9
E CAPE	50.6	51.0	58.3	58.1
NATIONAL %	62.2	60.6	67.8	70.2

The 2011 Grade 12 learner's results revealed that Mpumalanga Province is the most improved Province recording an increase of 8% from 56.8% in 2010 to 64.8%. Mpumalanga obtained 18.1 percentages lower than Western Cape, which registered the highest pass rate at 82.9%. It should be pointed out that Mpumalanga Province performed better than the province of Limpopo at 63.9% and Eastern Cape at 58.1% which in the 2010 academic year they performed better than Mpumalanga.

Table 22: Provincial Score per Subject

Subject	Year	Total Wrote	Pass by 30% and above	% of Pass by 30% and above
Accounting	2009	14 795	7 178	48.5
	2010	13 793	6 366	46.2
	2011	12101	5993	49.5
Afrikaans First Additional Language	2009	3 216	3 010	93.6
, ,	2010	3 232	2 921	90.4
	2011	3629	3246	89.4
Afrikaans Home Language	2009	2 710	2 700	99.6
	2010	2 556	2 552	99.8
	2011	2460	2459	99.9
Agricultural Sciences	2009	17 204	7 715	44.8
	2010	16 082	8 474	52.7
	2011	14466	8811	60.9
Business Studies	2009	18 859	10 021	53.1
	2010	18 219	9 613	52.8
	2011	17758	11815	66.5
Economics	2009	15 294	8 118	53.1
	2011	13673	6495	47.5
English First Additional Language	2009	50 894	46 404	91.2
	2010	49 438	44 842	90.7
	2011	44458	42331	95.2
English Home Language	2009	3 545	3 463	97.7
	2010	3 530	3 423	97.0

	2011	3954	3899	98.6
Geography	2009	21 858	14 129	64.6
	2010	21 702	13 372	61.6
	2011	20195	12775	63.3
History	2009	7 582	3 791	50.0
	2010	7 089	3 489	49.2
	2011	5779	3371	58.3
Life Orientation	2009	55 005	54 839	99.7
	2010	53 777	53 701	99.9
	2011	48913	48831	99.8
Life Sciences	2009	28 161	15 789	56.1
	2010	27 633	18 573	67.2
	2011	25087	17331	69.0
Mathematical Literacy	2009	29 720	17 106	57.6
	2010	29 099	21 773	74.8
	2011	28582	23013	80.5
Mathematics	2009	24 860	9 596	38.6
	2010	24 167	10 007	41.4
	2011	19899	9199	46.2
Physical Sciences	2009	20 666	5 979	28.9
	2010	20 139	8 352	41.5
	2011	17280	9025	52.2

The Provincial performance per subject indicates that the majority of learners performed very well on Life Orientation as a subject at 99.8 % and obtained average to high pass rates on home languages and first additional languages.

Concerns are however notable on the performance in subjects related to Mathematics and Economics of which percentage attained is at 46.2% and 47.5% respectively. Although the pass rate for Physical Science is slightly better at 52.2%, failure to obtain higher percentage pass rate thereto have a direct negative effect on the Province in that the filling of the skills gap in so far as rare skills are concerned could be difficult if not enough students with higher marks are produced.

In 2009, 24860 learners wrote mathematics paper compared to only 19899 last year, in the same period 20666 wrote Physical Science paper compared to only 17280 last year. A drop in Mathematics and Science candidates could be an indication that learners avoided difficult subjects to improve their chances of a matric pass. It could also be as a result of the fact that many Teachers need more support with both Mathematics and the specific challenges of teaching concepts. Too many Teachers depend on non mathematical concepts to help learners get the correct answer without ensuring that the mathematics is properly understood.

TABLE 23: District Performance for Mpumalanga Province: 2010 and 2011

Regions/District	Total Wrote 2010	Total Achieved 2010	% achieved in 2010	Total Wrote 2011	Total Achieved 2011	% achieved in 2011	% Differ- ence of the Total Achieved
Bohlabela	12761	5117	40.1	11915	6274	52.7	12.6
Ehlanzeni	14615	9876	67.6	13938	10047	72.1	4.5
Gert Sibande	11096	6581	59.3	10703	7005	65.4	6.1
Nkangala	13223	7808	59	11579	7861	67.9	8.9

Mpumalanga 51695 29382	56.8	48135	31187	64.8	8
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Nkangala region scored the second highest region in the Mpumalanga Province at 67.9% following Ehlanzeni at 72.1% in 2011. However, the NDM region performance in comparison to the 2010 improved by 8.9%, that is from 59% to 67.9%. Data source: Department of Basic Education, Report on the National Senior Certificate Examination Results (2011).

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

Table 24: Performance of schools per local municipalities under Nkangala District Municipality

AREA	NUMBER OF SCHOOLS	TOTAL ENTERED	TOTAL WROTE	TOTAL PASSED	PASS %
Victor Khanye LM	6	556	543	382	71.7
Emakhazeni LM	8	406	397	297	75.5
Steve Tshwete LM	21	1984	1938	1441	72.1
Emalahleni LM	27	2499	2453	1860	71.9
Thembisile Hani	39	3019	2957	1987	65.7
DR JS Moroka	44	3365	3291	1894	59.7
TOTAL	145	11829	11579	7861	69.4

Six schools under Nkangala region obtained 100% pass rate. These schools are located in Emakhazeni, Victor Khanye, Steve Tshwete, Dr. Moroka and 2 from Emalahleni. Mogobosheng Secondary under Dr. J S Moroka LM obtained 100% 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 48% pass rate obtained by NDM.

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 only 4.8 and 3.7 % respectively which is less than 10%. Thembisile Hani and Dr Moroka municipality accounts for close to 50% pass rate obtained. Close to 40 % of the pass rate was contributed to by Steve Tshwete and Emalahleni with 18.3 and 23% respectively.

The school with the lowest pass rate is recorded under Thembisile Hani LM, Sele Senior Secondary School that entered 32 learners and only 4 learners passed. The school pass rate is 12.5%. The overall best learner in the Province is from Dr. J S Moroka LM, Moabi, Solomon Thabiso from Hlalakahle Secondary School in Libangeni Circuit with four straight distinctions A's in Accounting, Economics, Business Economics and Sepedi.

Nonetheless, members of the public raised the following issues relating to Education during the DM 2011/12 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

- Department of Education to be engaged for additional admin block at Maruleni School in ward 2;
- 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)

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;
- Schools are far and busses collect children late in ward 32.

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);
- During the rainy days the classrooms are flooded (ward 11).

Emakhazeni Local Municipality

 Morelig combined school- There is a need for an admin block, six (6) classroom, one (1) laboratory and one (1) library.

To make a lasting impact on the Education 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:

- Confron the emanating Skills shortage
- Dropouts (Contributing factors as indicated by department are social issues such as teenage pregnancies, drug abuse etc).
- Nkangala to engage FET colleges to check relevance on courses offered verses the market demand.
- Lack of focus on disabled persons (Suggestion of teachers being trained on sign language)
- Mitigate and minimize the impacts of disasters that occur in schools
- Role of MRTT in development of skills in the district as indicated in the State of the Province address.
- Department will in the future budget for English medium school in Steve Tshwete area.
- Ideally department intends to ensure that all schools will be able to cater for disabled learners.
- Optimize the functionality of the current five special schools in Nkangala district.

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 detrimental 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 require 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 District 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 in existence.

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 have by far recorded the majority of beneficiaries.

Table 25: Access to Services

Nkangala District

Number of beneficiaries per Local municipality - 2010

			Steve		Dr JS	Victor	
Grant Type	Emalahleni	Emakhazeni	Tshwete	Thembisile	Moroka	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
Municipality Total	67,322	15,718	43,938	110,772	100,203	11,993	349,946

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.

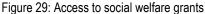
The growing number of people accessing grants is indicative of the need to accelerate creation of employment so that community members only rely on grants as a temporary measure.

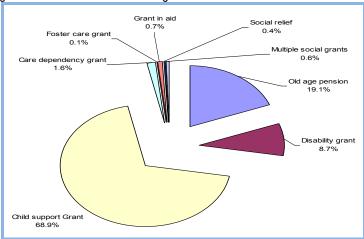
People living with disability continue to be marginalized in that programmes such as sporting tournaments' are hardly created to embrace these groups.

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 29. Overall 6,2% of the population in Nkangala (63 000) indicated some form of disability in 2001.





Within Nkangala, the availability of stimulation centres to accommodate those living with disabilities are very few and this result in 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 the District, there are still challenges to be addressed during the Medium – Long 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 within the District at 6.2% (63 000);
- The marginalization of persons with disabilities in sporting programmes.
- Where can medical assessments be done to confirm disability
- Problem of abandoned children
- · Adoption of vulnerable children by leaders in the community
- Need to update the data on persons receiving grants
- Late birth registrations still prevalent especially in farm areas
- Challenge to identify persons with Physical challenges (Children or elderly).

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 reviewal of the stipends provided to home based 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.

To make a lasting impact on the Welfare 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:

- SASSA hires facilities for payments to the elderly 137 pay points, 18 private owned, 39 community halls facilities and 61 areas still outstanding
- To address the issue of abandoned children the department intended to build a facility in eMalahleni (Children living on the streets)
- Ensure registration of new born the moment they are born.

Moving ahead, the following matters would need to be elevated

- 1. The promotion and protection of Orphans and Vulnerable children
- 2. Capacity building of the vulnerable groups on human rights
- 3. Establishment of service points for the children in conflict with the law
- 4. Programmes aimed at integrating people living with disabilities to be implemented

6.9 Issue 9: Culture, Sport and Recreation

6.9.1 Background and Problem Statement

During its 2012 Strategic Lekgotla and the 2012 IDP Indaba 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 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 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 District 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;
- 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.

National Liberation Route Project. NDM has since realized the need to align with the National Liberation Heritage Route project by conducting research on sites that are of significance in the area with the aim of tallying in the Provincial route. The project intends to identify and develop precincts on sites with liberation heritage significance. The NLHR will be configured as a network of sites, some nodes with world heritage status, others with national, provincial and local significance.

Nkangala's Contribution to the NLHR project (Delmas Magistrate Court project)

NDM commissioned a study called Planning, Design and Erections of Commemorative Plagues at the Delmas Magistrate Court which project drew broad stakeholder interest due to the project's elevation to a regional site in the Mpumalanga chapter on National Liberation Route. The Delmas Magistrate Court site is very significant in the legal history of South Africa since the court was the scene of the longest court case after the Rivonia Trial in South African legal History (3 years) – the Delmas Treason Trial where 22 Black political leaders were charged when trial started in 1985 and the four (4) who were tried during the "Trial of Delmas Four" in 1989. One of the project deliverables was to design and construct a monument within the premises of Delmas Magistrate Court building as an inscription bearing the names of the Trialists.

The project implementation began in June 2011 and was delayed due to the need to meet the requirements of the Department of Public Works who is the custodian of the site, need for extensive public participation as well as ensuring the monument design conforms to the National Heritage Resources Act, Act 25 of 1999 Guidelines.

Council's attention is drawn to the fact that the Project Steering Committee's approved design required an additional fund of the contract sum in accordance with the Supply Chain Management Policy. The monument design had to be varied and amended to ensure compliance with amongst others the Aesthetics and Information transfer standards of UNESCO World Heritage Sites since the site is aimed at receiving a heritage site status.

Cenotaph Phase 2. The NDM Cenotaph is a memorial plague engraved with the names of the heroes and heroines who

paid the supreme price during the struggle for democracy, non- racism, human rights, gender equality, justice and equality. The cenotaph project was initiated and implemented in collaboration between the NDM and the Department of Sport, Arts, Culture and Recreation (Mp). The cenotaph was officially unveiled on 21 March 2006 and bears the names of the fallen heroes and heroines.

In 2011 November, the process of documenting the Phase 2 names was opened in order to give members of the public who were omitted an opportunity for inclusion. It is envisaged that the Cenotaph site which is under refurbishment will become one of the precincts for benchmarking purpose.

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 create a platform for public involvement in the renaming of public facilities. Not withstanding this, the usage of new names that have been effected remains a challenge. Thus, there is a need to ensure that 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 – Long 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;
- Lack of recreation facilities and other sport codes in most areas including townships and rural areas.

Culminating from the 2011/12 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.

Dr JS Moroka: The 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 be 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 as maintenance of Alfred Mahlangu Park (Ward2).

Steve Tshwete LM: The NDM has identified several areas of potential development in Steve Tshwete Local Municipality. Among others, 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.

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 District.

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.

Challenges currently identified:

- Poor maintenance of facilities.
- District to participate in the sports councils

To make a lasting impact on the Sports, Arts and Culture 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:

- Optimize Talent search exercise within the District through Strategic Partnerships with relevant Federations
- To strengthern and support the LGNC in order to fast track name changes process in the region
- Facilitate establishment of Sport Desks within all Municipalities
- Facilitate the construction of libraries especially in Dr Moroka, Thembisile Hani and Emakhazeni
- Establish facilities for training and performance arts.

6.10 Issue 10: Safety and Security

6.10.1 Background and Problem Statement

Where people feel unsafe it makes it harder for them to develop their capabilities, pursue their personal goals and to take part in Social and Economic activity. To achieve the objectives set out in this Plan, communities therein need to feel safe, everywhere, and have confidence in the criminal justice system of the Country to protect them and to act speedily and effectively when required to do so. Accordingly, the District during its 2012 Strategic Lekgotla and IDP Indaba respectively confirmed the developmental issue of Safety and Security as still pertinent therein.

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

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

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. The following issues were raised regarding the Police Stations:

Emalahleni: There is no police station at Pine Ridge (w12);

Thembisile: Police Station is not accessible (w2) and Moloto police station that the operational hours are not conducive.

The following crime hotspots areas reported to be aggravated by the poor lighting were reported:

- Dr Moroka Senotlela, Ward 15, Ward 2, Ward 21 and Ward 2;
- Thembisile Ward 3;
- Victor Khanye Ward 8.

Over and above the community outreach meetings, during the NDM 2010 Women Summit, communities raised 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 1st March 2009 and 31st 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 Ditrict(Indicator Crime Categories)

Table 26: 2010 Crime statistics per Municipality

Local Municipality	Police Station	TYPE OF CRIME(2009/10)						
		Murder	Total Sexual Crimes	Burglary at Resi- dential Premises	Robbery with aggra- vating cir- cumstances	Drug Re- lated Crimes	Driving uder the inflence of Acohol 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	
	Sub Total	5	35	469	47	25	20	
	Middelburg	22	108	799	264	71	202	
Steve Tshwete	Blinkpan	11	16	43	39	18	15	
	Hendrina	8	26	134	40	20	45	
	Mhluzi	21	102	69	69	47	101	
	Sub Total	62	252	1 045	412	156	363	
	Kriel	5	36	296	48	19	14	
Emalahleni	Ogies	10	40	202	137	30	27	
	Vosman	45	203	678	295	184	52	
	Witbank	33	113	1 805	609	125	86	
	Sub Total	93	392	2 981	1 089	358	179	
Victor Khanye	Delmas	9	74	340	230	43	25	
	Sub Total	9	74	340	230	43	25	
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	
	Sub Total	43	351	1 021	373	194	434	
Dr.JS Moroka	Mmametlake	11	69	165	39	38	15	
	Siyabuswa	29	136	274	155	47	10	
	Vaalbank	7	70	118	82	26	10	
	Sub Total	47	344	557	276	111	35	

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.

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 bringing communities together.

Challenges that lies ahead

- Ensure that the Regional MRM structure is formally established and launched;
- Adopt a programme of action in order to guide the regional events;
- Strengthen partnership with SAPS in the initiation and implementation of neighbourhood watch campaigns and promotion of community policing forums across the District.
- Shortage of resources

To make a lasting impact on the Safety and Security 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:

- Advocate for safer and secured neighbourhoods across the District.
- Facilitate optimal allocation and use of resources ensure increased visibility of Police at all times
- Facilitate the establishment of sustainable Partnerships between the Police and Communities.
- Facilitate optimal functionality of all the CPFs across the District.

6.11 Issue 11: Emergency Services

6.11.1 Background and Problem Statement

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

Disaster Management Plan: The Nkangala District Municipality (NDM), in terms of the Disaster Management Act, 2002 (Act 57 of 2002), compiled a municipal Disaster Management Plan which was approved by Council. 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 protect, prevent and reduce the risk exposure.

Nkangala District is not immune to emergencies and disasters and occasionally suffers 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. The Plan identified hazards for each local municipality are summarized on the table below:

Table 27: hazards for each local municipality

Hazard Type	Dr JS Moroka LM	Emakhazeni LM	Emalahleni LM	Steve Tshwete LM	Thembisile Hani LM	Victor Khanye LM
Air pollution		Х	х	Х	Х	Х
Aircraft Accidents			Х	Х		
Animal disease	Х	Х	Х	Х		Х
Cold Snaps			Х			
Dam failure	Х	Х	Х	Х		
Deforestation	Х	Х	Х		Х	Х
Desertification		Х	Х			
Drought	Х		Х		Х	Х
Earthquake/Ground Motion			Х			
Endangered species		Х	Х			Х
Environmental degradation	Х					Х
Groundwater pollution	Х	Х	Х	Х		Х
Hazmat spillage	Х	Х	Х	Х	Х	Х
Heat waves	Х		Х			Х
Human disease	Х	Х	Х	Х		Х
Illegal dumping	Х	Х	Х	Х	Х	Х
Land degradation	Х	Х	Х			
Fog			Х			
Railway Incidences			Х	Х		
River/flash flood	Х	Х	Х	Х	Х	Х
Road accident	Х	Х	Х	Х	Х	Х
Severe storms	Х	Х	Х	Х	Х	Х
Sewerage/drainage failure	Х	Х	Х	Х	Х	Х
Sinkholes			Х			Х
Strong winds	Х	Х	Х	Х		Х
Structural fire	Х					
Subterranean fires			Х			
Tornado			Х			
Veld fires	Х	Х	Х	Х	Х	Х
Water pollution	Х	Х	Х	Х		Х
Water table flood			Х	Χ	Х	Х

The identification of these hazards points to the priority areas for the district for planning purposes and interventions required.

Disaster Management Centre: Section 43 of the Disaster Management Act of 2002 states 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 Management Centre which is being upgraded with the information technology systems to be in a position to carry out its mandate in line with section 44 of the act. The centre will assist in capacitating the district municipality in managing major disaster incidents that have an major impact on the environment, its inhabitants, residents and those visitors and allow for the coordination and management of municipal level incidents from a District level and communicate the status of these incidents to the Provincial Disaster Management Centre and should the situation require. Once implemented, the centre would assist in communicating emergency information which is often inhibited in low capacity municipalities in the district namely Victor Khanye; Emakhazeni; Dr JS Moroka; and Thembisile Hani local municipalities.

Procurement of Fire Fighting Equipments: NDM continuously 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.

Table 28: Essential emergency vehicles procured per Municipality

Project	Benefiting municipality		
Supply, delivery and Registration of one Panel rescue Vehicle	Steve Tshwete		
Supply and Delivery Three Rural Rescue Pumpers	Emakhazeni , Victor Khanye, and NDM		
Supply, delivery and Registration Of One Disaster Management Command vehicle	NDM		
Supply, delivery and Registration Of two Grass Fire Vehicles	Steve Tshwete and NDM		
Supply, delivery and Registration Of Veld fire Skid Unit mounted on an Off-road vehicle	Emakhazeni LM		

The NDM has completed the construction of the KwaMhlanga Fire Station phases 1 & 2, which services mainly the communities of Thembisile Hani and Dr. J S Moroka municipalities. The need for firefighting services to the communities confirms the initiative to proceed in constructing a Fire and Rescue station in Dr JS Moroka Local Municipality. The community of Emakhazeni equally raised the challenge of extensive coverage distances by a fire station during the IDP outreach meeting, hence, a need to make stations more accessible.

Fire Prevention Associations: In the two areas where the District is responsible for Fire Fighting services (Thembisile Hani and Dr J S Moroka municipalities), the process of establishing Fire Prevention Associations (FPA's) has begun and to date the Thembisile Association is in place whilst the Moroka association is underway. Once complete, FPA's will be equipped and empowered to handle minor fires which often get out of control during fire break seasons.

Fire Prevention and Response Strategy: The District has initiated the development of a Fire Prevention and Response Strategy which document will assist in the overall preparedness and management of fires. Primarily the Strategy aims to:

- To prevent and combat veld, forest mountain and chemical fires throughout the region;
- To minimize the impact of veld fires where occurrences cannot be prevented;
- To determine the various role players in cases of veld fires;
- Determine a practical approach to be adopted in all municipalities in endeavor of minimizing fires through prevention, including early warning systems, mitigation and response strategies;
- To provide guidance on the provision of fire fighting services including fighting of specialized fires such as mountain, veld and chemical fires;
- To provide a standard regulation through by-laws for the prevention, management and controlling of fires in the region.

6.11.2 Challenges that lie ahead

- Building fire fighting and rescue capacity at local municipalities;
- Improving the response time;
- Putting in operation the Disaster Management Centre;
- Capacitating the Fire Protection Associations;
- Provide alternatives to communities living in vulnerable areas;
- Need to speed up processes of establishing the Fire Prevention Association in Dr JS Moroka.

6.12 Issue 12: Water and Sanitation

3.12.1 Background and Problem Statement

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.

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, 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 achieving 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 29: Basic service delivery in South Africa, Mpumalanga and Districts, 1996 - 2009

Indicator	Natio Level	nal 2014/15 target	Mpuma- langa	Gert Sibande	Nkangala	Ehlanzeni
% 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 30 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 that are 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 backlogs 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.

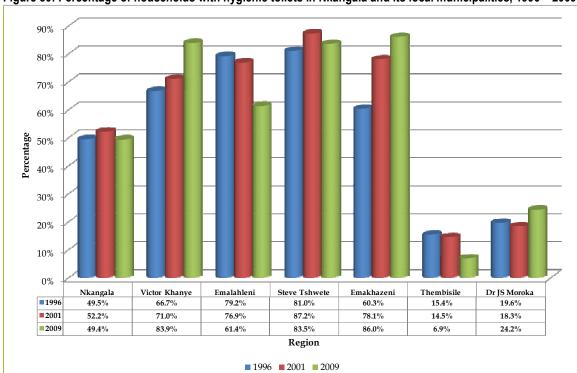


Figure 30: Percentage of households with hygienic toilets in Nkangala and its local municipalities, 1996 - 2009

Source: Global Insight – ReX, September 2010

Households with piped water at/above RDP level: Figure 31 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 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 of 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.

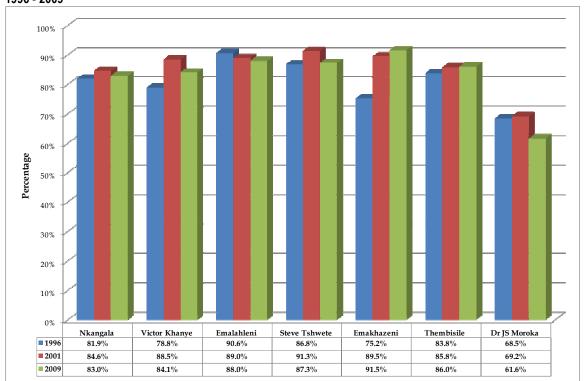


Figure 31 Percentage of households with piped water at/above RDP level in Nkangala and its local municipalities, 1996 - 2009

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 backlogs, 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 wirthin Nkangala District Municipality 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 30: Status of FBW Provision

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

Unaccounted for water is very high.

Emakhazeni LM: Implementation of water services by-laws.

Steve Tshwete LM: On track.

Thembisile LM: Development and implementation of the FBW policy;

Promulgation of water services by-law;

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 31: Recommended training

	RECOMMENDED TRAINING							
Training Requirement	Description	Training Programmes						
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 / Mainte- nance	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 Manage- ment	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 Aware- ness	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 municipalities 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 32: 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 33: 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
Nkangala DM	54.1	56.8

(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 34: Main Dams in NDM per Catchments area

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

Table 35 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 35: Water Resources for the Schemes

LM	Scheme	WTW/ Source	e of		Current	Future Use	Current
		Potable wate	r Source		Use		Surplus or
		WTW		Allowable Abstraction	(mill m³ / a)	2010 2015	Shortfall
A.C. and I.C.	D. L. D. II.		Develope	(mill m ³ / a)	5.000	0.470 7.000	(mill m ³ / a)
Victor Khanye	Delmas-Botleng Eloff-Sundra	-	Boreholes Rand Water	3.345 1.296	5.206	6.176 7.880	-0.565
Emalahleni	Witbank	- Witbank	Witbank	27.375	31.025	38.690 50.005	-5.100
Emalameni	Phola & Ogies	WTW	Dam	21.313	1.453	1.800 2.117	-5.100
	Kriel-Thubelihle	Kriel WTW	Jericho Dam	6.200	2.299	2.510 2.738	3.901
	Wilge	Kendal Power		0.200	0.07	Not Available	0
	Rietspruit	Rietspruit	Rietspruit	1.095	1.095	Not Available	0
	raciopian	WTW	Dam	1.000	1.000	140t / tvaliable	v
Steve Tshwete	Middelburg-Mhluzi	Vaalbank WTW	Middelburg Dam	13.300	9.920	12.3 15.49 2	3.380
		Kruger WTW	Athlone Dam	2.190	2.190	Not Available	
	Hendrina- Kwazamokuhle	Hendrina WTW	Komati Pipeline from the Nooitgedacht Dam	1.280	1.971	Not Available	-0.691
	Arnot-Rietkuil	Arnot- Rietkuil WTW	ESKOM	0.547	0.390	Not Available	0.157
	Pullenshope	Pullenshop e WTW	ESKOM	0.547	0.406	Not Available	0.141
	Komati	Komati WTW	ESKOM	0.547	0.248	Not Available	0.299
	Presidentsrus	Presidentsr us WTW	Olifants River	0.117	0.034	Not Available	0.083
	Doornkop CPA	-	Boreholes	0.039	0.039	Not Available	0
	Doornkop 2	-	Boreholes	0.091	0.091	Not Available	0
Emakhazeni	Belfast - Siyathuthuka	Belfast WTW	Belfast Dam	3.073	1.460	Not Available	1.613
	Machadodorp - Emthonjeni	Machadodo rp WTW	Elands River Weir	0.532	0.730	Not Available	-0.198
	Dullstroom - Sakhelwe	Dullstroom WTW	Dullstroom Dam	0.536	0.730	Not Available	-0.194
	Waterval Boven – Emgwenya	Waterval Boven WTW	Elands River Weir	0.198	1.095	Not Available	-0.897
Thembisile	Regional scheme: DWAF Scheme	Bronkhorst spruit WTW	Bronkhorstsp ruit Dam	14.400	5.475	Not Available	8.925
	KwaNdebele-	Rand	Rand Water	11.000	Not Applicable	le	

	Bronkhorstspruit	Water					
		Pipeline					
Dr JS Moroka	Regional scheme:	Weltevrede	Rhenosterko	9.650	22.00	Not	-12.35
	DWAF Scheme	n Weir	p Dam			Available	
	KwaNdebele-		Kammelrivier				
	Rhenosterkop						

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 36: 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 37 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 38: Summary of Service Backlogs per Households and required budget to meet MDGs

Table 66. Gainmary of Gervice Backlogs per floascholds and required badget to infect in Bes							
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 Srategic 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 being 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 39: 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 65,163,6 05	R 28,590,994	R 21,989,148	R 19,746,310	R 120,145,667	R 200,045,312
ELECTRICITY	R 16,670,133	R 13,270,878	R 6,369,906	R 6,168,241	R 2,145,882	R 6,938,986	R 44,625,040
URBAN DEVELOPMENT	R 9,490,579	R 4,740,774	R 5,390,172	R 3,431,710	R 1,792,477	R 3,732,906	R 24,845,712
WASTE DISPOSAL	R 0	R 0	R 0	R 0	R 366,641	-	R 366,641
OTHER	R 0	R 0	R 0	R 0	R 2,859,329	R112,493,484	R 2,859,329
Total	R 175,616,473	R 162,941,663	R 80,977,024	R 85,281,770	R 97,735,043	R393,332,971	R 602,551,973

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 thrusts 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 District. 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;
- Review Water Services Development Plans;
- Replacement of asbestos pipes;
- 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 DWA and funding Victor Khanye local municipality has entered into a contract with Rand water for bulk provision and the project is underway. 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 is operational as from February 2011. The water use agreement has been signed between Steve Tshwete Local Municipality and Optimum Colliery. The District municipality is indeed part of the technical steering committee for the project. The OWRP is designed to 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.

RIETSPRUIT TREATMENT PLANT: The ELM is currently negotiating with the Department of Water Affairs and Forestry (DWAF) regarding the Rietspruit 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 1704 Kl/day is supplied to Columbus-Samancor and an average of 248 Kl/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 40: O&M of Sewage Treatment Plants

Municipality	Scheme	STP	% Capacity	Effluent conform to	
wumcipanty	Scheme	SIF	utilised	standard	
Victor	Delmas-Botleng incl. Eloff -	Delmas STP	110%	Unknown	
Khanye	Sundra	Botleng STP	75%	Unknown	
		Naaupoort STP	50%	Good	
	Witbank	Ferrobank STP	99%	Poor (No de-nitrification or phosphorus removal)	
Emalahleni		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	
	Middelburg	Boskrans STP	60%	Yes	
Steve	Hendrina-Kwazamokuhle	Kwaza STP	50%	Yes	
Tshwete	Presidentsrus	Not applicable	Not applicable	Not applicable	
	Doornkop	Not applicable	Not applicable	Not applicable	
	Belfast - Siyathuthuka	Belfast STP	45%		
	Dullstroom - Sakhelwe	Dullstroom STP	41%	Conform 80% of the time	
	Machadodorp - Emthonjeni	Emthonjeni STP	33%		
Emakhazeni		Machadodorp	To be		
		STP	discontinued	Effluent not good	
	Waterval Boven – Emgwenya	Waterval Boven STP	56% Effluent very good		
Thembiaile	Regional scheme: DWAF	KwaMhlanga Oxidation Ponds	Unknown	Unknown	
Thembisile	Scheme KwaNdebele- Bronkhorstspruit	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 41: Condition of Schemes and Planned Maintenance

		and Planned Maintenar	Planned	
WSA	Scheme (WTW)	General comments on	Maintenance	
				done
		Bulk	Retail	
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	"Life expectancy of equ	No	
Emalahleni	Witbank	Infrastructure more that	No	
	Ogies	acceptable		
	Kriel-Thubelihle	Generally not good with		
Steve Tshwete	Middelburg		Yes	
	Hendrina- Kwazamokuhle	In general the existing (
	Presidentsrus			
	Doornkop			
Emakha- zeni	Belfast – Siyathuthuka	Generally good	Generally good with some sections old and needing replacement	No
	Dullstroom – Sakhelwe	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- Bronkhorstspruit	Major developments of continuing due to urbar generally good but require urgent refurbis connections	No	
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele- Rhenosterkop	Major developments of continuing due to urborn Condition generally go infrastructure require 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, adoption 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;
- Ring-fence 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

The Security of coal supply for some existing coal power stations is increasingly under threat. Coal miners are unwilling to sign new long-term contracts with Eskom, as they can get much more returns through exports to India and other Asian Countries. A balance has to be found between exports and local supply security with a fair deal between Government and Coal Mining Industry Leaders.

A reliable electricity supply depends on a sufficient number of functioning power stations, and a reliable grid network to transport electricity to users. Municipalities distribute about half of South Africa's electricity, with increasing local supply failures in some areas, a more pragmatic corrective approach will need to be implemented, moreso that most of the Municipalities, particularly in the District have done a massive amount of work towards eradication of electricity backlogs.

During the 2011/12 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).

Thembisile Hani local municipality

- Lack of electricity (ward 2, Bundu, 11 and 14) in 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 32 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.

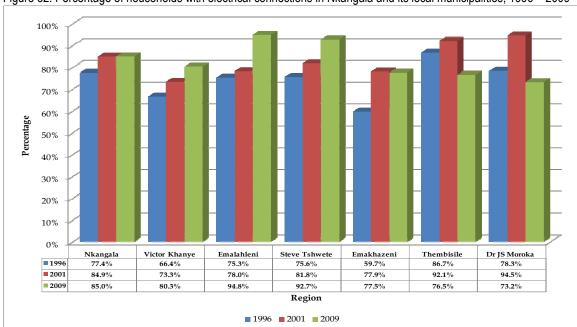


Figure 32: Percentage of households with electrical connections in Nkangala and its local municipalities, 1996 – 2009

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 in 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 eg solar, wind etc
- Establish an Energy Forum.

6.14 Issue 14: Roads and Stormwater

6.14.1 Background and Problem Statement

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 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 was 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 implementation plan is defined, costed and programmed.

Council resolved, with respect to the maintenance and upgrading of municipal roads in Thembisile Hani Local Municipality (THLM), as follows;

"DM40/03/2010

- 1. **THAT** the Service Level Agreement (SLA) between Nkangala District Municipality (NDM) and Thembisile Hani Local Municipality (THLM) for routine maintenance and upgrading of district, municipal and access roads within its area of jurisdiction, be reaffirmed.
- **2. THAT** a service provider be appointed to complement the operations of Thembisile Hani Local Municipality in the current financial year and be approved
- **3. THAT** the process of establishing a permanent Unit to deal with Roads in Thembisile Hani Municipality be considered in the 2010/2011 financial year."

To that end, Council prepared a business plan for routine road maintenance in THLM, Section 5.1 of the business plan provides as follows:

"It is proposed that the whole area under THLM be divided into clusters. Each cluster will consist of a number of villages which are in close proximity. The total number of clusters being proposed is six, two of which will be under THLM Road Maintenance Unit and four will be under maintenance contractors. The Maintenance Contractors will be procured through the normal tendering system. Each Maintenance Contractor will be responsible for one cluster. The proposed maintenance structure is given below.

Programme Manager Resident Engineer Maintenance Maintenance Maintenance Superintendent Superintendent Superintendent (Cluster 1& 2) (Cluster 3& 4) (Cluster 5 & 6) Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Supervisor Supervisor Supervisor Supervisor Supervisor Supervisor (Cluster 1) (Cluster 2) (Cluster 3) (Cluster 4) (Cluster 5) (Cluster 6)

Figure 33: Proposed management structure for road maintenance in THLM

Table 42: Villages in respective clusters

Ite	Description	Village	Total number of					
m			villages					
Cluster one (1)								
1	Kwaggafontein	A, B, C, D & E	5					
Cluster two (2)								
	Enkeldoornoog	A,B&C	3					
	Gemsbokspruit	Gemsbokspruit	1					
Cluster three (3)								
1	Tweefontein	A,B,C,F,G,H,I,J&M	9					
2	Vlaklaagte	1 & 2	2					
Cluster four (4)								
1	Boekenhout	A & B	2					
2	Goderede	A & B	2					
3	Mathyszynloop	Mathyszynloop	1					
	Cluster five (5)							
1	Verena	A,B,C&D	4					
2	Wolwenkop	Wolwenkop	1					
Cluster six (6)								
1	Kwa-Mhlanga	Kwa-Mhlanga	1					
2	Moloto	Moloto	1					
3	Mandela	Mandela	1					
4	Kameelpoortnek	A,B,C& WES	4					

The management system being used for clusters will assist NDM and THLM to develop the maintenance information management system. The basic approval forms being used in clusters is explained below:

- (i) Form 1: Road prioritization for maintenance form
- The form identifies the road or route to be maintained:
- The form provides the length of the road/route, the general road condition and maintenance problems identified:
- The form is signed by both THLM and NDM representatives.
- (ii) Form 2: The road data sheet
- This form provides a detailed maintenance needs assessment;
- The form is signed by the Engineer, the contractor, THLM and NDM representatives.
- (iii) Form 3: Instruction to proceed with work (1PW)
- This form provides an instruction to the contractor to proceed with maintenance work;
- The form provides the cost of maintenance per road or route;
- The form provides the bill of quantities with the contractor's rates as tendered;
- The form provides the basis for payment claims by contractors;

The form is signed by the Engineer and the contractor representatives.

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 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 11and 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

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 R21 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 in Moloto Corridor Development initiated by Nkangala District Municipality as an intervention to a number of challenges affecting the communities of the Western Highveld. The challenge includes high unemployment, the unabated road accidents carnage, under-development and is one of the key anchor projects of the NDM. Currently the Moloto Corridor Development project has since been elevated to a national project and national department of transport is controlling all aspects of the project implementation. However, there has not been exciting progress in terms of implementation to the project except that it was marketed to international investors in the international transport investors' conference held in June 2011. There is need though for the District to initiate engagements with the National Department of Transport on the way forward for funding options to the project implementation.

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 IDP's of all affected spheres of government.
- (vi) The above resolutions by the Political Committee were endorsed by national Cabinet following a Cabinet memorandum. The endorsement implies final approval for project implementation and for which a dedicated project implementation management office need to be established.

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

- Fragmented public transport system in the District
- 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 unroad worthy vehicles to transport the 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 R28 million for which an amount of about R 7.1 million per annum would be required to successfully address it;
- Sufficient funding for transport needs remains a critical problem;
- The need for padestrain overhead bridges along the R573 moloto road.

6.16 Issue 16: Land Reform and Land Administration

6.16.1 Background and Problem Statement

Land is an important and sensitive issue to all South Africans. It is a finite resource that binds all South Africans together in a common destiny. South Africa inherited arguably the worst racially skewed land distribution in the world. Whites who constitute about 10% of the total population owned nearly 90% of the land whilst blacks, who constitute nearly 90% of the population, owned about 10% of the land. Whites owned most of commercial farms and agri-businesses whilst their black counterparts were predominantly confined to subsistence and small farms and micro agri-businesses, and lived largely by selling labour to commercial farms and agri-businesses. Therefore, in response to the above the government came with the Land reform programme. This has three aspects: *land redistribution, land restitution, and land tenure reform.*

- Land Redistribution aims to provide the disadvantaged and the poor with access to land for residential and productive purposes. Its scope includes the urban and rural poor, labour tenants, farm workers and new entrants to agriculture.
- Land restitution covers cases of forced removals that took place after 1913. This is being dealt with by a Land Claims Court and Commission established under the Restitution of Land Rights Act 22 of 1994.
- Land tenure reform is being addressed through a review of present land policy; administration and legislation to improve the tenure security of all South Africans and to accommodate diverse forms of land tenure, including types of communal tenure.

The Department of Land Affairs completed audit on state and municipal owned land and status quo reports, 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.

According to the Land claims report, 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 general, the land reform process needs to be fast-tracked. The Department of Rural Development and Land Reform 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 District. In additional, 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 **Table 43**. 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: 43 Outstanding Land Restitution Claims Submitted per Municipality

MUNICIPALITY	CONSOLIDATED	ALLOCATED	UNALLOCATED	TOTAL OUTSTANDING
EMAKHAZENI LM	43	258	06	264
DR JS MOROKA LM	0	04	01	05
THEMBISILE HANI LM	29	159	03	162
TOTAL OUTSTANDING	72	421	10	431

Figure 34 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 34 most of the land claims lodged in the Thembisile and Dr JS Maroka areas are on state owned land.

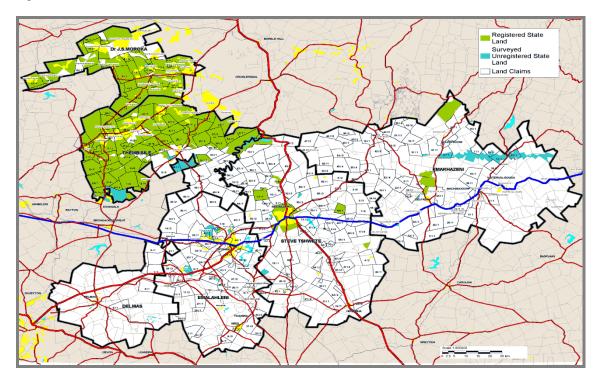
LAND RESTITUTION PROGRESS
Prise Description
Pris

Figure 34: 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 35 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.

Figure 35 : 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.

During the District Community Outreach meetings in September 2011 and February 2012, the community in various municipalities have raised the following matters:

- Farm workers requested land for grazing and faming especially in Victor Khanye, Steve Tshwete and Emakhazeni:
- In Emakhazeni and Steve Tshwete farm workers are evicted from the farms;
- Farm workers are denied the right for burial of their family members and have to travel long distance for burial:
- Community from Victor Khanye, Steve Tshwete and Emakhazeni have raised the issues on Land claims that are taking long to be finalised and no feedback received from the respective Department.

Therefore, the above issues need to be address accordingly in assisting the farm workers and communities to attain a better life.

Notwithstanding all the aforementioned successes achieved by the Council, there are still challenges to be addressed during this 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.
- Intensify Rural development support programmes in all Rural Municipalities.
- Facilitate finalization of outstanding Land claims

6.17 Issue 17: Human Settlements

6.17.1 Background and Problem Statement

The apartheid legacy of spatially and economically marginalising the poor has meant that people live far from job opportunities and major services, typically in "dormitory" type residential areas. These are some of the infrastructure scars that apartheid has inflicted on the country's physical and social landscapes. Whilst there is some work done, there are still people within the District who continue to survive without basic services in the many informal settlements. Even those of our people who have jobs and a consistent salary, find it difficult to sustain a decent quality of life, as they fall outside of the subsidy bracket, but at the same time are unable to afford and access the mortgage products available from commercial banks.

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.

The current housing development approach with a focus on the provision of state subsidized houses will not be able to meet the current and future backlog demands and there are questions related to its financial sustainability. There is a need to diversify the current approach to include alternative development and delivery strategies, methodologies and products including upgrading of informal settlements, increasing rental stock, and promoting and improving access to housing opportunities in the gap market.

In the Mpumalanga Province and Nkangala partly, the deliveries of sustainable human settlements are impacted by the following challenges:

- The housing backlog in the province is standing roughly at 240 000 as per the 2007 StatsSA survey;
- 109 000 households live in informal settlements excluding those living in backyards and overcrowded households;
- In addition there are 68 741 households that are renting as per the provincial survey report on the Housing Demand Database;
- The poor management of the mushrooming of informal settlements and the non-enforcement of the by-laws by municipalities which results in informal settlements;
- Disintegrated planning or some municipalities not having spatial frameworks contribute towards unsustainable housing developments;

- Unavailability of land contributes negatively on the creation of integrated human settlements(as a
 result, low cost houses were built in areas where there are no basic infrastructure, economic activities and economic facilities such as health, safety, educational, transport and others essential services);
- There is continuous inwards migration from neighboring countries;
- Budgetary constraints to deal with mushrooming of informal settlements and rental stock;
- There has been lack of integrated planning by relevant stakeholders to enforce informal settlements by-laws by municipalities.
- There was no long-term planning for integrated human settlements and non-alignment of Spatial Development Framework and the Provincial Development Strategy;
- There is a serious constraint in terms of technical and human resource skills at both provincial and municipal levels.

As a result it has become imperative to facilitate and implement integrated planning and development across all sector departments, to promote sustainable communities and continues to promote inclusivity of appropriate stakeholders in promoting and enhancing service delivery. Presently this disjuncture still impacts negatively on service delivery and the disintegrated development, leading to unsustainable communities, resulting in the present of unsustainable and dysfunctional human settlements in the Province at present.

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 incompletion 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 36 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.

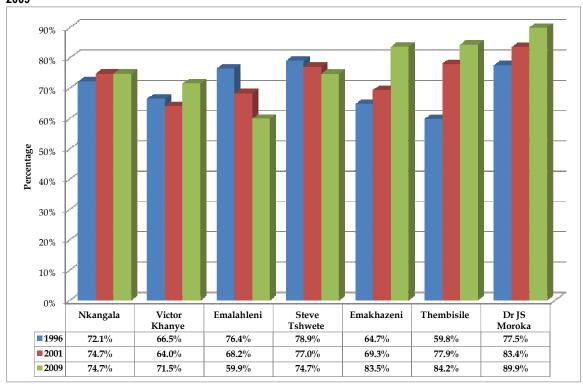


Figure 36: Percentage of households with access to formal housing in Nkangala and its local municipalities, 1996 - 2009

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 during outreach meetings are highlighted below:

Dr J S Moroka Local Municipality

- There is a need for housing in Ward 7;
- RDP housing in Lefiso (Ward 21) are cracking;
- Housing issues pertaining to Toitskraal need to be addressed.

Emalahleni Local Municipality

- Clarity on 23 houses that were allocated to people staying in informal settlement is requested;
- There is a need for houses, currently community members live in shacks which burn every now and then. Issue was raised in Ward 29:
- Progress report is needed on houses that were promised at extension 15 as well as in Ward 8;
- Progress report on the developments pertaining the building of a house for Komi Singidi.

Emakhazeni Local Municipality

- There is a need for houses in Ward 2, 5, 6;
- In Ward 1, mud houses are collapsing;
- Wonderfontein portion has been claimed and there is a need of RDP houses.

Steve Tshwete Local Municipality

- There is a need for RDP houses in Ward 29:
- Houses in Ward 29 are constructed without being inspected;

Thembisile Hani Local Municipality

- Houses built out of clay are falling;
- There is a need for RDP houses in Ward 13, 18 and 26:
- Community members seek clarity on Siyadlala project in Ward 24;
- There is a need for houses and at section N.

Victor Khanye Local Municipality

- There is a need for houses in ward 2 and 8;
- Communities' requests feedback on the objections that were received concerning the development of 280 houses that were supposed to be built;
- Houses are not allocated according to beneficiary list raised in Ward 5;

- Houses are cracking due to mine blasting in Rietkol;
- Houses are cracking due to mine blasting in Ward 9.

The issue of lack of low-income housing was highlighted as one the factors that lead to the increasing backlog. There are members of the community who are currently employed but cannot afford to purchase a house in the free market. These communities requested that government should consider offering various housing options in order to accommodate different housing needs. One of these options would be the provision of low-income rental housing, particularly in areas that are experiencing economic growth (i.e. Emalahleni, Steve Tshwete and Emakhazeni local municipalities).

Emanating from the community outreach meetings, communities have identified the need for government intervention in supporting those who cannot afford their own housing and do not qualify for the RDP and other low income housing schemes. A large number of these communities need to be assisted in securing bank loans and so forth. Resolving this situation will lead to a considerable reduction in the housing backlog and the incidence of selling RDP houses.

To facilitate provision of Sustainable Human Settlements for all communities within the District in the medium – long 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;
- Facilitate the acceleration of the delivery of housing as well as improving the quality of subsidized housing;
- Increase access to secure and decent housing for all by strengthening partnerships with financial institutions and the private sector and increasing their role;
- Facilitate the acceleration of the delivery of new rental housing, provide support for housing cooperatives and ensure that provincial and local government allocate land for this purpose and building

skills;

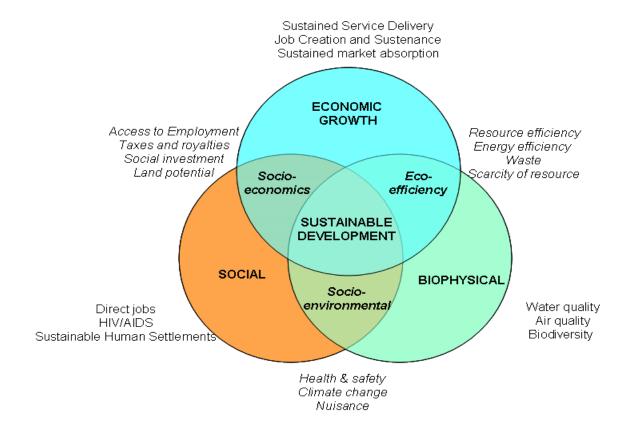
- Encourage people to build their houses based on their own plans and choices and provide people with building skills;
- Spearhead a programme for the allocation of building materials to rural communities for purposes of self-building and provide people with building skills.
- Conduct a land Audit
- Purchase of Land by municipality for Development

6.18 Issue 18: Environmental Management

6.18.1 Background and Problem Statement

Nkangala District is regarded to have a high tourism and conservation potential, which requires the protection, rehabilitation and enhancement of its attractive natural areas. The area has 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 37 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 arising. In an effort to address the identified challenges, the NDM developed an Environmental Management Policy in 2008, and subsequently completed an Integrated Environmental Management Plan in 2011. 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 pollution

are briefly outlined below.

6.18.2. Pollution

A synopsis of the pollution in respect of air, water and land media is hereby described 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 Nitrogen 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.

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).

To that end Nkangala District Municipality is in the process of conducting a Section 78 Investigation and the development of a Strategic Plan for the provision of the Atmospheric Emission Licensing function (new function) for Nkangala District Municipality. The NDM has in the mean time signed a Service Level Agreement with the Department of Econmic Development ,Environment and Tourism to carry out the Atmospheric Emmission Licensing Function.

Furthermore to that the National Department together with the affected provincial departments of Environmental Affairs and the District/Metropolitan Municipalities has completed the development of the Highveld Priority Area (HPA) Air Quality Management Plan(AQMP) and it therefore remains the responsibility of other affected authorities (provincial departments of Environmental Affairs and the District/Metropolitan Municipalities) to develop their own AQMP's.

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.
- There is also a growing need to manage the ever-increasing Acid Mine Drainage (AMD) challenge in the
 region, both as part of the legalised mining rehabilitation programme and as an effort to deal with the old
 decant mines that their previous owner cannot be traced in collaboration with the Department Minerals and
 Energy.

6.18.3. Climate Change

Climate Change is defined in the National Climate Change Response Policy as an ongoing trend of changes in the earth's general weather conditions as a result of an average rise in the temperature of the earth's surface often referred to as global warming. This rise in the average temperature is due, primarily, to the increased concentration of gases known as greenhouse gases (GHG) in the atmosphere that are emitted by human activities. These gases intensify a natural phenomenon called the "greenhouse effect" by forming an insulating layer in the atmosphere that reduces the amount of the sun's heat that radiates back into space and therefore has the effect of making the earth warmer.

Climate Change has become a measurable reality and along with other developing countries, South Africa is especially vulnerable to its impacts. Evidence of rapid climate change, including more frequent and intense weather systems and greater climate variability, has already been observed includes:

Increases in the average global temperature; with the past decade being the hottest on record;

- Rises in the average global sea level;
- Changes in average rainfall patterns, with some regions experiencing higher rainfall (e.g. Northen Europe)and other areas experiencing drying(e.g Southern Africa)
- Increased frequency of heavy rainfall and extreme weather events over most land areas, and
- More intense and longer droughts, particularly in the tropics and sub-tropics.

To that extend the government of South Africa is responding through its Nationala Climate Change Response Policy and is aiming at an effective climate change response and a long term, just transition to climate-resilient and lower carbon economy and society. The country's response to climate change has two broad objectives as follows:

- Effectively manage inevitable climate change impacts through interventions that build and sustain South Africa's social, economic and environmental resilence and emergency response capacity.
- Make a fair contribution to the global effort to stabilise greenhouse gas (GHG) concentrations in the atmosphere at a level that avoids dangerous anthrogenic interference with the climate system within a timeframe that enables economic, social and environmental development to proceed in a sustainable manner.

The overall strategic approach for South Africa's climate change response is needs driven and customised; developmental; transformational; dynamic and evidence based; empowering and participatory; balanced and cost effective and integrated and aligned.

It is within this backdrop that Nkangala District Municipality is developing and implementing a Climate Change Mitigation and Respose Strategy that seeks to:

- Develop strategies that should ensure that Nkangala District makes a fair contribution to the country's effort
 to achieve the stabilization of greenhouse gas concentrations in the atmosphere at the level that prevents
 dangerous anthropogenic interference with the climate change;
- To ensure effective adaptation, mitigation and response strategies are put in place to manage unavoidable
 and potential damaging climate change impacts both as a provider of certain municipal services(according to
 municipal powers & functions) including Occupational Health & Safety requirements and the broader coordinating role.
- Develop interventions that should build and sustain the country's socio-economic and environmental resilience and emergency response capacity.
- To quantify and forecast the effects of climate change per identified sector.
- To give effect to the Republic's obligations in terms of international agreements on climate change.
- To engage key stakeholders and affected parties so as to confirm and solicit practical and implementable intervention tactics

- To develop adaptation and mitigation strategies that seeks to improve the vulnerability of the socio-economic infrastructure against unavoidable impacts of climate change.
- To suggest strategies that will enhance a more environmentally-friendly, energy-producing technologies in the region;
- To ensure that the adaptation and response strategies developed are yielding significant short and long-term social and economic benefits (Green Economy).;
- To provide information on climate-change financial resources and technology transfers nationally and internationally (e.g World Bank Climate Investment Funds).

Furthermore to:

- Promote the primary government objectives, which include job creation, the provision of basic services and infrastructure development, the alleviation of poverty and the provision of housing.
- These priorities are also generally compatible with the principles of sustainable development as encapsulated in United Nations' Agenda 21.
- To mainstream climate change responses into all local government planning regimes;
- Engender the use of incentives and disincentives, including through regulation and the use of economic and
 fiscal measures to promote behaviour change that would support the transition to a low carbon society and
 the promotion of green economy.

6.18.2 Challenges that lies ahead

- Management of greenhouse gases emanating mainly from fossil fuels, power generation stations, ferrometals and other manufacturing industries and domestic fossil fuel burning;
- Implementation of the Atmospheric Emission Licensing function according to Chapter 5 of the National Environmental Management: Air Quality Act 39 of 2004.
- Development (extrapolate) the Nkangala District Municipality Air Quality Management Plan (AQMP)
- Development and implementation of the a Climate Change Mitigation and Respose Strategy;
- 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 feacal 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.
- Develution of Municipal Health Services function.

- Ward 6 (Extension 7) in Emalahleni Dry-Clean as well as Swan Dry-Cleaner not complying with Environmental issues resulting in emission..
- Suggestion that cooperatives be included in Environment Management.

To make a lasting impact on the Environment Management 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:

- Implementation of the Atmospheric Emission Licensing function according to Chapter 5 of the National Environmental Management: Air Quality Act 39 of 2004;
- To fully understand the impact of acid mine drainage as a result of Mpumalanga Coal Fields especially around Nkangala region.
- Development and implementation of the a Climate Change Mitigation and Respose Strategy;
- Explore the use of Cooperatives in Environment Management initiatives

6.19 Issue 19: Waste Management

6.19.1 Background and Problem Statement

As per 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's Integrated Waste Management Plan details a number of challenges with 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 municipalities 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 DWAF'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.

From table 44, it is clear that 45.1% of the households in Nkangala District Municipality have access to acceptable refuse removal service levels. 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 44: 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

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 45 below.

Table 45: Existing disposal facilities

STATUS OF LANDFILL PERMITTING/LICENSING IN	NKANGALA MUNICIPALITY
Local Municipality: Victor Khanye	Permit Status: Permitted/Licensed
Name of disposal facility	
Delmas Botleng	Permitted for continued operation on 8 Feb 1996
Delmas Witklip	Permitted for closure by DWAF on 1 Feb 1996
Proposed Delmas transfer station	In process of being permitted/licensed
Local Municipality: Emakhazeni	Permit Status
Belfast	Permitted on 11 March 2009
Dullstroom	Not permitted/licensed
Waterval Boven	Not permitted/licensed
Machadodorp	Not permitted/licensed
Local Municipality: Thembisile Hani	Permit Status
Kwagga Plaza	Authorised, Directions 28 Feb 2003
Local Municipality: Dr JS Moroka	Permit Status
Libangeni	Authorised through Directions by DWAF
Local Municipality: Steve Tshwete	Permit Status
Komati transfer station	RoD issued by DEDET, not yet licensed
Rietkuil transfer station	RoD issued by DEDET, not yet licensed
Pullenshope transfer station	RoD issued by DEDET, not yet licensed
Doornkop transfer station (proposed)	Planning stage, permit application submitted
Bankfontein transfer station (proposed)	Planning stage, permit application submitted
Middelburg landfill site	Permitted on 16 July 2002 by DWAF
Local Municipality: Emalahleni	Permit Status
Emalahleni Leeuwpoort landfill	Permitted on 22 September 1994 by DWAF
Phola Ogies landfill	Not permitted/licensed, application was submitted for

STATUS OF LANDFILL PERMITTING/LICENSING IN NKANGALA MUNICIPALITY 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, in various extent, 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 equipments need to be repaired or replaced in the near future. The **Table** 46 below indicates the percentage of the waste collection vehicle fleet in each Municipality which were (as in 2010) 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.

Table 46

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 where each local municipality is having its own waste disposal facility or facilities. This result in a situation were very few or non 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 subject to agreement by the affected parties.

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 identifying 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.

Generally throughout the region there are informal and ad-hoc waste recycling initiatives, which are operated but not necessarily co-ordinated by the municipalities, hence there is very less information on waste re-use and recycling and therefore reclaimable waste figures are not known. Steve Tshwete Local Municipality has a formal contract in place with two recycling companies to reclaim and remove recyclable material from the landfill.(NDM Integrated Waste Management Plan 2010). There is therefore a need to investigate and support the establishment of recycling initiatives including partnerships.

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 transported to Holfontein, in 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 ward 4 was stated. In Thembisile Hani local municipality the key challenge raised is refuse removal service.

Against these challenges, Nkangala District has supported local municipalities through the procurement of refuse compactor truck to Victor Khanye and Emalahleni local municipality. Ten mass waste containers were also supplied to Victor Khanye municipality.

6.19.2 Emanating Challenges

- Lack of access to refuse removal services, that translate into refuse removal backlogs in terms of refuse storage and collection receptacles;
- Lack of formal or licenced waste disposal facilities, most of these facilities are either illegal dumping sites or are not operated according to the DWA minimum standards;
- Lack of formal and well coordinated recycling programmes and projects which are co-ordinated by the municipalities or other government agencies.
- There is a need to support the Regional Waste Disposal Site idea that is promoted by DEDET.
- There is a need to support the provincial wide Central Hazardous Waste Treatment Facility idea that is promoted by DEDET to be in Nkangala District.
- LMs need to establish Waste Management Committees.

To make a lasting impact on the Waste Management 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:

Proposal to make waste recycling sites instead of Landfill sites/dumping sites. Job creation initiative.

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 41% with Thembisisle 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 resources and focus on – wide initiatives through implementing the LED strategy with other sector plans resident in the LED Unit.

The updated LED strategy 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 performed 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.

In terms of job creation, it is envisaged that small and expanding firms will become more prominent, and generate the majority of new jobs created. They will be stimulated through Public and Private procurement, improvement, improved access to equity finance, a simplified regulatory environment, and support services.

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 reformulated and meet quarterly:

- Rural, Land reform, Agriculture and Tourism.
- Business development and Economic empowerment.

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. 2011 has been declared the year of job creation and NDM convened a job summit to further explore and exploit job opportunities as a response to facilitate creation of more jobs. 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 for certain 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.

However, the updating of the Industrial strategy, due to be completed in April 2012, will comprehensively deal with the industrial and investment issues raised or developed over time, including the green economy aspect.

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 the following potential clusters have been identified in order to improve the tourism spread within the NDM

- Mining cluster (mining activities & mining tours around Emalahleni Town/Middelburg);
- Eco-Nature cluster (enhancing NR and surroundings found in Dr. JS Moroka and Thembisile LM);
- Cultural, Historic & Political cluster (inter alia, utilization of Ndebele Culture and Heritage Sites);
- Conference & Convention cluster (exploiting potential of conference market, logistically positioned around Middelburg/Emalahleni Town).

Industrial Strategy

For the NDM to facilitate successful investment, systematic targeting and negotiations with potential investors must form the first steps of project implementation. In this regard, the NDM strategy should focus from the start on establishment of a framework and networks through which investors could be attracted, IPAP underlines the industrial growth and development . 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-Metalic Mineral Products:
- Metals and products of Metal;
- Support for the NDM ICT;
- SMME Development.

LED Marketing Strategy

The focus for the NDM and LMs LED marketing strategy to achieve marketing & branding issues for the district is:

- To create a brand image and increase awareness of what NDM and LMs represent and what sets them apart from other municipalities (brand awareness) by firstly developing as branding strategy, a positioning statement and defining the core target segments.
- To inform the target segments about the various LED activities and specifically the LED Anchor Projects by developing an integrated and a consistent communications campaign.

LED Regional Industrial Roadmap

The RIR provides a guideline that will promote industrial development and focused approach to economic development that elevates investment opportunities both in NDM and LMs.

The NDM should focus on the investment environment, sector, and catalytic project interventions to improve industrial development.

General Investment Environment Interventions

- **Pillar 1**: Institutional Interventions: equipment procurement, protocols/procedures, staff recruitment and training.
- **Pillar 2**: Infrastructure Interventions: water services delivery, electricity services delivery and street lighting, road and transport service delivery.
- **Pillar 3**: Labour Force Interventions: primary and secondary education, tertiary education, training, health.
- Pillar 4: Market Efficiency: increase intensity of local competition, and reducing red tape.

Pillar 5: Innovation and Technology: promote product innovation, promote process innovation, promote marketing innovation, and promote organizational innovation.

Pillar 6: Communication/Information Interventions: each Local Municipality is advised to have an information desk that provides industrial information, create a business directory for each Local Municipality to be made available at Local Municipalities, develop an information porthole in the form of an interactive website.

Sector Interventions

Agriculture, Hunting, Forestry and Fishing Interventions: integrate current small-scale/emerging farmers into the commercial farming arena through the provision of training and support in terms of access to funding. Introduce 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, 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 centers 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 District to be in line with the economic activities in the District;
- The NDM should develop a policy to direct social plans of the private sector;
- Alignment with the provincial Flagship "Heritage, Greening and Tourism", co-operation and the initiation of joint intervention must be sought;
- Economic development opportunities around the Tshwe-leni Corridor should be investigated.

LED ANCHOR PROJECTS

The LED Strategy 2004 of the District identified seven LED anchor projects that are linked to the pillars of the economy in the District. Prior to the adoption of the reviewed LED Strategy in 2006 the Delmas 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 also encouraged to identify more of these eco-

nomic 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, District 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 District. 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 Districts 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 District that will supplement the existing agricultural/agro-processing activities in the District. The proposed location of the project is Dr JS Moroka local municipality. The town of Middelburg has been selected to be home to one of the seven Ethanol factories to be erected. For commercial production, trial areas of approximately 200 plants each with selected cultivars to determine quality and yields before planting on a large scale will be identified. A total of 24 hectares will be established with these cultivars during the 2nd phase of the project.

International Convention Centre (R 110 million): With the proposed Nkangala Convention Centre the region aims to attract events of a larger scale and serve those that are beyond the capacity of the existing facilities. As a technically fully equipped conference centre the multi-use facility will be able to

accommodate various activities beyond normal conferences and therefore promote the cultural, economical and social development of the entire region likewise.

It is proposed that the centre be placed adjacent to the envisaged regional shopping complex to be developed north of the N4 highway. Thus, the location of the convention centre has been determined to be the Steve Tshwete local municipality. It will also be recommended that the developers be granted a remission of assessment rates for a period of at least 3 years. The necessary town planning activities will be undertaken by Council at its own cost. Services such as water, sewerage and electricity will be supplied by the municipality up to the border of the property to be utilized. It should be borne in mind that the Steve Tshwete tariffs for the provision of the above services are extremely competitive.

Moloto Corridor Rail System: The proposed Moloto Corridor Rail system is one of the biggest and most important projects that will be implemented in the region. The cost for the first phase was estimated at 2.4 billion which has escalated to R8.5 billion. It is expected to provide affordable, safe and comfortable transport for the commuters and highly benefit the local economic development in the rural, historically disadvantaged communities of Thembisile and Dr. JS Moroka.

A detailed feasibility study for phase 1, which is regarded as the primary section (Siyabuswa to Tshwane) was completed by the end of 2007 and the necessary decisions were taken. The project management preparations for the implementation are currently underway. The commissioning of the Rail System, the Road Feeder System and the integrated management structure is envisioned for 2013.

Highlands Gate and Estate Development (R 850 million): This private development of a Golf and Trout Estates within Emakhazeni local municipality aims to enhance Dullstroom as a tourist destination. Beside the establishment of a new golf course, the project has included a housing estate, a wellness centre, lodge and a conference centre. The development completed in 2010. The developments of similar major Golf Estate projects are also underway (e.g. St. Michels near Belfast).

Delmas 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 air-

port has been thoroughly researched and is supported by various traffic forecasts e.g. Boeing and Airbus. Development of conferencing facilities in the vicinity of the airport is also considered. Core business of the Airport incorporate:

- Passenger handling;
- Aeroplane handling;
- General freight;
- Perishable goods;
- Frozen goods;
- Quarantine facilities;
- Dangerous goods;
- High value goods;
- Oversize cargo;
- Ambulance and mercy flights;
- Aviation repair and maintenance facilities;
- Neutral zones for the UN, Red Cross;
- Training facilities for ATNS, Fire Brigades.

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 main 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, Klipfotein, 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 "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, though this figure has ballooned over the years. The last unit is expected to be commissioned in 2017.

This project is a government supported initiative through Eskom's revised plan for electricity growth. 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 as a result 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 is located in the Delmas Local Municipality's area of jurisdiction near the town of Witbank in Mpumalanga province.

It is essential that the country maintain its momentum and size of the build programme currently underway as delays will place security of energy supply at risk. Kusile 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 unit would begin coming on commercial stream in 2014, 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, it is imperative to assess the project's economic impact to the region and the entire economy. The state-owned electricity utility has selected Anglo Inyosi, the black economic empowerment subsidiary of Anglo Coal South Africa, to supply the required coal for the life of the power station. The coal, which will be transported by conveyor belt, shall be supplied from the nearby new Largo reserve as well as from the Zondagsfontein reserve. This shows that a significant number of personnel will be employed and thus contributing to the reduction of employment in the country.

It is important to note the positive impact the project would have on economic and social aspects. Kusile will be the first power station in South Africa that will have Flue Gas De-Sulphurisation (FGD) plants installed. According to Eskom, this is a state-of-the-art technology meant to remove oxides of sulphur, including sulphur dioxide, from the exhaust flue gases in coal-fired power plants. This will enable Eskom to use the technology as an atmospheric emission abatement technology, thereby ensuring compliance with air quality standards, as is a result of the location of the Kusile project in the greater Witbank area where the existing atmospheric pollution is perceived to be a problem. Hence the installation of such plants will mitigate the air pollution and clean air to the environment will be maintained.

There is little doubt that the construction of Kusile will have a positive impact on the economy of the Mpumalanga province. Therefore, the project is expected to create over 8000 jobs for local people. For both project Kusile (Bravo) and Medupi more than 50% of the contracts would be secured locally with the potential to create thousands of jobs (TradeInvestSA, 2008). On a specific view staffing will be at the level of approximately 483 people divided between permanent Eskom employees and outsourced functions. Due to the relatively high level of automation compared to older stations, each operating shift would have 17 persons per shift on a five shift cycle. In addition, significant skills development will occur as a result of the project going forward. Though, 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.

Whilst developments of this nature are not immune from the external costs, the main positive impact to be brought about by this project is the 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 47: 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 th Group	2009/10		1st 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 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 internal auditors. 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.

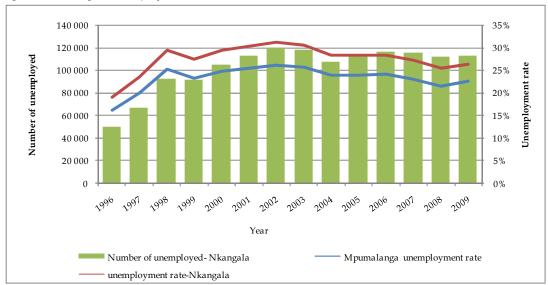
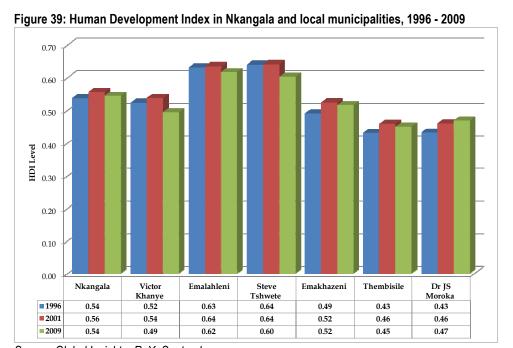


Figure .38: Nkangala unemployment numbers and rates, 1996-2009

Source:

Global Insight – ReX, September 2010



Source: Global Insight - ReX, September

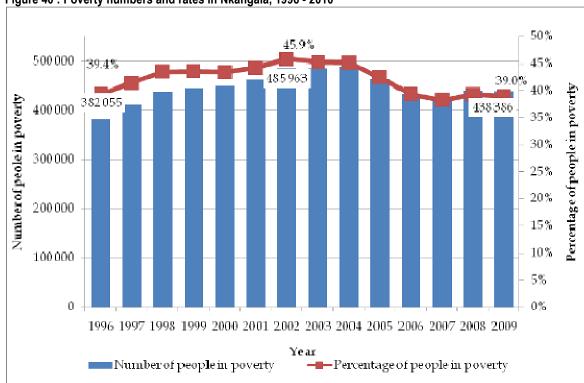


Figure 40 : Poverty numbers and rates in Nkangala, 1996 - 2010

Source: Global Insight – ReX, September 2010

To make a lasting impact on the Economic Developm,ent and Job Creation 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:

- 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;
- 6 Key Performance Indicators (KPAs) of Local Government;
- NDM's Development Priorities (Issues);
- NDM's Development Strategies;
- Key Performance Indicators (KPIs) per Developmental objective;
- NDM Performance Targets for the 2012/13 Financial year per Quarters;
- Responsible Department; and
- Projects per Priority Issue.

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

	Responsibility	Social Services	Social Services	Social Services	Social Services	Social Services	Social Services	Social Ser- vices	Socia
			0,	0,	0,	0,	0,	Social	Socia
ırgets	Q3 Q4				-				~
Quarterly Targets	Q2 Q			←					-
Quart	Q1 C	_				_	-		~
la									_
Annual	Target 2012/13	1	1	1	-	_	-	1	4
Racalina	(2011/12	←	0	0	0	0	-	0	2
Output Indicator		Report on the Grade 12 pass rate and or Annual National Assessment report	Audit Report of schools constructed in relation to feeder communities.	Analytical Report on conditions of schools within the District.	Report on the number of Schools build and maintained within the District	Report on District's Indaba/Career Expos held	Analytical Report on Municipal Service Delivery standard as schools.	Report on the train- ing provided by MRTT	Number of Youth
Strategies		Report on the academic trends in the region	Facilitate the building of new Schools by participating in needs	assessinguis, identifying appropriate Land; and facilitate zoning and planning processes.	Advocate for the building of new Schools in the region	Host District's Education Indaba/Career Expo	Facilitate the eradication of Municipal Services backlogs in Schools by extending appropriate bulk infrastructure and reticulation.	Coordinate training on behalf of local municipalities with MRTT.	Implement at least 3 recommendations of the
NDM's Developmental	Objectives			To advocate for the	auvocate for exement of universection across ict.			To facilitate the upbringing of skilled,	healthy and vibrant youth
IDP Priority	Issue				Education				
National Strategic	Priorities-MTSF				Strategic Priority 4 Strengthen the Skills	and Human Resource Base			

	Social Services	Social Services	Social	Social	Social	Social Services	Services
		-		-		-	
	-				-	-	
			~			~	
	~				-	~	—
	2	1	-	-	2	4	-
	0	0	_	0	_	0	Approved or- ganogram
grammes imple- mented	Bi-annual Reports on the impacts of DSD Programmes on the lives of communities within the District.	Annual Report on Number of TSCs optimally functional within the District	A report on the Social Security grants in the region	A report on the NDM ID accessibil-ity	Bi-annual Reports on levels of crime within the District.	Quarterly Analitical Reports on functionality of CPFs.	Establishment of organizational structure for the rendering of Municipal Health Services
IYDS	Support and facilitate the implementation of the DSD Programmes within NDM.	Encourage development and optimal usage of TSCs (Report on the Social Security grants accessibility in the region	Report on the Identity documents issued in the region	Advocate for the reduction of serious and violent crimes by the set target of 7-10% per annum and to generally improve Public confidence in the criminal justice system.	Support and strengthen the coordination of crime prevention programmes.	Ensure appropriate Municipal Health Services are effectively and equitably rendered in all the Municipalities within the District
		To facilitate promotion of Healthy and sustainable well-being of communities within the District.			To facilitate safe and secured neighbourhoods throught the District.		To facilitate promotion of Healthy and sustainable well-being of communities within the District.
		Welfare			Safety & Security		Health
	Strategic Priority 5 Improve the Health Profile of all South Af- ricans				Strategic Priority 6 Intensity the fight against Crime and Corruption		

	Social	Social	Social	Social	Social Services	Social Services
				~	-	
					-	-
		~	_	_	-	
	-				~	-
	-	-	~	2	4	—
	0	0	-	0	-	0
	Report of the establisment of the forum	Council resolution	Reports of negotiai- tons and or Signed SLA	Submit a report on teh provicialization process	Quarterly Progress Reports on implementation of MHS across the District.	Analytical Reports on the Status of Health facilities across the District.
	Establishment of the Municipal Health Services (MHS) Devolution Forum.	Adoption and implementation of the MHS Section 78 Plan in consultation with the affeceted local municipalities;	Negotiating and Signing of Service Level Agreement (SLA) with the (Department of Health) DoH and the affected local municipalities on MHS.	Support the Provincialisation of Primary Health Care (PHC)/Clinic Services at Emalahleni and Steve Tshwete LM's.	Ensure appropriate Municipal Health Services are effectively and equitably rendered in all the Municipalities within the District.	Facilitate and support the improvement of Governance and Management of the Health System in the
Strategic Priority 5	Improve the health Profile of all South Af- ricans					

_					
	Social Services	Social Services	Social Services	Social Services	Social Services
	-				
	-	-		-	
	-		-		-
	_	-			
	4	-	1	1	-
	-	0	0	0	0
	Quarterly Progress Reports on implementation of the Municipal Health Services	Bi-annual Report on quality of Municipal Services in Health facilities.	Attendance Registers and minutes of the DAC meetings held	Annual Report on Number of HIV/AIDS awareness campaigns held	Council resolution accompanied by the Strategy
District.	Ensure appropriate Municipal Health Services are effectively and equitably rendered in all the Municipalities within the District	Ensure sustained improvement of community Health Services Infrastructure by providing clean water, Sanitation and Waste Removal Services.	Facilitate and support the improvement of District Aids Coucils (DAC)and Local Aids Council (LAC) Structures within the NDM	Annual Report on intergovernmental capacity building initiatives	Adoption of the HIV/AIDS strategy
			To reduce the impact of HIV/AIDS in the District.		

al ses	al ses	al ces	al	al Ses	ses al		
Social Services	Social Services	Social Services	Social	Social	Social	Social Services	Social Services
-	_		~	2	-	0,0,	0) 0)
			-	2	_	_	
-		1	-	2	-		-
			_	2	-		
2	-	-		-	4	-	—
0	-	0	_	-	0	0	0
Minutes of the Forum Meetings	Report on the facili- ties upgraded	Report on the May- oral cup held	Number of funding sources identified	Report on the Sports and Arts Councils resuscitated across the District	Quarterly Progress Reports on the implementation of the Sports Academy in Emakhazeni	Progress Report on formalization of Historical and cultural sites within the District.	Progress Report on a Plan for linking of
Assist with the facilitation of the provincialisation process	Upgrading of priority Sports and recreation fa- cilities in the District in line with the Sports Mas- ter Plan	Host the Mayoral Cup	Explore and lobby funding opportunities for the construction and expansion of Sports and Recreational facilities	stablish- scitation of s Council ict	Constructuction of a Sports Academy at Emakhazeni LM	Develop and implement a programme for the formalization of Historical and cultural sites within the District.	Develop and implement a Plan for linking of
			To facilitate equitable geographic distribution of	Sports, recreation, arts and culture facilities and services in order to improve accessibility.		To facilitate creation of awareness of cultural diversity.	
				Culture, Sport and Recreation			
	Strategic Priority 7 Building Cohesive caring and Sustainable Communities						

	ial ces	Ser-	Ser-	er-	er-	er-	tal ces	ial ces
	Social Services	Social Ser- vices	Social Services	Social Services	Social Services	Social Services	Social	Social Services
			_	2	9	4	-	
	1		-	2	10	4	-	_
		_	_	2	9	4	-	
			_	4	9	4	-	
	1	_	4	3	10	4	4	-
	0	_	4	က	4	7	0	0
historical and cultural Tourism sites or along tourism routes in the District.	Close-up report on the Moral Regeneration Programme.	Council Resolution accompanied by the District Fire Prevention Strategy	Number of Fire Pro- tection Association meetings partici- pated in on quarterly basis	Number of training programmes conducted	Number of awareness campaigns and inspections conducted	Number of reports on fire statistics col- lected and analysed	Quarterly Reports on institutional capacity in mitigating the impacts of Disasters.	2 Reports on awareness Campaigns and
historical and cultural Tourism sites or along tourism routes in the District.	Coordinate the Regional Moral Regeneration Programme of the District.	Provide Technical and Institutional Disaster Management support to Local Municipalities		Build capacity of Person- nel and volunteers through training pro- gramme.	Conduct fire awareness campaigns and inspections	Sustain and update database of fire Statistics	Develop integrated institutional capacity for Disaster Management within NDM.	Conduct fire awareness campaigns and inspections.
		To ensure provision and standardization of fire services within the District					To reduce the vulnerability of Communities to Climate Change induced	of Disasters.
					Emergency Services			
		Strategic Priority 7 Building Cohesive caring and Sustainable						

	Social Services	Social Services	Technical Services	Technical Services	Technical Services	Technical Services	Technical Services	Technical Services
	1	1	1	1	-			
	1			1		1	1	~
	~	_	-	-				
	~			-		_	~	
	4	_	2	4	←	2	2	←
				_				
	ess the 0	rts cs 0	2	s or n	E 1		۲	
Inspectiobns.	Quarterly progress Reports on the construction of the Fure Station	Bi-annual Reports on Fire Statistics within the District.	Bi-annual progress Reports on maintenance and expansion of WTW and WWTW as per the allocated Budget.	Quarterly Progress Reports on expendiyure of funds earmarked for backlog eradication	Annual Progress Report on status and implementation of WSDP and District Water Blue Print.	Bi-annual Report on support provided to WSAs by the DM.	Bi-annual Reports on sanitation projects implemented and beneficiaries.	Annual progress Report on the Blue and Green Drop status within the District.
	Ensure construction of Dr JS Moroka LM Fire Station- Complete Phase 1 of 2	Maintain and update database of fire Statistics.	Support LMs with the maintainance and upgrading Water purification works and Waste Water treatment works in line with growing demand.	Ring-fence funding for backlog projects	Facilitate the review, adoption and implementation of WSDP and the District's Water Master Plan.	Provide support towards reduction of the current Water Backlogs of 22.037%.	Provide support towards reduction of Backlogs currently at 122.307%.	Facilitate mechanisms of obtaining and sustaining Blue and Green Drop Certification by all Municipalities.
			To ensure sustainable and viable Water Service	Infrastructure by 2014.	To ensure provision of adequate portable water to all by within NIM by 2015			To ensure provisioning of adequate Sanitation to all within NDM BY 2015.
					Water and Sanitation			
			Strategic Priority 9 Sus-	tainable Resource Management and Use				

Appoint Assistantt Manager Electricity in the To ensure increased District access to electricity by all
Communities within the District Energy Porum to seat on Quarterly basis
Participate in the Provincial Energy Forum
Explore implementation of Solar Geysers Programmein NDM
Ensure maintenance of roads and storm water system to acceptable standards within Thembisile Hani LM.
To facilitate increased mobil- ity and accessibility across of Clusters 7&8 by extending the District. Cluster 1 & 2 Contract in implementing the February 2012 Adjustment Budget
Identify the incomplete for upgrading to complete incomplete complete roads

Technical Services	Technical Services	Technical Services	Technical Services	Technical Services	Social Services	Social Services	Social Services
1	_		~	~		1	_
1			-				1
		-	-	-	-	-	1
_			-				1
4	-	←	4	2	1	2	4
	0	0	т	0			
					0	-	0
Quarterly Progress Reports on Projects implemented and funded by external stakeholders.	Copy of Road Master Plan accompanied by Council Resolution	Copy of approved standard specifications for all road types	Quarterly Progress Reports on road maintenance programme	Bi-annual progress reports on the functionality and effectiveness of PSCs established	Council Resolution accompanied by the revised list.	Bi-annual Reports on number of Housing Units completed across the District.	Quarterly progress report on implementation of
Lobby Provincial Governmet and Private Sector to fund road maintenance programme.	Assist develop Roads Master Plans for LMs	Develop Standard Road Specification for all road types (paving blocks as sur- facing option for internal streets)	Co-ordinate Road Maintenance programme with all spheres of government	Establish PSCs for all Projects	Develop, review and implement Integrated Human Settlement Strategy (IHST) in partnership with Local municipalities and stakeholders.	Support the Department of Human Settlements on programmes of building Houses within the District.	Implementation of the Eradication of informal Settlements Strategy.
					To facilitate euchainable	For actinitate sustainable Human Settlement and improved quality of household life.	
						Human Settlements	
						Strategic Priority 9 Sustainable Resource Management and Use	

				the Strategy. Annual Reports on						Co
				number of informal settlements upgraded.	0	-			_	Services
			Facilitate and support	Establishment the Atmospheric Emmission Licensing Unit (At least the	_		_		-	Social Services
			Environmental	appointment of the Pollu- tion Control Officer)						
			ŧ	Establishment of the District Air Quality	0	4	· -	_	1	Social
			na I	Forum						Services
			pullulig programme						(
			within the District	Conduct a Strategic	0	.	7		7	Social
				spection Report of a						
				listed activity within						
				the NDM (Section						
		To facilitate profection		Z1 OT NEMA)		•		_		
		and enhancement of En-			0	_		_		Social
		vironmental sustainability	Implementation of the	Annual Progress Report on implementation of the						Services
Strategic Priority 9	Environmental	•	Atmospheric Emission I i-	Section 78 Report						
Sustainable Resource	Management		censing (AEL) Section 78							
Management and Use)		Report & function accord-							
			ing to Chapter 5 of the							
			Management: Air Quality							
			Act 39 of 2004.							
			Development	The NDM Air Oual-	A draft report	_				
			(extrapolate) the	ity Management		-				
			Nkangala District	Plan (AQMP) devel-						
			Municipality Air Quality	obed.						
			Management Plan (AQMP).							
		To facilitate protection	Implementation of the	Bi-annual Progress						
		and enhancement of En-	District's Environmental	Report on implementation of the	0	_	_	_		Social
		vironmental sustainability.	Management Plan.	EMP.						0017100
			Optimally Perform the	Quarterly Reports on levels of of atmospheric	0	4	<u>,</u>	_	_	Social

Services	Services Services	Social Services			
	~	~			
	-	-	Feasibility 1 study report		
emissions.	Annual report on number of refuse collection receptacles acquired at least one pending the allocation per local municipality	Annual report on the number of legal refuse disposal sites (and or waste recycling projects) development process that are supported by the NDM.			
Atmospheric Emission Licensing function.	Improved access to refuse removal services, in terms of refuse storage and collection receptacles (LM' to allocate at least 5% of the MIG fund and another 5% of NDM Capital Projects Allocation to refuse collection and waste management services)	Improved access to formal or licenced waste disposal facilities, operated according to the DWA minimum standards (LM' to allocate at least 5% of the MIG fund and another 5% of NDM Capital Projects Allocation to refuse collection and waste management services)	Facilitate the establishment of new DEDET regional landfill under investigation by consultants		
	To facilitate creation of waste free neighbourhoods across the District.				
	Waste				
	Strategic Priority 9 Sustainable Resource Management and Use				

	Implement Integrated Waste Management Plan (IWMP).	Quaterly Progress Reports on implementation of IWMP.	0	4		~	_	_	Social Services
	Support awareness	<u>.</u>	1	2	1		1		
	campaigns and recycling	Bi-annual Progress							Social
	projects in local	awareness programmes							Services
	municipalities								
To facilitate legalization	Advice all the LMs whose	-							
of all the illegal Landfill	landfill sites status quo	Once-off comprehensive	c	~		-			Social
Sites within the District	are illegal to comply with	Report all Audit of all the Landfill sites.	>	_		_			Services
	applicable Legislation.								
To minimise the rate of		Bi-annual Reports on the							
the corresponding industrial	Implement the polluter-	rate of Industrial Waste	c	_		_		_	Social
מומפסטווו ויייס שטיילים	pav principle.	spillage and remedial	>	_		-		_	Services
waste.		measures implemented.							

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

oisotosto losoitola	IDP Priority Is-	NDM's Developmental	Strategies	Output Indicator	Dogolian	Annual	Qua	Quarterly Targets	Targ	ets	
Priorities-MTSF	ens	Objectives			(2011/120	Target 2012/13	Q1	Q2	Q3	Q4	Responsibility
		To facilitate and pro-	Develop, review, adopt and implement all the requisite	Quarterly progress Reports on Projects implemented per							-
		mote the Regional	Strategies and Plans	approved Budget.	က	4	_	_	_	_	Economic
		Economy to acnieve year – on – year growth	to optimise strategic intervention in the								Development
		rate.	Regional Economic Development.								
		To promote some parts	Implementation of all	Quarterly Progress Reports on Tourism							Local
		of the District as Tourist	Tourims enhancement	Development	2	4	_	_	_	_	Economic
Strategic Priority 1		Destination of choice.	initiatives.	initiatives as per approved Budget.							Development
speeding up grown and transforming the	Economic De-		Monitor implementation of the	Annual Report on							Local
Economy to create	velopment and		District Growth and	implementation of the District's	_	_		_			Economic
sustainable	Job Creation	To without of the	Development Summit Agreements.	GDSA.							Development
SDOOLIIIAAII		no racilitate optimal	Monitor	Bi-annual Reports							
		Partners in the	implementation of the	on implementation							Local
		Fronomic Growth	resolutions of the	of the Job Creation	0	2		_		_	Economic
		initiatives of the District.	District Job Creation Summit.	Summit Resolutions.							Development
			Mobilize potential	Bi-annual Progress							-
			funders for the	Reports on LED	<u> </u>	6	_		_		Formin
			Economic initiatives	projects fnded by	-	1	-		_		Development
			within the District.	Social Partners.							Coccipinent
		To facilitate enabling	Facilitate participation	Quarterly Progress							Local
		environment for optimal	and capacitation of	Reports on the	<u> </u>	4	_	<u>, </u>	_	<u> </u>	Economic
		participation of SMMEs	SMMEs and Co-	Capacitation and							Development

	Local Economic Development	Local Economic Development	Local Economic Development	Local Economic Development	Local Economic Development
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Participation of SMMEs & Co-ops in the District economy.	Quarterly Reports on number of Jobs created within the District.	Bi-annual Progress Reports on poverty alleviation programmes within the District.	B-annual Progress Reports on implementation of the Agro-processing Anchor Project.	Progress Report on implementation of the recommendations of the Feaseibility Study on fresh produce market	Quarterly Progress Reports on the National/Provicial Government's Economic Development initiatives in rural
operatives in the District's economy.	Facilitate creation of jobs opportunities through LED initiatives and Capital Projects.	Facilitate optimal implementation of poverty alleviation programmes.	Mobilize Partners towards the implementation of the Agro-processing Anchor Project in the Western Highveld part of the District.	Implementation of the recommendations of the feasibility study on Fresh Produce Market	Advocate for optimal implementation of Provincial & National Government's Rural Development initiatives within NDM's jurisdictional
in the District.	To halve Poverty and	by 2015.		To facilitate creation of vibrant, equitable and sustainable rural communities and food security.	
				Economic Development and Job Creation	
				Strategic Priority 3: Comprehensive Rural Development Strategy linked to Land and Agrarian reform and food security.	

		area.	communities with the District.						
Land Reform and Land Administration	To facilitate availability of Land for Economic Development.	Advocate for the acquisition and transfer of State Land within Dr JS Moroka and Thembisile Hani Municipalities.	Bi-annual Report on acquisition of State Owned Land for Economic Development purposes	-	2	-		-	Development & Planning
		Ensure that Public Transport planning and implementation is catered for when new low and middle income housing development.	Quarterly Progress Reports on implementation of the ITP.	-	4		~	-	Local Economic Development
Transportation	the efficient movement of people & goods.	Promote Public Transport usage by increasing existing facilities & services in rural and urban areas prioritizing low and middle income settlements.	Bi-annual Progress Reports on Public Transport usage within the District.	0	2	-	-		Local Economic Development
	To facilitate an efficient, competitive and responsive economic infrastructure network across the District.	Ensure that Spatial plans provide for commuter rail Corridors, as well as other modes of Public Transport.	Bi-annual Progress Reports on implementation of the Moloto Rail Corridor Development.	-	2	~	~		Local Economic Development
	To facilitate the integration of Public Transport services by	Facilitate provisioning of multi-modal Public Transport facilities by 2015.	Bi-annual progress Reports on the integration of Public Transport Services.	0	2			:	Local Economic Development
	2019.	Ensure development	Quarterly Progress	0	4	_	_	_	Local

Economic Development	Local Economic Development & Corporate Services
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n the PTSF strict.	istannual Progress Reports on the skills Development nitiatives across the District.
s or of the Dig	i-annual Progress Reports on the skills Development nitiatives across the District.
of credible Public Reports on the Transport Services status of PTSP Plans (PSTP).	Bi-annual Progress Reports on the skills Development initiatives across the District.
ublic	ss in lities
ole F Ser TP).	Coordinate and facilitate establishment of youth cooperatives in all local municipalities within the district.
of credible Transport S Plans (PSTP).	Coordinate and facilitate establishment of youth cooperative all local municipa within the district.
of Tran Plan	Coordina facilitate establish youth co-all local rewithin the
	To facilitate upbringing of skilled, healthy and vibrant youth in the district.
	ate upb , health outh in
	To facilitate upbringing of skilled, healthy and ribrant youth in the district.
	od nce an nicatior
	Good governance and communication
	Strategic Priority 7 Building cohesive, caring and sustainable communities
	1

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

	Responsibility	Financial Services	Financial Services	Financial Services	Financial Services	Financial Services	Financial Services	Financial Services
lets	Q	<u> </u>			←		~	
Quarterly Targets	Q 3	1	-		_	1	-	_
arter	Q 2	-		~	_		-	
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Annual	Target 2012/13	4	←	-	4	2	4	2
Raseline	(2011/120	4	_	_	-	0	4	_
Output Indicator		Statutory Quarterly Financial Reports submitted to structures of of Council.	Statutory Mid-term Report Council accompanied by	Council Resolution on approval of AFS	Quarterly Progress Reports on Revenue enhancement issues across the District	Bi-annual Status Reports on Municipal Financial Systems.	Quaterly Progress Reports on implementation of SCM.	Bi-annual Reports on compliance to Norms and
Strategies		Comply with Legal Financial in-year reporting Requirements.			Assist Local Municipalities in implementing revenue enhancement mechanisms	Support Municipalities with Financial Systems to improve efficiency.	Optimal implementation of and adherence to the District's SCM Policy.	Improve Municipal financial and administration capacity
NDM's Developmental	Objectives	To strengthen and sustain sound administrative and Financial capacity of the District.			To improve effectiveness in Municipal Revenue	generation and Financial Management.	To ensure fraud free and corruption free procurement systems	within the District.
IDP Priority	lssue				Financial Viabil-			
National Strategic	Priorities-MTSF				Strategic Priority 9 Sustainable Resource Management and Use			

Financial
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Council Resolution on the Audit outcome
Intensify Management accountability and responses to internal and external audit queries.
To ensure unqualified Audit outcome in respect to Accounting and Financial Reporting by 2014 and beyond.

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

National Strategic	Priority Issue	NDM's Develop-	Strategies	Output Indicator	Raceline	Annual	Quar	Quarterly Targets	lets	
Priorities-MTSF		mental Objectives			(2011/120	Target 2012/13	<u>ج</u>	Q2 Q3	8	Responsibility
Strategic Priority 10: 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.	District interaction session to be held with all relevant stakeholders to determine the extent to which powers and functions between the District and local municipality within the jurisdiction may be re-adjusted in terms of section 85 of the MSA (Act No. 117 of 1998), as amended.	Copies of the Minutes and attendance registers from engagemnts with the MEC.	0	_		-		Corporate Services
		To facilitate the process of ensuring seamless service provision through aligned service boundaries of municipalities and Sector Departments.	Facilitate signing of Service Level Agreements (SLAs) with Sector Departments at Provincial and National level.	Summative Report of all the SLAs signed by NDM with other Spheres of Government.	0	1			_	Corporate Services
Strategic Priority 10: Building a Developmental State including improvement of	Organizational Restructuring and Transformation- Information	To facilitate creation of a pool of skilled and capable workforce to support inclusive growth.	Develop and implement an internship and Learnership programmes.	Comprehensive Annual Report on Capacity Building and Training by NDM.	1	1			_	Corporate Services
Public Services and Strengthening	Communication and	To ensure an integrated	Continually review and ensure optimal	Annual Report on the implementation	.	-			<u></u>	Information Communication &

Technology	Information Communication & Technology	Information Communication & Technology	Information Communication & Technology	Information Communication & Technology	Development and Planning	Development and Planning	Development and Planning
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of the ICT Strategy	Quarterly Progress Rports on usage of ICT Systems within NDM.	Bi-annual Progress Reports on addressing ICT Risk audit issues.	Annual Report on ICT Training and capacitation sessions for internal users.	Annual Progress Report on the Security status of the ICT Systems within NDM.	Copies of minutes and attendance register on Draft Framework Consultation with LMs.	Copy of Council Resolution accompanied by the Final Framework/Process Plan.	Copies of advertisements for requisite Public
usage of all the ICT	systems within Nkangala District Municipality viz GIS, EDMS, Intranet,	Website, financial and HR and project management systems and other systems.	Continuously capacitate the internal users on various in-house systems.	Ensure security of ICT infrastructure and data.	Adopt IDP planning processes appropriate to the	capacity and sophistication of the District.	Comply with all the Legislative requirements
responsive ICT	service by 2015.				To ensure effective co-ordination of	integrated Planning implementation, monitoring and evaluation across the District.	
Technology	(ICT)				Organizational Restructuring	and Transformation- Integrated Development Planning (IDP)	
Democratic	Institutions.				Strategic Priority 10: Building a Developmental	State including improvement of Public Services and Strengthening Democratic Institutions.	

	Development and Planning	Development and Planning	Development and Planning	Corporate Services	Local Economic Development/Corporate Services
	-	_	-	7	7-
	-	-	1	-	-
	-	-	0	_	0
comments and inspections respectively.	Copy of a letter of IDP approval by Council to the MEC.	Council Reolution on approval of implemtable District IDP.	Comprehensive Report on the status of IDP adopted by the constituent Local Municipalities.	Annual Report on the Training and capacitation of Personnel per WSP.	Progress Report on interventions by Social Partners to provide experiential training for student who have completed their tertiary studies.
leading to the adoption of IDP.		Adopt implementable IDPs which are	responsive to the developmental aspirations of the populace of the entire District.	Address training requirements of Personnel to ensure compliance with new Legislation and new requirements of the development of the Institution.	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
				To entrench a culture of	Development- oriented Municipal Governance and inclusive citizenship.
				Organizational Restructuring	Transformation- Skills Development and Training
				Strategic Priority	4 Strengthen the Skills and Human Resource Base

		up available opportunities.							
To entrench a	a	system by replacing the current Personnel Performance Evaluation System with the third level of Individual Balanced Scorecard System.	Progress Report on uniform Performance Mnagement System across the Organization.	-	~			-	Corporate Services
Development- oriented Municipal Governance and inclusive citizenship.	sipal nd nship.	Implement the reviewed (PMS) of the District in line with relevant legislation and regulations.	Quarterly Progress Rports on implementation of the PMS.	-	4	- -	-	_	Corporate Service
		Ensure optimal alignment and use of SDBIP to institutional enhance Performance.	Copy of the approved SDBIP.	_				_	Corporate Service
To ensure sustained building of a Healthy Team within the employ of Nkangala.	ned althy jala.	Optimal implementation of an EAP.	Bi-annual Progress Reports on implementation of EAP.	1	2	_			Corporate Service
To facilitate creation of ethically efficient, effective, excellent,	tion ent, nt,	Ensure that all the Policies of Council are up to date and enhance its operations.	Once-off Analytical Report on the Status of Council Policies	0	_				Corporate Service
sustantable and vibrand Organization.		Ensure optimal implementation of Batho-Pele and Council's Service	Progress Report on implementation of Batho-Pele within Council.	-	~			~	Corporate Service

Standards.						
Undertake						
Community	Council Resolution				Dococo o	
Satisfaction Survey	accompanied by	_	_	_	Development	
throughout the	the Final Report.				רמאמוסטוומווו	
District.						

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

	Responsibility	Chief Internal Auditor	Chief Internal Auditor	Chief Internal Auditor	Chief Internal Auditor	Chief Internal Auditor	Chief Internal Auditor	Finance
ets	Q4	1	1	1				
/ Targ	Q3	1	1	1	-			-
Quarterly Targets	Q2	1	1	1		1	1	
Ö	ည	1	1	1				
Annual	Target 2012/13	4	4	4	←	←	←	_
Raceline	(2011/12)	4	0	0	-	1	1	~
Output Indicator		Copies of signed minutes of the Shared Audit Committees meetings.	Council resolutions of the quarterly reports of Audit Committee to Council.	Copies of the Reports submitted to the Municipal Manager.	Council Resolution on approval of Internal Audit Methodology/Manual.	Council Resolution on adoption of the Internal Audit Charter.	Council Resolution on adoption of the Audit Committee Charter.	Once-off Progress Report on addressing issues raised by AG.
Strategies		Convening of shared Audit committee meetings as per the approved schedule.	Quarterly reporting to the Council by the Audit Committee.	Quarterly reporting to the Accounting Officer by Internal audit unit.	Develop and periodically review Internal Audit Methodology/Manual.	Develop and periodically update Internal Audit Charter.	Develop and periodically update Audit Committee charter.	Address all the issues raised in the AG's report through the IDP processes.
NDM's Developmen-	tal Objectives			T + + + + + + + + + + + + + + + + + + +	achievement of Clean Audit Reports by 2014.			
Priority Issue				Č	Governance and Communication			
National Strategic	Priorities-MTSF			3.4ing in G	Strategic Friority of Intensify the fight against Crime and Corruption			

Social Services	Social Services		Social Services		Chief Internal Auditor	Chief Internal Auditor	Corporate Services	Corporate Services
							1	3
					1		1	3
						1	1	3
					1		1	3
9	2		85		2	1	4	12
0	2		65	0	2	_	4	12
Report on the status of Youth Development in the region	Number of strategies developed and imlpemented	Number of linkages created	Report on the resolution implemented	Resolution of the Summit	Council Resolution on adoption of the risk assessment.	Council Resolution on adoption of three- year risk based plan.	Copies of the approved Minutes of Council Meetings.	Copies of the approved Minutes of Mayoral Committee Meetings.
Support and strengthen all the Youth units at the LMs within the District	Develop and implement Sector specific strategies to inform adequate development of the designated group	Create linkages with the role players	Implementation of recommendations emanating from the Women Summit	Convene a Gender Summit in the District	Identify and Monitor exposure to risk and improvements of risk management and internal control systems.	Development of three- year risk based plan.	Ensure that all the meetings of Council,	Section 79 Committees take place as scheduled.
To facilitate the upbring of skilled healthy and vibrant Youth in the District	To ensure mainstreaming of designated groups through Integrated	Planning within the District	To facilitate and promote gender equality and empower	women	To minimize the level of District's Risk exposure.		To ensure administratively	sound, transparent and accountable Organization.
							Good Govern-	ance and Communication
							Strategic Priority 7 Building Cohesive	caring and Sustainable Communities

Corporate Services	Corporate Services	Corporate Services	Corporate Services	Development and Planning	Development and Planning	Development and Planning
-	-	-	_	_	~	
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	-	-	~			
	-	-	~			~
	4			4	—	2
—		4	4			
	4			3	1	2
-		4	4			
Once off analytical Report on the functionality of all the Section 79 Committees.	Copies of Minutes and attendance registers of all the meetings of MPAC.	Copies of the signed Minutes and attendance registers of the Mayors' Forum Meetings.	Copies of the signed Minutes and attendance registers of Municipal Managers' Forum Meetings.	Copies of the signed Minutes of the IDP/LED Forum.	Once analytical Report on Functionality of Working Groups.	2 Comprehensive Community Outreach Reports.
	Ensure compliance with Circular 32 of the MFMA in terms of the Structure and content and enhancing effectiveness of Committees.	Optimal use of various Fora established within	ure District to interising intergovernmental coordination.	Timeous invitation of all stakeholders to the District Quarterly IDP/LED Forum meetings.	Ensure all the Working Groups seat as scheduled in the Calendar of events.	Encourage communities through print and electronic Media to
		To Deepen	District.	To ensure optimal participation of all Stakeholders in the	IDP processes of the District.	To Strengthen Participatory Governance
		Good Governance	and Communication- IGR	Good Governance	and Communication- Community Participation	
				Strategic Priority 10: Building a Developmental State	including improvement of Public Services and Strengthening	Definitions in straining in str

	Development and Planning	Research & Development	South Affairs	Public Laison	ICT	Public Laison	Development and Planning
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	Quarterly analytical Reports on functionality of Ward Committees.	Council resolution on approval of Good Governance Survey.	Bi-annual analytical reports on impacts of Youth biased programmes throughout the District.	Copies of the adverts from varying sources.	Evidence of information uploaded on NDM website.	Council resolution on approval of the Communication Strategy.	2 Copies of the adverts from varying sources.
participate in the District Outreach Proogramme.	Facilitate training and capacitation of Ward Committees throughout the District.	Ensure Council operate in a way that restores community trust in Local Governance.	To facilitate the upbringing of skilled, healthy and vibrant youth, and align all the Youth development programmes to optimize them.	Ensure regular communication of NDM's achievements through Newsletters, Print and Electronic Media.	Ensure real time information about NDM on its Website	Develop and implement a Communication Strategy for Council.	Ensure regular communication of Community Outreach Programme via various media/modes.
throughout the District.	To facilitate optimal functionality of Ward Committees across the District.	To entrench and sustain a culture of	Development-oriented Municipal Governance and inclusive citizenship.		To ensure effective Branding of NDM and	communication with all its stakeholders.	
					Good Governance and	Communication- Communication & Marketing	
				Strategic Priority	Developmental State including	Public Services and Strengthening Democratic	III SULUTION S.

7.1.6 KPA 6: Spatial Development Analysis and Rationale: Development Objectives and Strategies

Issue Objectives Care deciding the land Reform protein and Land Reform of Rural District. Land California in the District. Advocate for the multi- Number of Protein State India India India India Reports on tation of Rural biased Rural Development Programmes implemented and Land Reform Development and Land Report on Land Reform To promote sustainable claims applications and Land Addit Residential Land be made available for farm report on restable across the District. Residential Land be made available for farm report on estable workers through Agid: India Made available for farm report on estable in the stabilished inflages. Conduct a Land Audit Comprehensive Land Audit Land California Land Audit Comprehensive Land Audit Land California Land Audit Land California Land Audit Land California Land Audit Land Audit Land Audit Land Audit Land California Land Cal	National Strategic	IDP Priority	NDM's Developmental	Strategies	Output Indicator	Racalina	Annual	Que	Quarterly Targets	Targ	ets	
the Land Reform Progress Reports on gress Reports on gress Reports on gress Reports on gress Reports on the District. Advocate for the multi- Number of Programmes intended the Development Programmes intended the Development of Rural Beneform and Land Advocate for the multi- Reform be engage to Claims Applications. Land Reform To promote sustainable claims applications and Land Advocate the District. State Land Task Annual Progress made available for fam report on established report on the state land Residential Land be established workers through Agric- lishment of agrics. Signed a companied by willage be established workers through Agric- lishment of agrics of signal accompanied by ac	Priorities-MTSF	Issue	Objectives			(2011/12	Target 2012/13	ð	Q2	8 3	Q	Responsibility
Land Reform To promote sustainable and Land Reform and Land Adversar frought many and Land Adversar frought among and Land Adversar frought among and Land Adversar frought Adversar frought Adversar frought Adversar frought Adversar frought Adversar frought Agric State Land Task Annual Progress made available for farm eport on estable for farm to across the District. State Land be made available for farm report on estable for farm and Land be setablished workers through Agric. Ishment of agric. 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				Facilitate finalization of the Land Reform pro-	Number of Pro-		,					Development &
Advocate for the multi- number of Proses Reports on tation of Rural Development Pro- plemented. Land Reform To promote sustainable claims application and Land Add- Residential Land be established transfer on the across the District. District State Land Task Annual Progress and Land Besidential Land be stablished transfer on the state land Residential Land be stablished villages be established villages by shift Residential Land be accompanied by accompanied by a state land subject to authenticate Owner ship all pockets of Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				gramme.	Land Claims in the District.	-	7		<u> </u>		-	Planning
tation of Rural biased Rural Development Programmes implement of Rural Development Programmes implemented. Land Reform To promote sustainable claims applications and Land Addadards across the District. Team be established to farm report on the state land short on estable for farm report on estable workers through Agric I ishment of agric on the stabilished report on estable or state land sustainable for farm report on estable for farm strongh Agric I ishment of agric I ishment of agric I ishment of accompanied by the ship all pockets of Land accompanied by				Advocate for the multi-	Number of Pro-							
Land Reform To promote sustainable claims application and Land Ad- ministration across the District. Residential Land be established workers through Agric- lishment of agric- workers through Agric- lishment of agric- workers through Agric- lishment of agric- ship all pockets of Land Audit Report in Land Audit Report on the stablished report on estable or any lilages Conduct a Land Audit Comprehensive to authenticate Owner- ship all pockets of Land Audit Report in accompanied by					gress Reports on							
Land Reform To promote sustainable and Land Residential Land be established across the District. Residential Land Progress and Land Aberland Annual Progress and Land Aberland Aberla					Rural	C	_	_	_	_	_	Development &
Land Reform To promote sustainable and Land Adding and Land Addense in District. State Land Team be established across the District. Residential Land be workers through Agrical in the short on established workers through Agrical in the workers through Addit Report on established to authenticate Owner- Land Audit Report I accompanied by				Development Pro-	Development	7	+	_	_	_	_	Planning
Land Reform To promote sustainable claims application ministration To promote sustainable claims applications and Land Ad- ministration To promote sustainable claims applications and Land Ad- across the District. District State Land Task Annual Progress Team be established transfer on the state land Residential Land be Annual Progress made available for farm report on established villages Conduct a Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				gramme.	Programmes im-							
Land Reform Land Reform To promote sustainable claims applications and Land Ad- ministration Residential Land be established report on the state land accompanied by workers through Agric- village be established accompanied by accompanied by accompanied by a companied by a					plemented.							
Land Reform To promote sustainable claims applications and Land Addit Reform be engage to claims Applica- tions Land Reform District State Land Task Annual Progress Team be established report on the state land Residential Land be made available for farm report on estab- workers through Agric- lishment of agric- 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				Department of Rural	Annual Progress							
Land Reform To promote sustainable claims applications and Land Ad- ministration across the District. Team be established transfer on the state land across the District State Land Task Annual Progress made available for farm report on established workers through Agric- lishment of agric- village be established to accompanied by the ship all pockets of Land Audit Report in the ship all pockets of Land Audit Applica- in the stable for farm report on estable for farm report on f				Development and Land	Report on Land							
Land Reform To promote sustainable claims applications and Land Ad- ministration across the District. Ministration across the District State Land Task aroses the District State Land Task across the District State Land Task across the District State Land Task Annual Progress Team be established transfer on the state land across the District State Land be stablished workers through Agric-lishment of agric-lishment of agric-lishment of agric-lishment of agric-lishment of across the District State Land Audit Report to authenticate Owner-Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				Reform be engage to	Claims Applica-	_	_				_	Development &
Land Reform To promote sustainable claims applications and Land Ad-Rural Development across the District. Team be established report on the state land Residential Land be workers through Agric-lishment of agri				fast track the land	tions	_	_				_	Planning
ministration across the District. State Land Task Annual Progress Team be established report on the transfer on the state land Residential Land be Annual Progress made available for farm report on estabworkers through Agric-lishment of agric-lishment of agric-village be established villages Conduct a Land Audit Comprehensive to authenticate Owner-Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		Land Reform	To promote sustainable	claims applications								
Team be established report on the state land Residential Land be workers through Agric-village be established to authenticate Owner- Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		alld Lalld Ad- ministration	Adial Development	District State Land Tack	Annual Progress							
Residential Land be Annual Progress made available for farm report on estab- workers through Agric- lishment of agric- village be established villages Conduct a Land Audit Comprehensive to authenticate Owner- Land Audit Report 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				Team he established	renort on the							Development &
Residential Land be Annual Progress made available for farm report on estab- workers through Agric- lishment of agric- 1 1 1 village be established villages Conduct a Land Audit Comprehensive to authenticate Owner- Land Audit Report 1 1 1 1 1					transfer on the	0	_			_		Planning
Residential Land be Annual Progress made available for farm workers through Agric- village be established villages Conduct a Land Audit to authenticate Owner- ship all pockets of Land companied by Annual Progress 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Strategic Priority 3				state land							n : :
made available for farm report on estab- workers through Agric- lishment of agric- 1 1 1 village be established villages Conduct a Land Audit Comprehensive to authenticate Owner- Land Audit Report 1 1 1 1 1	to build Economic and			Residential Land be	Annual Progress							
workers through Agric- lishment of agric- 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Social Infrastructure			made available for farm	report on estab-							Develorment &
Villages Comprehensive Land Audit Report 1 1 1 1	סססומו וווומסוו מסומו ס			workers through Agric-	lishment of agric-	_	_			_		Developinent &
				village be established	villages							רומו
				Conduct a Land Audit	Comprehensive							
				to authenticate Owner-	Land Audit Report	_	_			_		
				ship all pockets of Land	accompanied by							

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	Development & Planning	Development & Planning	Development & Planning	Development & Planning	Development & Planning	Development & Planning
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Council Resolu- tion	Number of Reports on Sector Alignment with the SDF.	Minutes & Attendance Registers of Quarterly Spatial Planning Working Groups	al s report on held	Number of Progress Reports on Town Planning Policies implemented as per approved Budget	Annual Progress report on the new town established	Progress Reports on State owned land Meetings held annaual.
in the District	Ensure alignment of all Sector Plans with the SDF.	Strengthen the Existing District Spatial working group	Involvement of Traditional Leaders in to land matters and for future township Establishment	Ensure implementation of all Town Planning Policies at Dr JS Moroka, Thembisile Hani and Emakhazeni Municipalities.	To establish new Township for residential stands	Engage Department of Agriculture, Rural Development and Land Administration & Department of Rural Development and Land
			To ensure coherent Strategic SDFto guide Development aross the District.			To ensure that every household has security of tenure by 2015.
				Spatial Restructuring and Service Provision		

	Development & Planning	Development & Planning
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		-
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	Progress Reports on Number of LMs having adopted and are implementing an Area/Ward based Planning.	Quarterly Progress Report on the implementation of the GIS Strategy.
outstanding tenure upgrading of Land tenure projects and Township establishments on State Land at Dr LS Moroka and Thembisile Hani.		Optimally implement a Comprehensive District GIS Strategy.
		To mainstream and integrate GIS with other Planning and information Management Systems by 2015.

7.2 Projects per Priority Issue

7.2.1 Projects for priority Issue 1: Powers duties and function

Budget	2012/13(R'00) 2013/14(R'00) 2014/15 (R'00)	
	2012/13(R'00)	
Funding Source		
Responsible Officicial within		
Locality		
Outcome Indicator (Impact)		
Project Name		No projects

7.2.2 Projects for priority Issue 2: Organisation Restructuring and transformation

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial within	Funding Source		Budget	
			NDM		2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
IDP Review for NDM	Effective Planning, Budgeting and informed Decision-making by the District Municipality	WDN	Head: DPU	MON	1 400 000	1 500 000	1 800 000
Maintenance of ICT systems	Highly vibrant and accessible Organization	WDW	Head: ICT	MON	250 000	120 000	120 000
Support and capacitation of ICT users	Highly vibrant, informative and accessible Organization	WQN	Head: ICT	MON	80 000	80 000	80 000
Operationalisation of GIS	All the development initiatives through the District Spatially refernced	WQN	Head: ICT	MON	250 000	100 000	100 000
Implementation and maintenance of DRP/BCP	Inclusively Efficient, Effective and Productive Organization	MQN	Head: ICT	MON	2003 000	1 000 000	200 000
Installation of network cables and voice/ data facilities at KwaMhlanga fire station	Increased accessibility and response rate to all the Disaster call outs	WQN	Head: ICT	MON	300 000	300 000	300 000
Drafting of an IT Strategy	Increased accessibility and response rate to all the Disaster call outs	Victor Khanye	Head: ICT	MON	200 000		
Upgrade of NDM Website	Highly vibrant, informative and accessible Organization	NDM	Head: ICT	MON	293 000	300 000	300 000

7.2.3 Projects for priority Issue 3: Financial Viability

Budget	2012/13(R'00) 2013/14(R'00) 2014/15 (R'00)	200 000	12 000 000
Funding Source	2012/	NDM 8	NDM 12
Responsible Officicial within		Manager: Finance	Manager: Finance
Locality		MDM	9FWS
Outcome Indicator (Impact)		Financially Sound and Sustainable Organization	Financially Sound and Sustainable Organization
Project Name Outcon		Analysis of financial performance of the Local Municipalities.	Revenue enhancement with installation of water meters

7.2.4 Projects for priority Issue 4: Good Governance and Communication

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial within NDM	Funding Source		Budget	
					2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
Compilation and distribution of -Wide Newsletter	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	NDM	Head: Public Liaison	NDM	250 000	300 000	350 000
Advertisement and publicity	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: Public Liaison	MON	300 000	320 000	340 000
Development of Promotional Items and Broche	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MON	Head: Public Liaison	MON	200 000	250 000	300 000
Community Outreach Programme	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MON	Head: DPU	MON	1 100 000	2 500 000	3 000 000
Youth Summit	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MON	Head: Youth Affairs	MON	320 000	0	300 000
International Day against drugs and illicit trafficking	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MON	Head: Youth Affairs	DHSS	100 000	100 000	100 000

Mayoral Soccer Tournament	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: Youth Affairs	MON	450 000	20 000	20 000
Mayoral Youth Awards	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: Youth Affairs	NDM/PPP	200 000	200 000	200 000
Convene Gender Summit	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Manager: Social Services	MON	220 000	250 000	300 000
Convening of the Women Cooperatives Workshop	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	ΓΕD	WON	300 000		1
GIS software and new aerial photography of the mun.area	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: DPU	MON	000 006		
Upgrade firm/frame	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: DPU	MON	1000 000		
Corporate hardware	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: DPU	WQN N	200 000		
Wireless radio link	-Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head: DPU	MON	200 000		
Undertake Good Governance Survey	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head Research & Development	MON	1 200 000	1 500 000	2 000 000
Undertake Research on Different Sectors of the District Economy	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	MDM	Head Research & Development	MON	1 000 000	1 000 000	1 000 000

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

Project	Outcome Indicator (Impact)	Project Location	Responsible Official within NDM	Funding Source	Budget (R) 12/13	Budget (R) 13/14	Budget (R) 14/15
Purchasing and Transfer of State Land to Local Municipalities for Integrated Human Settlements purposes	Completed Report submitted to Council by June 2013	District wide	Head: DPU	NDM	5 000 000	20 000 000	10 000 000
Review of the land Audit to ascertain ownership of all pockets of Land in the District	Completed comprehensive Report submitted to Council by June 2013	Distric-twide	Head: DPU	MDN	000 009		
Purchasing of Land for Regional Cemetery	Number of land purchased	Distric-twide	Head: DPU	MDN	3 000 000	200 000	200 000
Identification land for integrated Human Settlement	Number of land identified	Distric-twide	Head: DPU	MDN	1 000 000	1 000 000	1 000 000
Land Tenure-upgrading and In-situ	Completed Land Tenure upgrades	Emakhazeni, Thembisile and Dr JS Moroka	Head: DPU	NDM/ DARDLA	5 000 000	10 000 000	15 000 000
Land Surveying	Completed Land Surveying	Emakhazeni, Thembisile and Dr JS Moroka	Head: DPU	NDM/ DARDLA	5 000 000	10 000 000	15 000 000
Geotechnical Investigation (Land between Railway Line, KwaThomas Mahlanguville and Thusanang)	Title deeds issued by June 2013	Emalahleni	Head: DPU	MDM	1 000 000	0	0
Township Establishment	Increase in number of communities residing in properly developed and proclaimed areas	Emakhazeni, Thembisile and Dr JS Moroka	Head: DPU	NDM/ DARDLA	5 000 000	5 000 000	7 000 000
Feasibility Study for Infill Development at KwaGuqa x16 &17	Title deeds issued by June 2012	Emalahleni	Head: DPU	MQN	200 000	0	0
Study extension of Municipality Offices	Municipal Offices extended as per the outcome of the study	Victor Khanye	Head: DPU	NDM	250 000		

Project	Outcome Indicator (Impact)	Project Location	Responsible Official within NDM	Funding Source	Budget (R) 12/13	Budget (R) 13/14	Budget (R) 14/15
Subdivision of various parcels of Land in Various pockets of Land subdivided Emakhazeni	Various pockets of Land subdivided	Emakhazeni	Head: DPU	NDM	200 000		

7.2.6 Projects for priority Issue 6: Health

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial within	Funding Source		Budget	
			MDM		2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
Belfast Hospital: Upgrade OPD and Casualty Ward and Construction of Pharmacy	Improved Quality of Health and Life Expectancy throughout the District	Emakhazeni	Manager: Social Services	DoH	15 000 000	0	0
Wonderfontein Clinic: Construction of 2X2 Accommodation Unit	Improved Quality of Health and Life Expectancy throughout the District	Emakhazeni	Manager: Social Services	DoH	1 000 000		
Moloto EMS: Construction of EMS Station	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	Manager: Social Services	DoH	2 000 000		
Vlaklaagte 1 Clinic: Construction of new clinic and 2x2 Accommodation	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	Manager: Social Services	DoH	22,000 000		
KwaMhlanga Hospital: Phase 3a, Construction of ICU, Casualty and additions to existing theatre	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	Manager: Social Services	DoH	17 000.000		
Tweefontein G Clinic: Construction of new CHC and 2x2 Accommodation	Improved Quality of Health and Life Expectancy throughout the District	Thembisile Hani	Manager: Social Services	DoH	13 000 000		
MIDDELBURG HOSPITAL: Renovation of Existing roofs & two wards. Upgrading of Helipad, Theatres, Pharmacy and Casualty. Construction of ICU/High care	Improved Quality of Health and Life Expectancy throughout the District	Steve Tshwete	Manager: Social Services	DoH	2,000 000		
WITBANK HOSPITAL: Demolitions of existing Neo-Natal building and construction of Neo-natal and kangaroo unit and renovation of old hospital roof.	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	Manager: Social Services	DoH	35,000 000		
Klarinet: Construction of new Clinic and 2x2 accommodation units	Improved Quality of Health and Life Expectancy throughout the District	Emalahleni	Manager: Social Services	DoH	22.000 000		

3.000 000	500. 000	000 000 009	5 000,000	22 000 000
DoH	DoH	DoH	DoH	DoH
Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services
Emalahleni	Dr J S Moroka	Dr J S Moroka	Dr J S Moroka	Dr J S Moroka
Improved Quality of Health and Life Expectancy throughout the District	Improved Quality of Health and Life Expectancy throughout the District	Improved Quality of Health and Life Expedancy Dr J S Moroka throughout the District	Improved Quality of Health and Life Expectancy Dr J S Moroka throughout the District	Improved Quality of Health and Life Expectancy Dr J S Moroka throughout the District
Ogies Clinic: Renovations, Rehabilitation & Refurbishment	Pankop CHC: Construction of new CHC and 2x2 Accommodation	Mmametlake Hospital: Planning, Design and Construction of hospital	Greenside Clinic: Construction of new CHC and 2x2 Accommodation Unit	Leftsoane Clinic: Construction of new Clinic and 2x2 accommodation units

7.2.7 Projects for priority Issue 7: Education

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial	Funding Source		Budget	
					2012/13(R'00)	2013/14(R'0 0)	2014/15 (R'00)
Hosting of Career Expo	Improved and sustainable access to quality Education	MDN	Manager: Social Services	MDN	200 000		
New and Additional Facilities-Lefiso P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	8,832,500		
New and Additional Facilities-Lekholane Pr at Marapyane	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	9,322,249		
Grade R facilities-Mantwani P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	966,399		
Grade R facilities- Matempula P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	1,350,000		
Special Schools-Mantjedi Sp	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	1,650,000		
Special Schools-Pelonolo Sp	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	6,365,000		
Special Schools- Masinakane Sp	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	6,625,000		
Eradication of unsafe structures- Ekuphakameni P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	10,914,000		
Eradication of unsafe structures- Malontone P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	8,330,000		
Technical High Schools-Ramoshidi Sec	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	82,000		
Renovations- Molapalama S	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	2 672,000		
Storm Damages- Vumazonke P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	1,500,000		
Storm Damages- Digwale Sec	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	550,000		
Storm Damages- Ukuphumulakwesizwe P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DOE	850,000		

Storm Damages- Mabhoko P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	850,000	
Storm Damages- Sijabule P	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	750,000	
Irreparable Storm Damages- Seabe High at Seabe	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	000 099 9	
Hlakahle Sec: CRDP: Construction of adm, cc,SH,kit,lab,12t,3sg,cp	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	7 000 000	
Lehlabile Sec: CRDP: adm,cc,kit,lab,12t,SH,3sg,cp,renovate 16c/rs	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	7 000 000	
Sithenjisiwe Sec: CRDP: Lab,lib,cc,16t,F,Kit,3sg,cp, renovate 12c/rs	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	24 000 000	
CRDP: Construction of Grade R at Kabete Prima-ry	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	2000 000	
Seabe Secondary: Re construction of 10c/rs,adm,lab,lib,F,E,W,16t,Kit ,3Sg ,cp on a new site	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	24,000,000	
Ramantsho Primary: Special Project: MEDT. Substitution of buildings existing buildings and construction of 5c/rs, adm, lib, cc,kit.	Improved and sustainable access to quality Education	Dr JS Moroka	Manager: Social Services	DoE	3,000,000	
New and Additional Facilities- Khulufunde Pr at Vlaklaagte 2	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	10,021,846	
New and Additional Facilities-Phelwane Pr at Tweefontein E	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	8 000,000	
Grade R facilities-Peter Mokaba P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	1,114,823	
Grade R facilities- Moniwa P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	1,015,437	
Grade R facilities- Kwakwari P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	1,400,000	
Special Schools- Wolvenkop Sp at (Kwaggafon- tein	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	6,950,000	
Eradication of unsafe structures- Halisanani P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	10,914,000	
Eradication of unsafe structures- Mzimhlophe Sec	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	10,750,500	

Eradication of unsafe structures- Vulamehlo P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	9,095,000	
Storm Damages- Bhekimfundo P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	528,000	
Renovations- Mkhanyo P	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	2 ,540,000	
CRDP : Construction of Grade R , 4 t , f at Verena Primary	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	2000 000	
CRDP: Construction of Grade R at Kwakwari Primary	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DOE	2000 000	
CRDP : Construction of Grade R at Hlalisanani Primary	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	2000 000	
CRDP : Construction of Grade R at Khuthalani Primary	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	2000 000	
Wolvenkop Special: CRDP: Construction of 5c/rs, 2 storerooms, SH, 5T, 3 workshops, staffroom and sickroom.	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	6,683,839	
Hlalisanani Primary: CRDP: Construction of Grade R centre, 18 c/rs,adm,lib,cc,kit,r/r,27t,3sg,cp	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	32, 000,000	
Mzimhlophe Secondary: CRDP: Construction of 14 c/rs,adm,lab,lib,F,E,W,16t,Kit,3Sg,cp.	Improved and sustainable access to quality Education	Thembisile Hani	Manager: Social Services	DoE	14,000,000	
New schools-Vezimfundo P at Ext 4	Improved and sustainable access to quality Education	Victor Khanye	Manager: Social Services	DoE	8,000,000	
Grade R facilities-Delpark P	Improved and sustainable access to quality Education	Victor Khanye	Manager: Social Services	DoE	1,119,385	
Grade R facilities- Mdumiseni P	Improved and sustainable access to quality Education	Victor Khanye	Manager: Social Services	DoE	1,452,000	
New Coronation (Klarinet): Construction of 28 c/rs,AD,lab,lib, cc,SH,40ts,F,E,W,Kit,rr,3sg,cp	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	34,811,000	
Special Schools- Thanduxolo Sp	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	6,365,000	
Special Schools- W De Klerk SP	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	1,893,000	

Eradication of unsafe structures- Bonginhlanhla P	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	10,914,000	
Technical High Schools-Elukhanyisweni Sec	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	1,600,000	
Grade R facilities-Mpilonhle P	Improved and sustainable access to quality Education	Emakhazeni	Manager: Social Services	DoE	1,101,880	
Construction of comprehensive boarding School	Improved and sustainable access to quality Education	Emakhazeni	Manager: Social Services	DoE	190,000,000	
Special Schools: Platorand Sp at Belfast	Improved and sustainable access to quality Education	Emakhazeni	Manager: Social Services	DoE	1 893 000	
Eradication of unsafe structures- Duvha P	Improved and sustainable access to quality Education	Emalahleni	Manager: Social Services	DoE	10,914,000	
Thanduxolo Special: Construction of 10c/rs,adm,10t,media centre, SH,6 Work-shops,2garages	Improved and sustainable access to quality Education	eMalahleni	Manager: Social Services	DoE	7,000,000	
llanga Secondary: Construction of 19c/rs, adm,lab,lib,cc,kit,sh,28t,3sg,cp in partnership with Eskom .	Improved and sustainable access to quality Education	eMalahleni	Manager: Social Services	DoE	31,000,000	
Duvha Primary: Construction of 10c/rs,adm,lab,lib,F,E,W,16t,Kit ,3Sg ,cp and Grade R centre on a new site .	Improved and sustainable access to quality Education	eMalahleni	Manager: Social Services	DOE	12,000,000	
Grade R facilities-Zikhuphule	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	1,510,00	
Grade R facilities Hendrina PR	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	1,500,000	
Grade R facilities- Mphephethe P	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	1,432,00	
Eradication of unsafe structures- Middelburg C	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	10,914,000	
Eradication of unsafe structures- Mphephethe P	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	2,540,000	
Eradication of unsafe structures- Alex Benjamin P	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	10,914,000	
Eradication of unsafe structures- Arnot P	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	11,124,000	
Arnot Colliery: Construction of 14 c/rs,adm,lib,cc,18t,F,E,W,Kit,3sg,cp on a new site	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	31,000,000	

in Mafube						
Mphephethe Primary: Construction of 14 c/rs, cc, kit, Grade R centre	Improved and sustainable access to quality Education	Steve Tshwete	Manager: Social Services	DoE	36,000,000	

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Issue 8
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Project Name Participation by the disabled in SALGA games Wictor Khanye Sub-district offices Wangala in-patient youth treatment Centre Support to 5 new ECD centers to benefit 300 Children Improved Community Wealfare Improved Community Wealfare Improved Community Wealfare Improved Community Wealfare Improved Lural services to support livelihoods	Outcome Indicator (Impact)	Locality	Responsible	Funding			
ALGA games ant Centre o benefit 300 Children			Officicial within NDM	aomoc		Budget	
ant Centre o benefit 300 Children	members of the community	WQN	Manager: Social	NDM	2012/13(R'00) 50 000	2013/14(R'00) 70 000	2014/15 (R'00) 100 000
ont Centre o benefit 300 Children			Services				
	nity Wealfare	Victor Khanye	Manager: Social Services	OSO	2 805 000		
	nity Wealfare	eMalahleni	Manager: Social Services	OSO	250 000		
	rvices to support livelihoods	Thembisile Hani	Manager: Social Services	OSO	792 000		
10 HCBC's providing Care and protection to orphans and vulnerable children to the benefit of 495 people and creation of 151 jobs	rvices to support livelihoods	Thembisile Hani	Manager: Social Services	DSD	3 783 640		
Funding of 3 Youth Centre's providing life skills programme to benefit 600 Youths and create 15 new jobs and inclusive growth	Enabling institutional environment for sustainable and inclusive growth	Thembisile Hani	Manager: Social Services	OSO	1,350,000		
2 household community based initiatives funded for 20 Enabling institutional environ beneficiaries and inclusive growth	Enabling institutional environment for sustainable and inclusive growth	Thembisile Hani	Manager: Social Services	DSD	429,944		
HOME COMMUNITY BASED CARE - 11 HCBC's providing Improved rural services to support livelihoods Care and protection to orphans and vulnerable children funded to 712 Beneficiaries and create 87 new jobs	rvices to support livelihoods	Dr J.S Moroka	Manager: Social Services	DSD	4 162 004		
Funding of 3 Youth Centre's providing life skills programme to benefit 600 Youths and create 15 new Jobs and inclusive growth	Enabling institutional environment for sustainable and inclusive growth	Dr J.S Moroka	Manager: Social Services	DSD	1,350,000		
31 Youth participation in the National Youth Service Enabling institutional environ Programme and inclusive growth	Enabling institutional environment for sustainable and inclusive growth	Dr J.S Moroka	Manager: Social Services	DSD	558 000		
2 household community based initiatives funded TO 20 Enabling institutional environment for Beneficiaries and inclusive growth	onal environment for sustainable vth	Dr J.S Moroka	Manager: Social Services	DSD	429,944		
	outh Centre's providing life skills	Thembisile L.M	Manager: Social Services	DSD	R 1,350,000		
2. NYS Programmes 2.1 Youth participation in the N Programme	ation in the National Youth Service	Thembisile L.M	Manager: Social Services	DSD	R 378 000		

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

7.2.9 Projects for priority Issue 9: Culture Sport and Recreation

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial	Funding Source		Budget	
					2012/13 (R'00)	2013/14 (R'00)	2014/15 (R'00)
Moral Regeneration Movement	Moral Regeneration Movement launched by December 2012	MDM	Manager: Social Services	MDM	100 000	500 000	
Construction of new libraries at Libangeni	Increased accessibility in library facility by all communities	Dr J. S. Moroka	Manager: Social Services	DPWRT /DCSR	2 000 000		
Construction of new libraries at Libangeni at Klarinet	Increased accessibility in library facility by all communities	Emalahleni	Manager: Social Services	DPWRT /DCSR	2 000 000		
Maintenance of ICT service and ICT equipment in Public Libraries:	Increase in number of community libraries provided and serviced with ICT	Steve Tshwete	Manager: Social Services	DCSR	3,500 000		
Maintenance of ICT service and ICT equipment in Public Libraries: 7 libraries	Increase in number of community libraries provided and serviced with ICT	Emalahleni	Manager: Social Services	DCSR			
Maintenance of ICT service and ICT equipment in Public Libraries: 5 libraries	Increase in number of community libraries provided and serviced with ICT	Thembisile Hani	Manager: Social Services	DCSR			
Maintenance of ICT service and ICT equipment in Public Libraries: 4 libraries	Increase in number of community libraries provided and serviced with ICT	Dr JS Moroka	Manager: Social Services	DCSR			
Maintenance of ICT service and ICT equipment in Public Libraries: 3 libraries	Increase in number of community libraries provided and serviced with ICT	Victor Khanye	Manager: Social Services	DCSR			
Maintenance of ICT service and ICT equipment in Public Libraries: 5 libraries	Increase in number of community libraries provided and serviced with ICT	Emakhazeni	Manager: Social Services	DCSR			
Provision of Libraries with books 5 libraries:	Increase in number of library material provided	Emakhazeni	Manager: Social Services	DCSR	2 700 000		

					200 000	20 000	100 000	200 000	100 000	40 000	40 000	40 000	40 000	40 000	20 000
DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR	DCSR
Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services	Manager: Social Services
Steve Tshwete	Emalahleni	: Thembisile Hani	Dr JS Moroka	Victor Khanye	MON	MON	MON	Steve Tshwete Local Munici- pality	Emakhazeni Local Munici- pality	Emakhazeni	Steve Tshwete	Emalahleni	Victor Khanye	Dr JS Moroka	Dr.JS Moroka Local Munici-
Increase in number of library material provided	Increase in number of library material provided	Increase in number of library material provided	Increase in number of library material provided	Increase in number of library material provided	Number of events coordinated	Number of social cohesion conversation series hosted	Number of cooperatives established	Number of cultural festival coordinated	Number of programs promoting cultural tourism	Optimal Functionality of Arts Fora	Number of recordings conducted				
Provision of Libraries with books: 10 libraries:	Provision of Libraries with books: 7 libraries	Provision of Libraries with books: 5 libraries	Provision of Libraries with books: 4 libraries:	Provision of Libraries with books: 3 libraries:	Cultural events coordinated	Social cohesion conversation series	My Village, my Art	MRM End of year Festivals	1949 Waterval Boven Train Disaster Commemoration	Arts ForA	IKS Workshop				

Establishment of Sport Focus schools.	sport Focus schools established and supported	MQN	Manager: Social Services	DCSR	2 000 000	
Freedom Day Celebration: 27 April 2012	Enhanced National building, Reconciliation and unity by affirming, conserving and celebrating our democracy	Emakhzeni Lo- cal Municipality	Manager: Social Services	DCSR	2,500 000	
Africa Dayon May 21	Promotion African Renaissance and union	Victor Khanye Local Munici- pality	Manager: Social Services	DCSR	400	

7.2.10 Projects for priority Issue 10: Safety and Security

	2014/15 (R'00)	
Budget	2013/14(R'0 0)	10 000
	2012/13(R'00) 2013/14(R'0 2014/15 0) (R'00)	10 000
Funding Source		MOM
Responsible Officicial		
Locality		MDM
Outcome Indicator (Impact)		All People in the District protected and feel Safe within their neighbourhoods
Project Name		Social Crime Prevention Programme

7.2.11 Projects for priority Issue 11: Emergency services

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial	Funding Source		Budget	
					2012/13(R'00)	$\left \begin{array}{c c} 2013/14(R^{\circ}0 & 2 \\ 0) & (1 \end{array} \right $	2014/15 (R'00)
Fire Station Operations	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout	Thembisile Hani	Manager: Social Services	MDM	4 145 257.36	1 850 000	
Acquisition of emergency vehicles and equipment	the District Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Thembisile Hani	Manager: Social Services	NDM	1 484 000	1 400 000	
Ermergency and Specialised Equipments		Victor Khanye			470 000		
Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Dr JS Moroka	Manager: Social Services	MDM	1 484 000	2 200 000	
Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Steve Tshwete	Manager: Social Services	MDN	1 484 000	1 400 000	
Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Emalahleni	Manager: Social Services	WDN	1 484 000	1 400 000	
Acquisition of emergency vehicles and equipment	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Emakhazeni	Manager: Social Services	MDN	1 484 000	1 400 000	
Report on the Veld fires and accidents in the region	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	MDM	Manager: Social Services	MDN	00	1 400 000	
Implement EAP for Emergency Services	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	Victor Khanye	Manager: Social Services	MDN	240 000	1 400 000	
Disaster management awareness	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District	MDM	Manager: Social Services	NDM	100 000		

1200 000		00		200 000		1 000 000	
MDM		MON		MDM		MDM	
Manager:	Social Services	Manager: Social Services		Manager:	Social Services	Manager:	Social Services
NDM		Dr JS Moroka; Thembisile; Emakhazeni:	Victor Khanye	Dr JS Moroka		NDM	
Disaster Sustainable Community Wellbeing enhanced	through minimised impacts of Disasters throughout the District	Sustainable Community Wellbeing enhanced through minimised impacts of Disasters throughout the District		Sustainable Community Wellbeing enhanced	through minimised impacts of Disasters throughout the District	Sustainable Community Wellbeing enhanced	through minimised impacts of Disasters throughout the District
terial for	management	Compilation of Local municipalities Sustainable Community Wellbeing disaster management plans the District		Building of Fire Substation at Dr JS Sustainable Community Wellbeing	Moroka	Development of Fire Prevention	Strategy

7.2.12 Projects for priority Issue 12: Water and Sanitation

Project Name	Outcome Indicator (Impact)	Locality	Responsible	Funding			
			Officicial	Source		Budget	
					2012/13 (R'00)	2013/14(R'0 0)	2014/ 15 (R'00)
Sewage Phola, Ogies and Ganala	Increased access to clean water	Emalahleni	Manager:TS	MON		2 000 000	
linstallation Of Stormwater Management System in the CBD	Increased access to clean water	Emalahleni	Manager:TS	₩ Q N		000 000 9	
Replacement Of Portion Of Corroded Leaking Bulk Water Supply Lines	Increased access to clean water	Emalahleni	Manager:TS	M N N		3 000 000	
Installation Of Bulk And Domesti Water Meters	Increased access to clean water	Emalahleni	Manager:TS	MON		3 000 000	
Supply And Delivery Of Diesel Over Head Pump	Increased access to clean water	Emalahleni	Manager:TS	M N N		200 000	
Replacement Of Ac Pipes	Increased access to clean water	Emalahleni	Manager:TS	MON		2 740 000	
Upgrading Of Luthuli/Botha Sewer Pump Station And Outfall Sewerline	Increased access to clean water	Emalahleni	Manager:TS	M N N		1 000 000	
Construction Of Hlalikahle Sewer Network	Increased access to clean water	Emalahleni	Manager:TS	M N N		3 000 000	
Replacement of AC water pipes at eMalahleni Ext, Del Judor Ext, Duvha Park, Tasbetpark, Blanchville, Ben Fleur, Die Heuwel, Ferrobank, Jackaroo, Clewer, Phola, Rietspruit, Ga-Nala & Wilge	Increased access to clean water	Emalahleni	Manager:TS	MON		6,568,000	
Upgrading of Pap & Vleis outfall sewerline	Increased access to clean water	Emalahleni	Manager:TS	MON		2,000,000	

				-	-	
Installation of sewer network at Hlalanikahle & Emsagweni	Increased access to clean water	Emalahleni	Manager: I S	NON NON	3,000,000	
Installation of sewer network at Clewer	Increased access to clean water	Emalahleni	Manager:TS	MDM	1,000,000	
Upgrading of eMalahleni Water Purification Plant	Increased access to clean water	Emalahleni	Manager:TS	NDM	16,000,000	
Upgrading of Ga-Nala Water Purification Plant	Increased access to clean water	Emalahleni	Manager:TS	NDM	3,000,000	
Upgrading of Rietspruit Water Purification Plant	Increased access to clean water	Emalahleni	Manager:TS	NDM	2,000,000	
Upgrading of Witbank Dam Raw Water Pump Station	Increased access to clean water	Emalahleni	Manager:TS	NDM	5,000,000	
Upgrading and Re-sealing of raw water storage quarry - Point B	Increased access to clean water	Emalahleni	Manager:TS	MON	23,000,000	
Replacement of AC water pipes at eMalahleni Ext, Del Judor Ext, Duvha Park, Tasbetpark, Blachvile, Ben Fleur, Die Heuwel, Ferrobank, Jackaroo, Clewer, Phola, Rietspruit & Ga-Nala, Wilge	Increased access to clean water	Emalahleni	Manager:TS	NDM	15,000,000	
Construction of 10Ml Reservoir at Kwa-Guqa new extensions	Increased access to clean water	Emalahleni	Manager:TS	MDM	15,000,000	
Construction of 10Ml Reservoir for Klarinet	Increased access to clean water	Emalahleni	Manager:TS	MON	15,000,000	
Construction of bulk water supply line to Klarinet	Increased access to clean water	Emalahleni	Manager:TS	MON	7,000,000	
6 x 1 ton 2lt Bakkies	Increased access to clean water	Emalahleni	Manager:TS	NDM	1,250,000	
4 x Grass cutter machines	Increased access to clean water	Emalahleni	Manager:TS	MON	1,500,000	
Upgrading of Ogies Water Pump Stations	Increased access to clean water	Emalahleni	Manager:TS	MON	1,000,000	
Upgrading of Rietspruit Water Pump Stations	Increased access to clean water	Emalahleni	Manager:TS	NDM	2,000,000	
Concrete palisade - pump stations, plants & reservoirs	Increased access to clean water	Emalahleni	Manager:TS	MDM	6,000,000	
Upgrading of Ga-Nala water pump station	Increased access to clean water	Emalahleni	Manager:TS	MDM	2,500,000	

	Increased access to clean	Emalahlani	Manager-TC	MON		
Upgrading of raw water bulk supply line	water	2	5		5,000,000	
	Increased access to clean	Emalahleni	Manager:TS	NDM		
Upgrading of Ogies sewer pump stations	water				2,500,000	
	Increased access to clean	Emalahleni	Manager:TS	MDM		
Upgrading of sewer network at Phola	water				2,000,000	
	Increased access to clean	Emalahleni	Manager:TS	MOM		
De-commissioning of Wilge Waste Water Treatment Plant	water				3,000,000	
	Increased access to clean	Emalahleni	Manager:TS	NDM		
Installation of sewer network at Clewer	water				4,000,000	
	Increased access to clean	Emalahleni	Manager:TS	MDM		
Upgrading of sewer network at Hlalanikahle	water				1,500,000	
:	Increased access to clean	Emalahleni	Manager:TS	MDM		
Upgrading of Schoongezicht sewer pump station	water				2,000,000	
	Increased access to clean	Emalahleni	Manager:TS	NDM		
Upgrading of Pap & Vleis outfall sewerline	water				3,000,000	
	Increased access to clean	Emalahleni	Manager:TS	MON		
Upgrading of outfall sewerline at Witbank X16	water				2,000,000	
	Increased access to clean	Emalahleni	Manager:TS	MOM		
6 x 1 ton 2lt Bakkies	water				1,250,000	
	Increased access to clean					36,0
Upgradin of Emalahleni WTW through RBIC		Emalahleni	Manager:TS	DWA	36,000 000	800
	Increased access to clean					
Ferrobank WWTW	water	Emalahleni	Manager:TS	DWA	2,000	
30ML Storage reservoir	Increased access to water services	Thembisile Hani	Manager:TS	MQN	20 000 000	
Feasibility Study on Waste Water Recycling	Increased access to water services	Thembisile Hani	Manager:TS	MQN	1 100 000	
Purchasement of Machinery (3 backhoe loaders, 4 honey sucker	Increased access to water services	Thembisile Hani	Manager:TS	MQN	8 000 000	
Upgrading of Tweefontein K waste water treatment works	Increased access to water services	Thembisile Hani	Manager:TS	MQN	R 5000 000	
Upgrading of Kwamhlanga sewer ponds	Increased access to water services	Thembisile Hani	Manager:TS	MON	R 3500 000	

Establishment of an eastern regional sewage works	Increased access to water services	Thembisile Hani	Manager:TS	MON		R 33 000	
Regional Bulk schemes implemented in the region to support access to water and sanitation programmes	Increased access to water services	Victor Khanye	Manager:TS	DWA		30,000 000	
Delmas Water Treatment Plant: Generator	Increased access to water services	Victor Khanye	Manager:TS	DWA	1 100 000		
20 MVA Delmas North Substation	Increased access to water services	Victor Khanye	Manager:TS	DWA	1 000 000		
Upgrading Of Digwale Bulkline	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	3 400 000		
Rust De Winter Water Treatment Plant	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	8 000 000		
Replacement Of Asbestos Pipes In Siyabuswa	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	3 500 000		
Construction Of Mrothobolong River Bridge	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	2 500 000		
Marapyane Water Reticulation	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	2 500 000		
Nokaneng Bulk Water Supply	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	4 000 000		
Toitskloof Purification Works	Increased access to Water Services	Dr JS Moroka	Manager:TS	DWA	3 600 000		
Finalise the outstanding engineering services in Sakhelwe	Increased access to Water Services	Emakhazeni	Manager:TS		1 050 000		
Refurbishment Of Entokozweni Waster Water Treatment Works	Increased access to Water Services	Emakhazeni	Manager:TS		000 006		
Purchase Of Three Jcb Tlb's	Increased access to Water Services	Emakhazeni	Manager:TS		1 500 000		
Purchase Of Three Tipper Trucks	Increased access to Water Services	Emakhazeni	Manager:TS		1 950 000		

Refurbishment Of Belfast Waster Water Treatment Works	Increased access to Water Services	Emakhazeni	Manager:TS	1 0	1 000 000	
Ground Water Protocols for Vip Toilets for Emakhazeni Rural Areas	Increased access to Water Services	Emakhazeni	Manager:TS	1 0(1 000 000	
Installation of Water Meters and Flow Meters	Increased access to Water Services	Emakhazeni	Manager:TS	1 0(1 000 000	
Review of Water Sector Development Plans	Increased access to Water Services	Emakhazeni	Manager:TS	50	200 000	
Bulk Water Supply Rockdale	Increased access to Water Services	Steve Tshwete	Manager:TS	10 6	10 600 000	
New 10mi Rietfontein Reservoir	Increased access to Water Services	Steve Tshwete	Manager:TS	0 2	000 000 2	
Rockdale Outfall Sewer	Increased access to Water Services	Steve Tshwete	Manager:TS	5.83	5 820 000	

7.2.13 Projects for priority Issue 13: Electricity Supply

	2014/15 (R'00)										
Budget	2013/14(R'0 0)	12,500,000	20,000,000	30,000,000	20,000,000						
	2012/13(R'00)					R 1500,000	R3, 300, 000.00	R2,360.000.0 0	R3,200.000.2 5	R538,307.83	R1,867
Funding Source		MDM	MQN	MON	MON	NDM	Eskom	Eskom	Eskom	Eskom	Eskom
Responsible Officicial within		Manager: Techni- cal Services	Manager: Techni- cal Services	Manager: Techni- cal Services	Manager: Techni- cal Services	Manager: Technical Services	Manager: Technical Services	Manager: Techni- cal Services	Manager: Techni- cal Services	Manager: Techni- cal Services	Manager: Techni-
Locality		Emalahleni	Emalahleni	Emalahleni	Emalahleni	Victor Khanye	Steve Tshwete	Thembisile Hani	Thembisile Hani	DR J S Moroka	DR J S Moroka
Outcome Indicator (Impact)		Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Sustainable Human Settlements and improved Quality of Life
Project Name		Doornpoort upgrade	Eradicate radial feed supply	Electrical network replacement	NMD Applications ESKOM	High mast lights (MIG)	Kwa-Makalaneph 1	Phola Park	Sun City A/AA ph3	Nokaneng/Magareng	Seabe Ext 1

	through Increased access to Electricity Increased access to Electricity		cal Services		592.28		
Solar energy	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani (Farms)	Manager: Technical Services	MON		R 3000 000	
Street lights	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani (various villages)	Manager: Technical Services	MON		R 1500 000	
High mast lightsf	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani (various villages)	Manager: Techni- cal Services	MON		R 4 000 000	
Implementation of new substation in Belfast	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	Manager: Techni- cal Services	MON		R5 000 000	
Upgrading of electrical medium voltage network in Belfast phase 2	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	Manager: Techni- cal Services	MON	1 500 000		

7.2.14 Projects for priority Issue 14: Roads and Storm water

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial	Funding Source		Budget	
					2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
Rehabilitation of the spruits (Kwa-Guqa, Pine Ridge and Tasbet Park).	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	NDN		000'000'9	
Construction of subsoil, stormwater and roads in Lynnville.	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	NDM		3,000,000	
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	Manager:TS	MDM		3,000,000	
Construction of roads and bridge at Merridale	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MDM		20,000	
Construction of bridge across N4 at Mall	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MON		30,000	
Construction of link road at Mandela/Middelburg	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MON		35,000	
Construction of bridge and road at Matthew Phosa	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MON		20,000	
Construction of link road at Shadrack Maelane	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MON		15,000	
Construction of bridge at Woltemade	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	MON		50,000	

20,000	25,000	10,000,000	5,000,000	0,000,000	4,500,000	15,000	000,000					
20	75	10,0	5,0	0,0	4,5	=	0,0	55,057 000	60,631 000	49,514 000	6,420 000	11,250 000
MON	MON	MON	MON	MON	MON	MQN N	MON	DPWR&T	DPWR&T	DPWR&T	DPWR&T	DPWR&T
Manager:TS	Manager:TS											
Emalahleni	Emalahleni											
Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through efficient and reliable road network	Increased accessibility to all destinations in the District through officiant and reli
Reconstruction of damaged street in Emalahleni (Phase 3)	Rehabilitation of the spruits (KwaGuqa, Pine Ridge and Tasbet Park)	Roads and stormwater in Klarinet Ext. 3, 4 & 5 - (Phase 2)	Installation of stormwater management system in Ogies and Phola - (Phase 2)	Construction of subsoil, stormwater and roads in Lynnville - (Phase 3)	Construction of subsoil, stormwater and roads in Ackerville (Phase 3)	Widening and reconstruciton of Moses Kotane Street	Installation of stormwater management system in the CBD (Phase 2)	Rehabilitation of coal haul road P120/1 between eMalahleni (past va Dyksdriff) & D691 (30km)	Rehabilitation of road P52/3 between Kriel & Ogies (27km)	Rehabilitation of coal haul road P182/1 (R542) between P120/1 (van Dyksdrift) & R35 (15km) (phase1)	Reseal of D193 between P29/1 & D2770 Emalahleni (6.42km)	Light reseal of D455 between P52/3 & Bethal/

	able road network						
Reseal P30/1 between D1947 &D691 (11.43km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	Manager:TS	DPWR&T	11,430 000		
Rehabilitation of Bus Route (Vlaklaagte No1)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	Manager:TS	NDM	5 000 000		
Rehabilitation of Bus Route (Tweefontein K)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	Manager:TS	NDM	2 000 000		
Rehabilitation of Bus Route (KwaMhlanga)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	Manager:TS	NDM	5 000 000		
Feasibility Study on possible Water abstraction from Moses River/Loskop	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	Manager:TS	NDM	2 000 000		
Construction of bus shelters (Katsibane,Makola, Magononong & Lefiso)	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	Manager:TS	DPWR&T	4,000 000		
Rehabilitation of road D1398, D1555 (Arnot Power Station) to Hendrina (23km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	Manager:TS	DPWR&T	139,983 000		
Rehabilitation of road D194 from P127/1-R35 (South of Middleburg) (16km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	Manager:TS	DPWR&T	27,530 000		
Rehabilitation of coal haul road P127/2 between Duvha Power Station (D194) & N4 (21km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	Manager:TS	DPWR&T		13,213 000	
Reseal of road D1555 betweenD1398 junction & Arnot Colliers (1.57km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	Manager:TS	DPWR&T	1,570 000		
Rehabilitation of coal haul road P95/2 between the Gauteng border South of Bronkhorstspruit & Delmas (17.9km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	Manager:TS	DPWR&T	58,083 000		
Rehabilitaion of coal haul road D 686 between Kendal Power Station & Leewfontein (Delmas turn off) (14km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	Manager:TS	DPWR&T		8,692 000	

Increased accessibility to all destinations
Rebuilding of Roads

7.2.15 Projects for priority Issue 15: Transportation

	2014/15 (R'00)						
Budget	2013/14(R'0 0)						
	2012/13(R'00)	800 000.00	000 000 009	1 000 000.00	000 000 009	550 000.00	400 000.00
Funding Source		NDM	NDM	NDM	NDM	NDM	NDM
Responsible Officicial within NDM		Head: LED					
Locality		eMalahleni	Steve Tshwete	eMalahleni/Steve Tshwete	Thembisile Hani	MDM	NDM
Outcome Indicator (Impact)		Enhanced mobility of communities and goods through increased modes of transport throughout the District.	Enhanced mobility of communities and goods through increased modes of transport throughout the District.	Enhanced mobility of communities and goods through increased modes of transport throughout the District.	Enhanced mobility of communities and goods through increased modes of transport throughout the District.	Enhanced mobility of communities and goods through increased modes of transport throughout the District.	Enhanced mobility of communities and goods through increased modes of transport throughout the District.
Project Name		Local Transport Plan for Emalahleni Local Muncipality.	Local Transport Plan for Steve Tshwete Local Munciaplity.	Development of traffic Demand Model for Steve Tshwete and Emalahleni Local Muncipalities.	Local Intergrated Transport Plan for Thembisile Hani local Muncipality (LITP).	Local Intergrated Transport Plan for Dr JS Moroka local Muncipality (LITP)-Public Transport	Road classification Atlas for Nkangala District.

nentation of the ITP – pro-	Enhanced mobility of communities and goods through increased modes of transport throughout the District.	MDM	Head: LED	NDM	1000 000	

7.2.16 Projects for priority Issue 16: Land Reform and Land Admnistration

Project Name	Outcome Indicator (Impact)	Locality	Responsible Officicial within	Funding Source		Budget	
			N N		2012/13(R'00)	2013/14(R'0 0)	2014/15 (R'00)
Establishment of Agri-villages	Completed Report submitted to Council by June 2013.	NDM	Head: DPU	DRDLR/NDM	2 000 000	5 000 000	2 000 000
Commonage land	Completed Report submitted to Council by June 2013.	MDM	Head: DPU	DRDLR/ND M	10 000 000	5 000 000	3 000 000
Land Acquisition: Paardeplaats 380 JT	Hectares to be purchased: 47.4397	Emakhazeni L.M	Head: DPU	DRDLR	R 1 500 000.00	0	0
Land Acquisition: Wintershoek 390 JS	Hectares to be pur- chased:136.6240	Emakhazeni L.M	Head: DPU	DRDLR	R 1 650 000.00		
Land Acquisition: VoegelstruispoortMaxdeals 384 JT	Hectares to be pur- chased:339.1967	Emakhazeni L.M	Head: DPU	DRDLR	R3 800 000		
Land Acquisition: Belfast Vogelstruispoort PLAS Project	Hectares to be pur- chased:319.0000	Emakhazeni L.M	Head: DPU	DRDLR	R3 200 000		
Land Acquisition: Belfast Sterkloop PLAS Project	Hectares to be pur- chased:326.9236	Emakhazeni L.M	Head: DPU	DRDLR	R2 500 000		
Land Acquisition: Waaikraal Machado PLAS Project	Hectares to be pur- chased:60.5000	Emakhazeni L.M	Head: DPU	DRDLR	R500 000		
Land Acquisition: Paardeplaats/SwanepoelPlas Project	Hectares to be pur- chased:285.5892	Emakhazeni L.M	Head: DPU	DRDLR	R4 500 000		
Land Acquisition: Belfast Uitval PLAS Project	Hectares to be pur- chased:130.0000	Emakhazeni L.M	Head: DPU	DRDLR	R 43.171.944.		

R 10.000.000.	R 3 980 000.00	R1 540 000.00	R 43.171.944.	1 755 722.97	2 122 496.00	1 243 630 .00	931 836.00	R 3 800 000.00	R 12 000 000.00	R 6 000 000.00	R 8 000 000.00
DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR	DRDLR
Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU	Head: DPU
Emakhazeni L.M	Emakhazeni L.M	Emakhazeni L.M		Emakhazeni L.M	Emakhazeni L.M	Emakhazeni L.M	Emakhazeni L.M	Mahlangu family: Kroonfontein 24 IS	Mahlangu fam- ily:DeVoetpadklo of 113 JS	Mahlangu family: Rietkuil 491 JS	
Hectares to be pur- chased:3810.4392	Hectares to be pur- chased:1200.6511	Hectares to be pur- chased:251.3114		No of claims to be settled:4 Hectares to be purchased: 590.8566	Hectares to be purchased: 599.7724	Hectares to be purchased: 290.0902	Hectares to be purchased: 178.721	No of claims to be settled:2	No of claims to be settled:1	No of claims to be settled:1	No of claims to be settled:2
Land Acquisition:Witbooi/KonterdanskloofPlas Project	Land Acquisition:Enkeldoorn/SterkloopPlas Project	Land Acquisition:Weltevreden Jan-Piere PLAS project	Mahlangu & Mtshweni (Skietpad):Ptn 18 & 19 Skietpad	Portion 8 of the farm Konterdanskloof 223 JS	Portion 11 & 24 of the farm Doornhoek 341 JT	Portion 11 of the farm Schoonoord 164 JS	JSPortion 10 of the farm Welgevonden 215	Mahlangu family: Kroonfontein 24 IS	Mahlangu family:DeVoetpadkloof 113 JS	Mahlangu family: Rietkuil 491 JS	MokoenaFamily: Boschmansfontein 182 IS

Saukazi family: Rondebult 303 JS		Head: DPU	DRDLR	R 3 000 000.00	
Manana, Sindana and Skisanafamilies: Dorstfontein 71 IS	No of claims to be settled:1	Head: DPU	DRDLR	R 13 000 000.00	
	No of claims to be settled:2				
MkhwebaniFamily:Roodepoort 259JS		Head: DPU	DRDLR	R 2 000 000.00	
	No of claims to be settled:1				
Masombuka family:Leeupan 246 IR	No of claims to be settled:1	Head: DPU	DRDLR	R 1 539 619.12	
Mgidi family :Rietkol 237 IR		Head: DPU	DRDLR	R 285 192.00	
	No of claims to be settled:1				
Makhanya family:Haverglen 269 IR		Head: DPU	DRDLR	R4 855 132.00	
	No of claims to be settled:1				
Matsepe family: Matjiesgoedkuil 266 IR		Head: DPU	DRDLR	R 585 185.00	
	No of claims to be settled:1				
Mtshweni Family:Ptn 3 & 4 Suikerboschkop 278 JS		Head: DPU	DRDLR	R 16 920 000.00	
	No of claims to be settled:8				
Enoch Mahlangu family: Arendsfontein 464 JS	No of claims to be settled:3	Head: DPU	DRDLR	R 117 200 000.00	
Ntuli Family: Doornpoort 312 JS	No of claims to be settled:1	Head: DPU	DRDLR	R3 000 000.00	
Skosana&Dludlu CPA:Vlakfontein 176 IS	No of claims to be settled:2	Head: DPU	DRDLR	R3 000 000.00	
Mabena family & others: Vaalbank 289 JS	No of claims to be settled:4	Head: DPU	DRDLR	R 18 000 000.00	
Ramogatsane Com: Klipfontein 54 JS	No of claims to be settled:2	Head: DPU	DRDLR	R 7 000 000.00	
Kodyiye Com: Zeekoegat 115 JS	No of claims to be settled:8	Head: DPU	DRDLR	R 3 500 000.00	

Macempla & Skosana Robikon 347 1S		Head: DPII	א וטאט		
family	No of claims to be settled:4			R 3 000	
Mahlangu family:Elandspruit 291 JS:		Head: DPU	DRDLR		
Elanospi un 29 i 33	No of claims to be settled:1			R 3 000 000.00	
Mahlangu family:Hoedspruit 346 JS		Head: DPU	DRDLR	R 3 000 000.00	
Mokoena Family: Hoedspriit 346 .1S	No of claims to be settled:5	Head: DPI	חאח	R 2 000	
יויטאטפוומ ו מוווויץ. ווספטאטן עור כאס טס	No of claims to be settled:1	20.00	חוסרו	00.000	
Borhole Com; Groot Drankenstein 157 JS	No of claims to be settled:7	Head: DPU	DRDLR	R 12 000 000.00	
Mamarumo Com: Bankplaats 239 JS	No of claims to be settled:1	Head: DPU	DRDLR	R 2 500 000.00	
Emarubiniabovu: Rietfontein 70 JS	No of claims to be settled:12	Head: DPU	DRDLR	R 1 300 000.00	
Ntuli, Mashiane and Mathibela families: Groenfontein 266 JS	No of claims to be settled∶3	Head: DPU	DRDLR	R 18 000 000 00	
Marhole Com: Wonderhoek 376 JS	No of claims to be settled:6	Head: DPU	DRDLR	R 8 000 000.00	
Mapofu Com: Boschkloof 251 JS	No of claims to be settled:1	Head: DPU	DRDLR	R7000 000.00	
MakalaneCPA:Klipfontein 238 JS &Wondeboom 250 JS	No of claims to be settled:1	Head: DPU	DRDLR	R 4000 000.00	
Mathibela Family: Loskop 81 JS	No of claims to be settled:1	Head: DPU	DRDLR	R 1 809 414.40	
Masilela family:Haasfontein 85 IS	No of claims to be settled:8	Head: DPU	DRDLR	R 3 689 948.00	
Mthimunye family and other:Rockdale 442 JS		Head: DPU	DRDLR		
	No of claims to be settled:2			R2000 000.00	
Mahlangu Family: Kromfontein 30 IS	No of claims to be settled:1	Head: DPU	DRDLR	R 947 460.00	

MakomaneMbonani			Head: DPU	DRDLR		
family: Grootpan 86 IS					R 1 824	
	No of claims to be settled:1				724.10	
Buda Family claim: Rondevlei 208 IR			Head: DPU	DRDLR		
	No of claims to be settled:1				R 988 037.00	
Mahlangu Family: Vanggafontein 251 IR			Head: DPU	DRDLR	R 3188	
}	No of claims to be settled;1				036.95	
Motha family: De Groote Rietpan 479 JS			Head: DPU	DRDLR		
	No of claims to be settled:1				R600 000.00	
Ndala family: Jobarne 489 JR			Head: DPU	DRDLR	R 1 100	
	No of claims to be settled:1				00.000	
Kangala Com: Hartebeesfontein 339 JS			Head: DPU	DRDLR	R10 000	
	No of claims to be settled:6				00.000	
Mtsweni family: Vaalpan 68 IS			Head: DPU	DRDLR	R1 600	
	No of claims to be settled:1				00.000	
Motloung family : Drankenstein 157 JS			Head: DPU	DRDLR	R 1 000	
	No of claims to be settled:1				00.000	
Hlaping Com: Elandsdoorn 56 JS			Head: DPU	DRDLR		
	No of claims to be settled:1				R8500 000.00	
Thubane Family and others :Enkangala			Head: DPU	DRDLR		
					R3 000	
	No of claims to be settled:4				00.000	
Portion 3 (rem/ext) of Goedehoop 290 IR & Rem/ext of Zeerkry 292 IR	Hectares to be purchased 291.4222 HA	Victor Khanye	Head: DPU	DRDLR	3, 376, 000, 00	

7.2.17 Projects for priority Issue 17: Human Settlements

Project	Outcome Indicator (Impact)	Project Location	Responsible Official within NDM	Funding Source	Budget (R) 12/13	Budget (R) 13/14	Budget (R) 14/15
Project linked projects :100 units	Increased access to Housing	Emalahleni	Head: DPU	Conditional grant	000000 9		
Integrated Residential Development Programme Phase1. Planning Service:2000 sites	Increased access to Housing	Klarinet and Empumelelweni	Head: DPU	Conditional grant	44,330,000		
Integrated Residential Development Programme Phase2. Top Structure Construction:1000 units	Increased access to Housing	Klarinet	Head: DPU	Conditional grant	000'000'09		
Informal Settlement Upgrading:400 units	Increased access to Housing		Head: DPU	Conditional grant	24,000,000		
Community Residential Units:Construction	Increased access to Housing	KwaGuqa Phase 3	Head: DPU	Conditional grant	12,000,000		
Rental stock;250 units	Increased access to Housing	Klarinet	Head: DPU	Conditional grant	15,000,000		
Development of Land:Planning	Increased access to Housing	Portion 82 Naaupoort 335 farm	Head: DPU	Conditional grant	150,000		
Social & Economic Facilities:Hall & Child Care facility:Planning for 1 Hall and 1 Child care facility	Increased access to Housing	Klarinet	Head: DPU	Conditional grant	500,000		
Development of Human Settlement Strategy	Study the development patterns in the region	MDM	Head: DPU	MON	1000 000		

Project	Outcome Indicator (Impact)	Project Location	Responsible Official within NDM	Funding Source	Budget (R) 12/13	Budget (R) 13/14	Budget (R) 14/15
Social and Economic Facilities:Planning for 1 Hall and 1 Child care facility at Katjibane (Hall) and Digoale (Child care facility)	Increased access to Housing	Dr JS Moroka	Head: DPU	Conditional grant	12,000,000		
Rural Housing Subsidies:500 units	Increased access to Housing	Dr JS Moroka	Head: DPU	Conditional grant	30,540,000		
People Housing Process (PHP):100	Increased access to Housing	Dr JS Moroka	Head: DPU	Conditional grant	6,000,000		
Informal Settlement Upgrading:350 units	Increased access to Housing	Steve Tshwete	Head: DPU	Conditional grant	21,000,000		
Rental Stock: 300 units	Increased access to Housing	Steve Tshwete	Head: DPU	Conditional grant	6,000,000		
Development of Land: planning	Increased access to Housing	Steve Tshwete	Head: DPU	Conditional grant	18,000,000		
Rural Housing Subsidy:100 units at Erf 9204 Middleburg Ext 18	Increased access to Housing	Steve Tshwete	Head: DPU	Conditional grant	18,000,000		
Informal Settlement Upgrading:250 units	Increased access to Housing	Victor Khanye	Head: DPU	Conditional grant	15,000,000		
Consolidation Subsidies:100 units	Increased access to Housing	Victor Khanye	Head: DPU	Conditional grant	6,000,000		

Project	Outcome Indicator (Impact)	Project Location	Responsible Official within NDM	Funding Source	Budget (R) 12/13	Budget (R) 13/14	Budget (R) 14/15
Social and Economic Facilities:1 Hall and 1 Child care facility	Increased access to Housing	Thembisile Hani	Head: DPU	Conditional grant	12,000,000		
People Housing Process (PHP):300 units	Increased access to Housing	Thembisile Hani	Head: DPU	Conditional grant	18,342,000		
Rural Housing Subsidies:100 units	Increased access to Housing	Thembisile Hani	Head: DPU	Conditional grant	0,000,000		
Integrated Residential Development Programme Phase1. Planning Service:1 000 sites at Siyathuthuka Ext 4	Increased access to Housing	Emakhazeni	Head: DPU	Conditional grant	22,164,000		
Development of Land:Planning at Portion 121 Doornhoek 344 JT farm & Portion 86 &87 (Remainder of Portion 92 of Doornhoek Farm	Increased access to Housing	Emakhazeni	Head: DPU	Conditional grant	3,000,000		
Rural Housing Subsidies:100	Increased access to Housing	Emakhazeni	Head: DPU	Conditional grant	0,000,000		
Informal Settlements:227	Increased access to Housing	Emakhazeni	Head: DPU	Conditional grant	13,620,000		

7.2.18 Projects for priority Issue 18: Environmental Management

Project Name	Outcome Indicator (Impact)	Locality	Responsible	Funding			
			Officicial within	Source		Budget	
					2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
Establishment of sub-regional cemeteries (4).	Protection and Enhancement of Environmental Assets and Natural Resources.	Thembisile Hani	Manager: Social Services	NDM	00		
Ensure appropriate Municipal Health Services are effectively and equitably rendered in all the Municipalities within the District	Protection of the public and the environment	MON	Manager: Social Services	MDM	00		
Establishment of the Municipal Health Services (MHS) Devolution Forum.	Protection of the public and the environment	MON	Manager: Social Services	MON	00		
Adoption and implementation of the MHS Section 78 Plan in consultation with the affeceted local municipalities;	Protection of the public and the environment	MON	Manager: Social Services	MON	00		
Negotiating and Signing of Service Level Agreement (SLA) with the (Department of Health) DoH and the affected local municipalities on MHS.	Protection of the public and the environment	WON	Manager: Social Services	MDM	00		
Deliniation of Wetlands	Protection of the public and the environment	Victor Khanye	Manager: Social Services	MON	200 000		

7.2.19 Projects for priority Issue 19: Waste Management

Project Name	Outcome Indicator (Impact)	Locality	Responsible	Funding			
			Officicial within	Source		Budget	
					2012/13(R'00)	2013/14(R'00)	2014/15 (R'00)
Procurement of waste collection equipments pending allocation by the local municipalities	Clean, Sustainable and Habitable Neighbourhoods	MDM	Manager: Social Services	NDM	00	2 000 000	
Development medical waste stream management strategy.	Clean, Sustainable and Habitable Neighbourhoods.	Emakhazeni	Manager: Social Services	MON	00	R 350 000	
Establishment of western landfill site.	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	Manager:	MDM	00	R 3000 000	
Establishment of eastern landfill site.	Clean, Sustainable and Habitable Neighbourhoods.	Thembisle Hani	Social Services	MON	00	R 3000 000	
Development of the 2nd Phase of the Land fall site	Clean, Sustainable and Habitable Neighbourhoods.	Vctor Khanye	Manager: Social Services	MDM	3 000 000		
Mass Containers	Clean, Sustainable and Habitable Neighbourhoods.	Vctor Khanye	Manager: Social Services	NDM	250 000		

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

	2014/15 (R'00)							
Budget	2013/14(R'0 0)							
	2012/13(R'00) 2013/14(R'0 0)	4 400 000	3 000 000	800 000	200 000	2000 000	10 000 000	650 000
Funding Source		MDM	NDM	NDM, Govt Micro- lending Agencies, Sector departments, big business.	NDoRT, DoRT, NDM	NDM, private sector, sector departments, IDC.	NDM, Govt Micro- lending Agencies, Sector departments, big business.	MDM
Responsible Officicial	within NDM	Head: LED	Head: LED	Head: LED	Head: LED	Head: LED	Head: LED	Head: LED
Locality		NDM, Steve Tshwete, eMak- hazeni, Dr JS Moroka, Thembis- ile Hani.	MDM	MDM	Thembisile Hani & Dr. JS Moroka.	eMalahleni	MDM	NDM
Outcome Indicator (Impact)		Tourism sector offering opportunities for job creation, poverty alleviation, infrastructure investment, skills development, environmental protection and BBBEE empowerment.	All initiatives identified inn the strategy implemented	Sustainable SMME growth with entrepreneurial opportunities for job creation, poverty alleviation, skills development and BBBEE empowerment.	To provide affordable, safe and comfortable transportation system.	Facilitate job creation in untapped areas of the green energy or economy sector.	Sustainable co-operatives growth with entre- preneurial opportunities for job creation, pov- erty alleviation, skills development and BBBEE empowerment.	Decent employment through inclusive eco-
Project Name		Tourism development.	LED Strategy implementation	SMME development.	Moloto Corridor Rail System.	Green Energy Project.	Co-operatives development.	NDM socio- economic/community

survey.	nomic growth.					
Establishment of waste recycling plant.	Decent employment through inclusive economic growth.	Dr JS Moroka.	Head: LED	NDM, private sector.	10 000 000	
Steel Metals beneficiation.	Decent employment through inclusive economic growth.	Steve Tshwete/eMalahleni.	Head: LED	Columbus/Highveld steel, Mining houses, IDC.	10 000 000	
Biodiesel.	Decent employment through inclusive economic growth.	Thembisile Hani/Dr JS Moroka	Head: LED	Job Fund, Sasol.	20 000 000	
Manufacturing of energy saving light fixtures/ meter box.	Decent employment through inclusive economic growth.	eMalahleni	Head: LED	IDC, Human Settle- ment, Eskom.	12 000 000	
Mining beneficiation project.	Decent employment through inclusive economic growth.	Steve Tshwete / eMalahleni.	Head: LED	Dti, IDC, SEDA, Pri- vate sector.	150 000 000	
Poultry project.	Decent employment through inclusive economic growth.	Dr JS Moroka.	Head: LED	Dept. of Agric. Land Bank, Private sector, NDM.	2000 0000	
Mixed farming project.	Decent employment through inclusive economic growth.	Steve Tshwete.	Head: LED	Dept. of Agric. Land Bank, Private sector, NDM.	10 000 000	
Refurbishment of Chicken Abbattoir.	Decent employment through inclusive economic growth.	Dr JS Moroka.	Head: LED	Dept. of Agric. Land Bank, Private sector, NDM.	2 000 000	
Establishment of Silos and Milling plant.	Decent employment through inclusive economic growth.	Dr JS Moroka/Thembisile Hani.	Head: LED	Dept. of Agric. Land Bank, Private sector, NDM.	15 000 000	
CSI projects.	Decent employment through inclusive eco-	NDM	Head: LED	ddd	5 000 000	

	nomic growth.					
Anchor Project Implementation.	Decent employment through inclusive economic growth.	MDM	Head: LED	ddd	30 000 000	
Goat Farming Project.	Decent employment through inclusive economic growth.	MOM	Head: LED	NDM, DARDLA.	1600 000	
Cement Manufactur- ing project – using Fly Ash.	Decent employment through inclusive economic growth.	Steve Tshwete / eMalahleni.	Head: LED	Eskom, Jobs Fund.	20 000 000	
Zejebo Famers Irriga- tion: Irrigation scheme/CROP	Decent employment through inclusive economic growth.	Dr J S Moroka	Head: LED	DARDLA	3,085,000	
Barolong Balimi youth Irrigation Scheme : Irrigation scheme/CROP	Decent employment through inclusive economic growth.	Dr J S Moroka	Head: LED	DARDLA	3,085,000	
Koeduspoort Co- operative: Irrigation scheme/CROP	Decent employment through inclusive economic growth.	Dr J S Moroka	Head: LED	DARDLA	1,206,337	
Klipspruit Irrigation : Rehabilitation of irrigation	Decent employment through inclusive economic growth.	Thembisile	Head: LED	DARDLA	000'899	
Dr JS Moroka Pig- gery: Upgrading of piggery units	Decent employment through inclusive economic growth.	Dr J S Moroka	Head: LED	DARDLA	3,607,416	
Vet Clinic: Valschfontein: Up- grading of piggery units	Decent employment through inclusive economic growth.	Dr J S Moroka	Head: LED	DARDLA	3,607,416	
Nkangala Fencing: 100km X6 Fencing for livestock grazing and fields	Decent employment through inclusive economic growth.	MDM	Head: LED	DARDLA	7,839,668	

CHAPTER EIGHT

8.1. Spatial Development Framework

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.

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 cooperation, 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 establishment 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 Khanye 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 northeast 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 and 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 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.

The 2012/13 annual budget, categorized according to revenue and expenditure is summarized below in **Table 48** and **Table 49**:

Table 48: DRAFT BUDGET 2012/2013 and five-year financial projection

	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
REVENUE										
Executive and council										
Administration										
Finance & Admin	298,045,151.31	306,920,888.37	322,132,997.54	325,433,864.01	325,207,000.00	393,273,470.76	229,409,524.61	328,203,720.00	339,191,444.00	351,323,087.98
RSC Repalcement Levy	239,308,419.00	256,825,000.00	265,446,495.00	272,506,000.00	272,506,000.00	350,365,657.13	204,379,966.66	280,681,000.00	289,101,000.00	297,774,000.00
Regional Services Levy	556,448.66									
Establishment Levy										
Interest Received External	38,400,678.50	34,074,260.85	31,135,900.23	22,125,000.00	22,125,000.00	18,628,038.39	10,866,355.73	23,452,500.00	24,859,650.00	26,202,071.10
Interest Received Debtors	16,412.20	1,584.40	41,486.03	103,000.00	103,000.00	28,595.13	16,680.49	109,180.00	115,731.00	121,980.47
Other Income	7,231,986.53	2,892,642.08	6,183,988.28	1,384,000.00	1,384,000.00	-1,459,015.90	-851,092.61	1,467,040.00	1,555,063.00	1,639,036.40
FMGrant	772,499.00	750,000.00	1,000,000.00	1,250,000.00	1,250,000.00	679,853.14	396,581.00	1,250,000.00	1,500,000.00	1,250,000.00
Equitable Share	8,710,000.00	11,113,513.00	16,858,000.00	19,468,000.00	19,468,000.00	25,030,342.87	14,601,033.34	19,030,000.00	21,060,000.00	23,386,000.00
Grants	1,615,557.50	528,888.04	717,128.00	7,597,864.01	7,371,000.00			1,214,000.00		
MSIG	1,433,149.92	735,000.00	750,000.00	1,000,000.00	1,000,000.00			1,000,000.00	1,000,000.00	950,000.00
MIG										
Community & Social Services						-2,826,463.90	-1,648,770.61			
Planning & Development				-1,508,000.00	-1,508,000.00	-6,880,622.40	-4,013,696.40			
Capital Gain on investment	5,531,289.25									
SurplusCommitment					325,461,401.00			351,190,830.26		
SURPLUS										
Total Income	303,576,440.56	306,920,888.37	322,132,997.54	323,925,864.01	649,160,401.00	383,566,384.46	223,747,057.60	679,394,550.26	339,191,444.00	351,323,087.98
EXPENDITURE										
Executive and council	26,271,781.16	27,863,456.80	30,113,606.00	50,506,051.62	47,921,604.24	29,278,688.98	17,079,235.24	55,078,409.19	49,800,803.00	52,208,806.36
Administration	5,181,878.03	5,437,633.42	6,505,656.12	12,573,957.00	10,568,957.00	2,505,268.27	1,461,406.49	12,739,846.14	13,769,370.00	14,512,915.98
Finance	14,975,796.87	12,715,902.35	17,048,948.06	33,122,797.00	38,422,797.00	26,752,989.27	15,605,910.41	32,990,339.83	31,853,269.00	32,917,504.00
Social Services	12,496,629.65	12,069,287.89	15,038,886.55	62,049,980.31	57,984,992.16	19,746,141.39	11,518,582.48	76,644,261.71	44,058,961.00	46,438,144.89
Planning & Development	112,691,975.52	117,356,248.21	180,521,053.03	492,648,479.08	602,480,929.71	265,972,050.09	155,150,362.55	501,941,693.38	223,562,649.80	235,970,613.19
TED OTT	2,490,884.37	3,533,478.99	6,387,481.91	24,433,836.70	33,235,292.40	5,165,327.49	3,013,107.70	43,268,063.45	25,771,060.80	27,162,698.08
Planning & Development (DPU)	1,431,179.91	5,148,359.72	6,823,277.86	19,987,341.73	20,227,291.73	11,746,664.33	6,852,220.86	28,870,782.24	22,166,907.00	23,363,919.98
Contribution to other local municipalities										
Commitments		•			384,862,010.95	223,139,171.31	130,164,516.60	161,811,206.87		
Contribution to other local municipalities New	97,364,539.96	99,772,542.30	158,011,286.95	384,580,359.36	•			132,030,000.00	139,951,000.00	146,948,550.00
Technical Services	11,405,371.28	8,901,867.20	9,299,006.31	63,646,941.29	164,156,334.63	25,920,886.95	15,120,517.39	135,961,640.83	35,673,682.00	38,495,445.13
Regional services										
Regional services										
Regional services Commitments							•			
Total Expenditure	171,618,061.23	175,442,528.67	249,228,149.76	650,901,265.01	757,379,280.11	344,255,138.01	200,815,497.17	679,394,550.26	363,045,052.80	382,047,984.43
SURPLUS / (DEFICIT)	131,958,379.33	131,478,359.70	72,904,847.78	-326,975,401.00	-108,218,879.11	39,311,246.45	22,931,560.43		-23,853,608.80	-30,724,896.45

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	2008/09	2009/10	2010/11		Current Year 2011/12	r 2011/12		2012/13 Ms	2012/13 Medium Term Revenue & Expenditure Framework	re Framework
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
REVENUE										
Executive and council										•
Administration	•		•							•
Finance & Admin	298,045,151.31	306,920,888.37	322,132,997.54	325,433,864.01	325,207,000.00	393,273,470.76	229,409,524.61	328,203,720.00	339,191,444.00	351,323,087.98
RSC Repalcement Levy	239,308,419.00	256,825,000.00	265,446,495.00	272,506,000.00	272,506,000.00	350,365,657.13	204,379,966.66	280,681,000.00	289,101,000.00	297,774,000.00
Regional Services Levy	556,448.66									
Establishment Levy										
Interest Received External	38,400,678.50	34,074,260.85	31,135,900.23	22,125,000.00	22,125,000.00	18,628,038.39	10,866,355.73	23,452,500.00	24,859,650.00	26,202,071.10
Interest Received Debtors	16,412.20	1,584.40	41,486.03	103,000.00	103,000.00	28,595.13	16,680.49	109,180.00		121,980.47
Other Income	7,231,986.53	2,892,642.08	6,183,988.28	1,384,000.00	1,384,000.00	-1,459,015.90	-851,092.61	1,467,040.00	1,555,063.00	1,639,036.40
FMGrant	772,499.00	750,000.00	1,000,000.00	1,250,000.00	1,250,000.00	679,853.14	396,581.00	1,250,000.00		1,250,000.00
Equitable Share	8,710,000.00	11,113,513.00	16,858,000.00	19,468,000.00	19,468,000.00	25,030,342.87	14,601,033.34	19,030,000.00	21,060,000.00	23,386,000.00
Grants	1,615,557.50	528,888.04	717,128.00	7,597,864.01	7,371,000.00		,	1,214,000.00		
MSIG	1,433,149.92	735,000.00	750,000.00	1,000,000.00	1,000,000.00			1,000,000.00	1,000,000.00	920,000,00
MIG	•									•
Community & Social Services						-2,826,463.90	-1,648,770.61			
Planning & Development				-1,508,000.00	-1,508,000.00	-6,880,622.40	-4,013,696.40			
Capital Gain on investment	5,531,289.25								•	•
SurplusCommitment					325,461,401.00			351,190,830.26	23,853,608.80	30,724,896.45
SURPLUS										
Total Income	303,576,440.56	306,920,888.37	322,132,997.54	323,925,864.01	649,160,401.00	383,566,384.46	223,747,057.60	679,394,550.26	363,045,052.80	382,047,984.43
EXPENDITURE										
Councillor allowances	8,067,813.99	8,528,866.94	8,589,272.26	12,164,008.00	10,264,008.00	8,761,604.52	5,110,935.97	13,372,544.00	14,572,570.00	15,359,488.78
Salaries	23,021,261.06	29,344,256.70	35,556,125.80	70,011,177.00	46,259,331.00	16,390,948.94	9,561,386.88	76,466,005.00	83,350,562.00	87,851,492.35
General Expenses	9,735,620.07	10,853,522.45	9,732,764.54	16,614,573.00	15,746,429.00	11,971,225.92	6,983,215.12	19,357,290.00	20,124,736.80	21,211,472.59
Repairs & Maintenance	198,925.61	1,608,454.73	2,335,394.10	5,336,533.00	2,973,533.00	1,989,016.47	1,160,259.61	5,780,755.00	6,133,401.00	6,464,604.65
Capital Expenditure	910,060.31	553,885.70	288,886.71	7,650,444.00	1,480,394.00	543,011.50	316,756.71	2,338,451.00	2,074,860.00	2,186,902.44
Capital Charges	3,561,021.52	3,372,430.30	3,159,969.15	5,200,000.00	2,600,000.00	2,577,736.03	1,503,679.35	5,060,000.00	5,060,000.00	5,052,000.00
Primary Functions	11,978,066.40	5,548,420.06	10,511,601.46	74,914,108.29	77,822,508.29	30,178,722.02	17,604,254.51	124,102,512.27	47,699,375.00	50,275,141.25
Operating Expenditure	2,709,595.37	3,044,006.06	13,748,301.24	31,627,001.09	34,535,401.09	20,161,480.32	11,760,863.52	50,722,796.06	30,353,239.00	31,992,313.91
Capital Expenditure	9,268,471.03	2,504,414.00	-3,236,699.78	43,287,107.20	43,287,107.20	10,017,241.70	5,843,390.99	73,379,716.21	17,346,136.00	18,282,827.34
Contribution to Local Municipalities	113,355,262.27	115,632,691.79	179,054,135.74	448,040,421.72	600,006,212.81	271,842,872.61	158,575,009.02	432,916,992.99	184,029,548.00	193,646,882.37
General	17,426,316.52	15,860,149.49	21,042,848.79	74,430,062.36	215,144,201.86	48,703,701.29	28,410,492.42	139,075,786.12	44,078,548.00	46,698,332.37
Delmas	5,201,527.92	13,079,707.13	12,200,494.85	32,274,839.52	32,274,839.52	28,296,772.32	16,506,450.52	15,748,067.20	12,476,000.00	13,099,800.00
Dr JS Marokka	13,226,737.32	17,528,127.83	48,053,033.69	56,264,903.62	56,264,903.62	26,198,024.37	15,282,180.88	54,906,879.25	26,330,000.00	27,646,500.00
Emalahleni	26,191,956.60	21,241,095.41	37,110,130.95	102,563,394.81	102,563,394.81	42,957,920.54	25,058,786.98	94,575,474.27	37,068,000.00	38,921,400.00
Steve Tshwete	13,909,455.79	13,949,575.82	24,776,870.84	68,834,601.37	79,804,601.37	57,460,133.28	33,518,411.08	45,764,468.09	24,825,000.00	26,066,250.00
Emakahzeni	16,175,070.72	19,644,503.62	11,267,306.44	38,956,675.32	38,956,675.32	28,184,189.61	16,440,777.27	21,702,485.71	11,586,000.00	12,165,300.00
Thembisile	21,224,197.40	14,329,532.49	24,603,450.18	74,715,944.72	74,997,596.31	40,042,131.21	23,357,909.87	61,143,832.33	27,666,000.00	29,049,300.00
Total Expenditure	171,618,061.23	175,442,528.67	249,228,149.76	639,931,265.01	757,152,416.10	344,255,138.01	200,815,497.17	679,394,550.26	363,045,052.80	382,047,984.43
(SURPLUS) / DEFICIT	131,958,379.33	131,478,359.70	72,904,847.78	-316,005,401.00	-107,992,015.10	39,311,246.45	22,931,560.43	•	•	-0.00
	,				,					

8.2.1. National Government Grants

The National Government Grants allocations in Table 1 and 2 above are provided for in the DORA 2012. Allocations for conditional grants are only made for one year and the amounts published for the outer years in the schedules of the DORA are published for indicative purposes only and are not guaranteed. Table 3 below indicates the various National Government Grants allocations to NDM:

Table 50: National Government Grants

Description	2008/9	2009/10	2010/11		Current Ye	ar 2011/12		2012/13 M	ledium Term F	čevenue &
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
RSC Replacement Grant	239,308	256,825	265,446	272,506	272,506	350,366	204,380	280,681	289,101	297,774
Finance Management Grant	772	750	1,000	1,250	1,250	680	397	1,250	1,500	1,250
Equitable Share	8,710	11,114	16,858	19,468	19,468	25,030	14,601	19,030	21,060	23,386
MSIG	1,433	735	750	1,000	1,000	-	-	1,000	1,000	950
Other	1,616	529	717	7,598	7,371	-	-	1,214	-	-
Total Revenue (excluding capital transfers and contributions)	251,840	269,952	284,772	301,822	301,595	376,076	219,378	303,175	312,661	323,360

Table 51: Contributions to Local Municipalities

	ALLOCATION	ALLOCATION	ALLOCATION
LOCAL AUTHORITY	2012/2013	2013/2014	2014/2015
Victor Khanye	11,770,000	12,476,000	13,099,800
Dr JS Marokka	24,840,000	26,330,000	27,646,500
Emalahleni	34,970,000	37,068,000	38,921,400
Steve Tshwete	23,420,000	24,825,000	26,066,250
Emakahzeni	10,930,000	11,586,000	12,165,300
Thembisile Hani	26,100,000	27,666,000	29,049,300
Total	132,030,000.00	139,951,000.00	146,948,550.00

8.2.2. Overview of Budget related Policies

The Treasury Circular 54 provides, among other issues, that:

Accordingly, the IDP of the District is also constituent of the following summaries of the set Policies:

[&]quot;The municipality should include a section in its budget document listing the budget related policies that are in place."

8.2.2.1. The Supply Chain Management Policy:

The policy provides for processes to be followed in the procurement of goods and services. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procurement of goods and services, disposing of goods and selection of contractors in the provision of municipal services.

The SCM committees of Bid Specification, Bid Evaluation and Bid Adjudication Committees are all effectively functional and key to the implementation of the Policy.

8.2.2.2. Cash Management and Investment Policy:

The policy provides for the management of cash and investment of surplus funds. The aim of the policy is to ensure that surplus cash and investments are adequately managed especially the funds set aside for the cash banking of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduce periods to achieve certain benchmarks

8.2.2.3. Assets Management Policy:

The policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipments. The depreciation and capitalization of assets are dealt with in terms of this policy.

8.2.2.4. Donation Policy:

The policy provides for the conditions and procedures for which donations can be made and accounted for.

8.2.2.5. Credit Contol Policy:

The policy provides for debt collection and credit control therein.

The Nkangala District Municipality's 2012/13 annual budget complies with the legislative requirements and the National and Provincial priorities were taken into consideration during the preparation process.

The annual budget is funded from realistically anticipated revenue to be collected and cash-backed accumulated funds from previous financial years' surpluses not committed for other purposes.

The budgeted revenue and expenditure is consistent with current and past performance and ensures that the financial position is maintained and obligations can be met in the short, medium to long term.

Furthermore, only activities that are contained in the IDP are budgeted thereby ensuring that service delivery and performance targets can be met.

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 for 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 of 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 41 below.

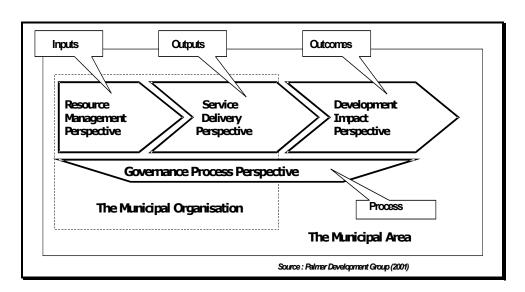


Figure 41: The Structure of the Municipal Scorecard

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 42 below.

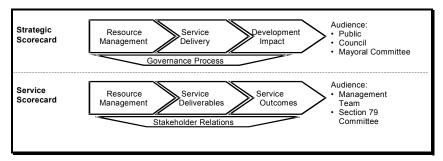


Figure 42: Two Levels of Scorecards

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.

8.4. Disaster Management Plan

Emergencies and disasters respect no boundaries and can destroy life and property suddenly and without warning. The South African government has recognised the need to prepare for and to reduce the risk of disasters and has made provision for such measures through the three spheres of government in partnership with the private sector and civil society.

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.

The Nkangala District Municipality (NDM) and all other district municipalities, in terms of the Disaster Management Act, 2002 (Act 57 of 2002), are required to compile municipal disaster management plans. 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.

8.4.1. Current compliance with the Disaster Management Act

While the District is required to have a Disaster Management Framework (Section 42 of the Act), a Disaster Management Plan (Section 53 of the Act), a Disaster Management Centre (Section 43 of the Act) and to have an appointed Head of the Disaster Management Centre (Section 45), local municipalities are only required to have a Disaster Management Plan.

A Disaster Management Advisory forum is not required at District or Local level but is recommended best practice (Section 51 of the Act).

The NDM has complied with one of the four legal requirements (Disaster Management Framework) and is progressing towards compliance with an additional two requirements (Disaster Management Plan; Disaster Management Centre). The statutory appointment of a Head of the Disaster Management Centre must still be addressed.

Table below describes the current status quo of compliance of the Nkangala District Municipality and the local municipalities within the District with the requirements of the Disaster Management Act.

The information in the table is based on personal interviews with Disaster Management staff or role-players in each local municipality. Although most local municipalities have some form of disaster management plan, none of these have been approved by the relevant Councils. Council approval is a necessity if the plan is to inform the integrated development planning process of the local municipalities.

Requirements of the Disaster Management Act are listed at the top of the table. The priority of each requirement is then indicated, and this priority emanates from whether the requirement in the Act is a "must" or a "may", with other words compulsory or optional. For example, a Framework is compulsory for a district municipality but optional for a local municipality. The status for each requirement is also indicated. The status is dependent on the priority of the requirement and indicates non-compliance, progress or compliance with requirements, be these requirements compulsory or optional. Shades of green indicate the status of compulsory requirements, and shades of blue indicate the status of optional, best-practice requirements.

Table 52: Status of compliance with Disaster Management Act within Nkangala District

Table 52: Status of compliance with Disaster Management Act within Nkangala District										
1	Accordi	ng to Disa		~	EMENT ent Act	S , 2002 (Ac	t 57 of 2	2002)		
District / Lo- cal Municipalities	age Fran	ter Man- ement nework tion 42)	Disa Mana ment (Sec 53	age- Plan tion	1	sory Fo- rum tion 51)	Man ment	aster lage- Centre on 43)	Head Disa Mana ment tre (Se 45	ster age- Cen- ection
	Pri- ority	Status	Pri- ority	Sta- tus	Pri- ority	Status	Pri- ority	Sta- tus	Pri- ority	Sta- tus
Nkangala Dis- trict	Must	Completed	Must	In 1st Dra ft Jun 201 0	May	In Process Jun 2010	Must	In Pro- cess	Must	No
Dr JS Moroka LM	May	No	Must	No	May	No	May	No	May	No
Emakhazeni LM	May	No	Must	No	May	No	May	No	May	No
Emalahleni LM	May	No	Must	No	May	Estab- lished	May	No	May	No
Steve Tshwete LM	May	Com- pleted	Must	No	May	No	May	No	May	No
Thembisile Hani LM	May	No	Must	No	May	No	May	No	May	No
Victor Khanye LM	May	No	Must	Yes	May	No	May	No	May	No

Key:

Priority
Best practice, not legal requirement
Legal requirement

Status
Non-compliance with best practice
Progressing to compliance with best practice
Compliance with best practice
Non-compliance with legal requirement
Progressing to compliance with legal requirement
Complying with legal requirement

It should be noted that although none of the Local Municipalities except Victor Khanye has official councilapproved Disaster Management Plans, some are in final draft form while others have existing plans, which are in use, but has not been approved by the respective Councils.

Although local municipalities are not legislatively required to have specific Disaster Management coordinating structures, it is unlilel; that a local municipality would be able to effectively conduct a participative disaster management planning process in the absence of some or other disaster management coordinating structure within the municipality. It is suggested that each local municipality should at least have an internal disaster management coordinating body such as an Inter-departmental Disaster Management Committee. The additional establishment of an advisory forum is strongly recommended to coordinate disaster management policy within the municipality and enable stakeholder involvement in disaster management matters.

Disaster Management has become one of the key components of the IDP to enhance its implementability. Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) lists "applicable disaster management plans" as core components of an IDP. The next section focuses on the relationship between Disaster Management and the Integrated Development Plan.

8.4.2. Linkage with the Integrated Development Plan of the Nkangala District

The Systems Act defines the Integrated Development Plan to be the single, inclusive and strategic plan "for the development of the municipality".

The Disaster Management Plan has become one of the criteria for determining a credible IDP document. Thus, disaster management is being elevated from the periphery of planning into the core of determining allocation of resourses.

To ensure success the disaster management planning process involves:

- In the first phase of the disaster management planning process, as in the IDP process, communities
 and stakeholders are given the chance to indicate/highlight the problems they experience and to determine their priorities (community based risk assessment), with inputs from Disaster Management. The
 outputs of this phase are a list of the intolerably high risks, the high risks and the tolerable risks for each
 of the wards / clusters in the municipality.
- The intolerably high risks and the high risks are addressed in Phase 2 of the project. In this phase, the Advisory Forum, in conjunction with the technical task teams, will have to make recommendations on the most appropriate way(s) to address the intolerably high risks and the high risks, as well as, to ensure that project proposals are designed, which can be implemented.
- The tolerable risks are addressed. The Advisory Forum, in conjunction with the technical task teams, must identify and recommend the minimum preparedness and contingency planning requirements to be in a position to address tolerable risk manifestation.
- The Municipality, especially the IDP Manager and the Head of Disaster Management, has to make sure
 that the disaster risk reduction project proposals are in line with the objectives and the agreed strategies
 of the IDP of the Council.

8.4.3. Linkage with the Spatial Development Framework of the Nkangala District

A Spatial Development Framework (SDF) is a prerequisite in terms of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) and a core component of an Integrated Development Plan and "must include the provision of basic guidelines for a land-use management system for the municipality".

An SDF is established by the municipality for implementation within the district by all role-players.

An SDF should be environmentally informed and sustainability-based, incorporating pro-poor policies rather than only being a spatial indication of IDP proposals. The collectives of the social, political, economic and environ-

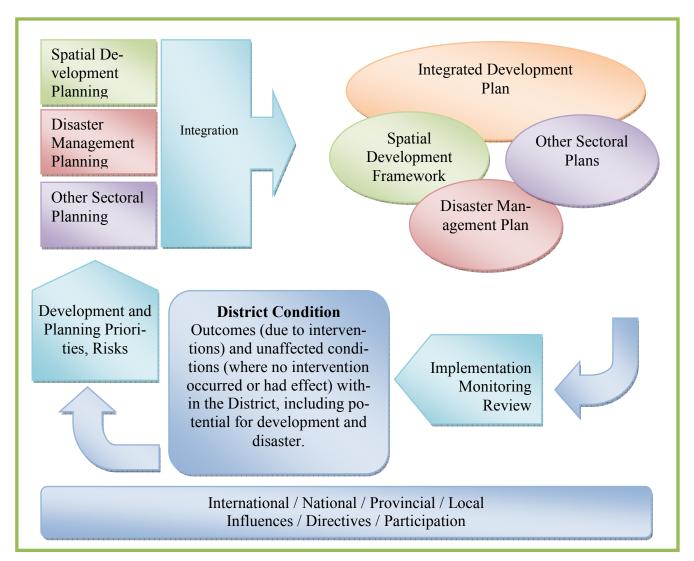
mental elements that underpin present-day society are regarded as fundamental informants to an SDF in order for spatial planning to complement economic growth and development.

A District SDF is an intervention at a critical planning level to facilitate progressive connectivity between activities in lower and higher order planning domains. Furthermore it is to be a proposal of spatial guidelines to take effect within the municipal area in order to direct future spatial interventions as a result of growth, development and policy and to reduce developmental disparities.

The Integrated Development Plan (IDP) of the Nkangala District Municipality would be the key informant of the formulation process of the SDF. The IDP must accommodate the visionary statement of the Council that needs to direct all activities of all role-players that perform activities within the municipal area.

The figure below illustrates the context of the Regional SDF in relation to other regional processes and subsequent products, but also with regard to the cyclical nature of the development agenda.

Figure 43: The Relationship between the SDF, IDP and Disaster Management Plan



8.4.4. The relationship between disasters and development

This section expands upon the relationship between disasters and development to illustrate why disaster management projects should be included within the development planning of a district, and why the planning and prioritisation of IDP projects in general should take disaster risk and the possible influence of the project on disaster risk in consideration.

It can be said that disasters and development have both a negative and positive relationship, and this relationship needs to be recognised and managed to achieve sustainable development.

In a negative sense, disasters can destroy development and uncontrolled, improper development can cause disasters. In a positive sense, disaster can create an opportunity for improved, more resilient development, and proper development can reduce the risk of disasters occurring.

Badly planned development in a floodplain increases disaster risk by making the new community vulnerable to flooding and thus disaster. The development of well-planned and effective flood defence measures can decrease the vulnerability of the community and thus contribute to disaster risk reduction. If a disaster actually occurs and major flooding impacts on the community, the development can be damaged or destroyed. If the lessons learnt from the flooding event are however incorporated in developing a new community outside the flood plain or if flood risk reduction is incorporated into the planning of a new community in the same setting, but this time from the outset, disaster risk reduction can also be achieved.

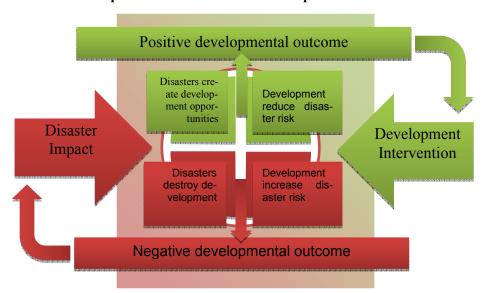


Figure 44: The relationship between disasters and development

In recognition of the possible negative or positive relationship between disasters and development, both the Municipal Systems Act and the Disaster Management Act requires the inclusion of a municipal disaster management plan in the Integrated Development Plan (IDP) of municipalities.

8.4.5. Integrating development and disaster management planning

Based on the previous discussions of the relationship between disaster management, the spatial development framework and the IDP, it is clear that the process for developing a disaster management plan should be integrated with the IDP process.

Such a process is shown below. **Figure 45** illustrates the planning process for the development of municipal disaster management plans as well as the integration of such plans into the integrated development plan of a municipality.

While a synchronization of the Disaster Management Planning process was not possible for this project, it is recommended that long-term planning for future IDP cycles should include the disaster management planning steps indicated below.

Figure 45: Planning Process for developing a DMP Information Long range forecasts Hazard Assessment Risk Profiling IDP Process Assessment District Municipal Level) Risk Prioritisation All Risks High? IDP Process Risk Reduction **Preparedness** Analysis Planning Role Player Identification Role Player Identification Project(s) Identification Project Response & Relief Plans Plans Legend: Phase in the IDP Process: Phase 1 ∼ Analysis Integrated Phase 2 ~ Strategies Development Plan

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

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8.4.6. Structure of the Nkangala Disaster Management Plan

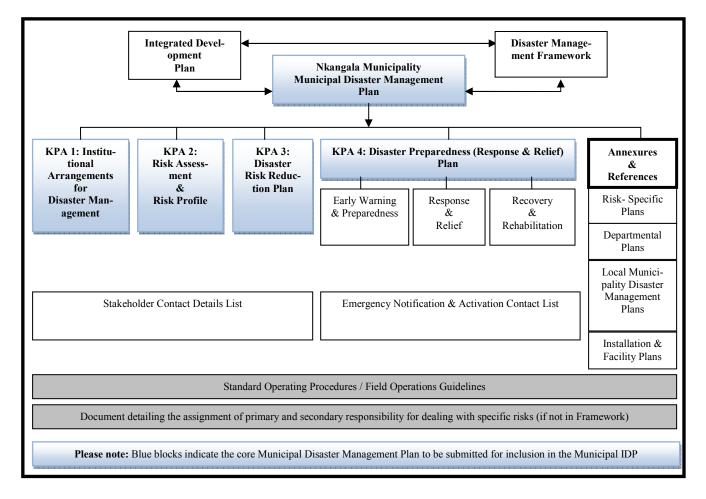
The Municipal Disaster Management Plan of the Nkangala Municipality is based on the legal requirements described above and consists of the components as indicated in Figure 46.

This structure is based on the requirements of the Section 53(2) of the Act, Section 3.1.1.2 of the NDMAF, and the proposed outlay of a Disaster Management Plan from the Nkangala District Disaster Management Framework.

Several peripheral documents will support the Plan, the most important being the Risk Assessment Report. It is important to note that this plan is prepared at a strategic level for inclusion within the IDP process and can therefore not contain too detailed operational planning. Lower level and more specific plans are seen as supporting documents external to the plan.

In order to comply with the National Disaster Management Framework (NDMF), the Nkangala District Disaster Management Plan is structured around the four KPA's of the NDMF which is also reflected in the provincial and Nkangala Disaster Management Frameworks.

Figure 46: Structure of the Nkangala Municipal Disaster Management Plan



The four key components of the plan are:

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

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 District, 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 soft 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 backlogs;
- 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 backlogs 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 evictions, 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 suitable 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 Middleburg. 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 Middleburg. 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 21st 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.