
2014/2015
REVIEWED INTEGRATED DEVELOPMENT PLAN

DRAFT



NKANGALA DISTRICT MUNICIPALITY

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ACRONYMS

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

GDP	Gross Domestic Product	LM	Local Municipality
GDS	Growth and Development Summit	LOA	Leave Of Absence
GGP	Gross Geographical Product	LRAD	Land Redistribution for Agricultural Development
GIS	Geographic Information System	LUM	Land Use Management
GVA	Gross Value 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 Plan	MDCSR	Mpumalanga Department of Culture, Sports and Recreation
HOD	Head of Department	MDHSS	Mpumalanga Department of Health and Social Services
IBBD	Industrial and Big Business Development	MDE	Mpumalanga Department of Education
ICRMP	Integrated Cultural Resources Management Plan	MEC	Member of Executive Council
ICT	Information and Communication Technology	MFMA	Municipal Finance Management Act
IDP	Integrated Development Plan	MHS	Municipal Health Services
IEDP	Integrated Economic Development Plan	MIG	Municipal Infrastructure Grant
IFSNP	Integrated Food Security Nutrition Programme	MLL	Minimum Living Level
IGR	Intergovernmental Relations	MPG	Mpumalanga Provincial Government
IEM	Integrated Environmental Management	MPCC	Multi Purpose Community Centres
IMEP	Integrated Municipal Environmental Programme	MPRA	Municipal Poverty Rates Act
INEPBPU	Integrated National Electrification Programme Business Planning Unit	MRDP	Mpumalanga Rural Development Programme
INTAC	Integrated Nature-based Tourism and Conversation Management Project	MSA	Municipal Systems Act, Act 32 of 2000
IPA	Irreplaceable Area	MSIG	Municipal Systems Improvement Grant
IS	Information System	MSP	Master Systems Plan
ISF	Integrated Spatial Framework	MTEF	Medium Term Expenditure Framework
ISRDP	Integrated and Sustainable Rural Development Programme	MTGS	Mpumalanga Tourism Growth Strategy
IT	Information Technology	MTSF	Medium Term Strategic Framework
ITP	Integrated Transport Plan	NDPGF	Neighbourhood Development Partnership Grant Fund
KPA	Key Performance Area	NEDA	Nkangala Economic Development Agency
KPI	Key Performance Indicator	NEDLAC	National Economic Development & Labour Council
LAR	Land Audit Report	NEMA	National Environmental Management Act
LDO	Land Development Objective	NEPAD	New Partnership for Africa's Development
LDP	Land Development Principles	NER	National Electricity Regulator
LED	Local Economic Development	NDM	Nkangala District Municipality
		NGO	Non-Governmental Organization
		NHRA	National Heritage Resources Act
		NLP	National LandCare Programme
		NSDP	National Spatial Development Perspective
		NWMS	National Waste Management Strategy

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

CHAPTER ONE

1.1 Background

Section 34 of the Local Government: Municipal Systems Act, Act 32 of 2000 (MSA) 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 2014/15 IDP of the Nkangala District Municipality (NDM), and it represents the 3rd 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 herein culminate from the extensive systematic and structured internal and external multi-stakeholder consultation through various Public Participation mechanisms with the Community and stakeholders within the Nkangala District Municipal area of jurisdiction.

In terms of the MSA, 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.

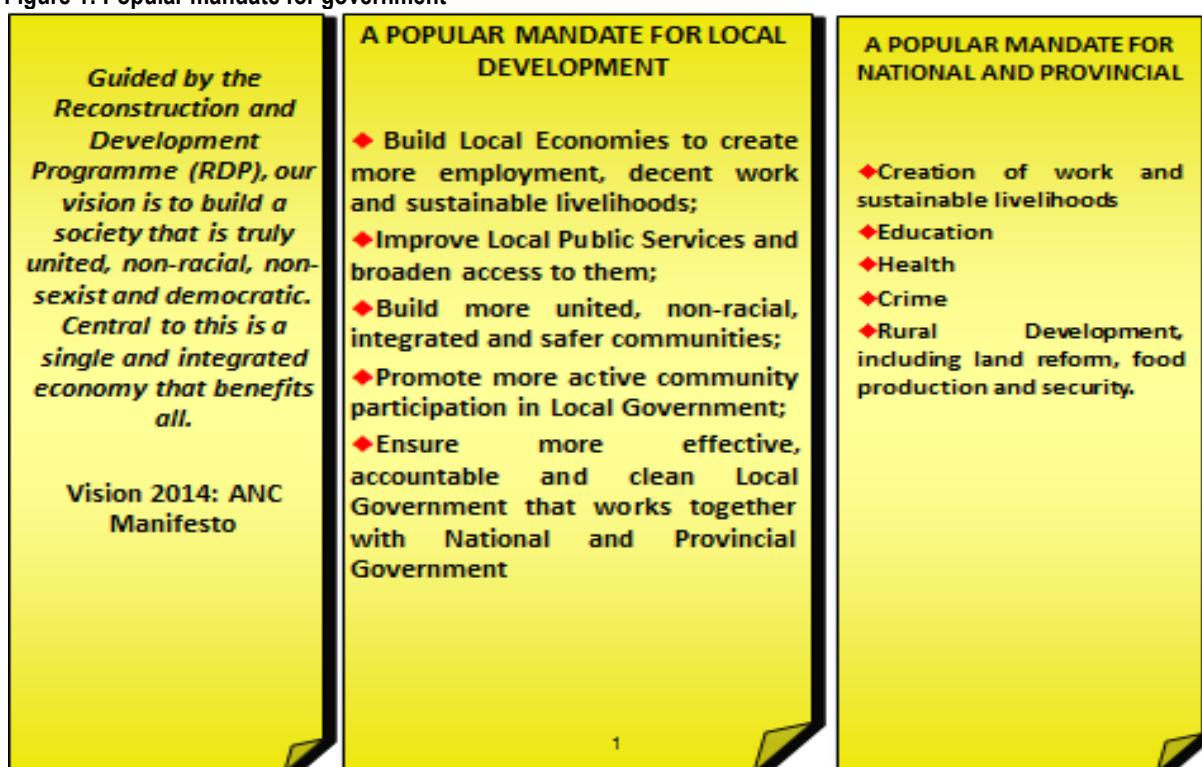
1.2 Guiding parameters

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; the National Development Vision 2030 (NDP); Mpumalanga Vision 2030; National Growth Path; the Mpumalanga Growth Path; 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



1.2.2 The National Development Plan (NDP): Vision 2030

Each Chapter in this plan contains a range of targets and proposals. Some of these are general statements of policy intent. Others are specific policy proposals, actions or processes that need to occur. Below, we summarise the plan's key targets and proposals by chapter. The list is neither even nor exhaustive. Detailed information is provided in each of the chapters.

Overall targets of the plan

- By 2030, the number of households living below R418 a month per person (in 2009 rands) should fall from 39 percent to zero.
- The level of inequality as measured by the Gini co-efficient should fall from 0.7 in 2009 to 0.6 in 2030.

1.2.2.1. Economy and Employment

Targets:

- The unemployment rate should fall from 27 percent in 2011 to 14 percent by 2020 and to 6 percent by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- The proportion of adults working should increase from 41 percent to 61 percent.
- The proportion of adults in rural areas working should rise from 29 percent to 40 percent.
- The labour force participation rate should rise from 54 percent to 65 percent.
- GDP should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4 percent over the period.
- GDP per capital should increase from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices.
- The proportion of income earned by the bottom 40 percent should rise from 6 percent today to 10 percent in 2030.
- Exports (as measured in volume terms) should grow by 6 percent a year to 2030 with non-traditional exports growing by 10 percent a year.
- The savings rate should rise from 15 percent to 25 percent.
- The level of gross fixed capital formation should rise from 17 percent to 30 percent.
- The level of public sector gross fixed capital formation should reach 10 percent of GDP by 2030.
- Public employment programmes should reach 1 million by 2015 and 2 million people by 2030.

Actions:

Create an environment for sustainable employment and economic growth:

- Reduce the cost of living for households and costs of doing business through microeconomic reforms in the areas of food, transport and telecommunications.
- Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning approval processes, water supply and wastewater management, logistics, telecommunications, and licensing for water, minerals and environmental permits. Regulatory certainty and institutional reforms will draw competitive outcomes in network industries.

Gain global market share

- Expand South Africa's positioning for offshore business services, and build on the advantage provided by its telecommunications, banking and retail firms operating in other countries.
- Increase mining exports by:

- Giving clear certainty over property rights in creating rail, water and energy capacity.

Active labour market policies

- Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- Offer a tax subsidy to employers to reduce the initial cost of hiring young labour market entrants. Facilitate agreement between employers and unions on entry-level wages.
- Give a subsidy to the placement sector to identify, prepare and place matric graduates into jobs.
- Adopt a more open immigration approach to expand supply of high-level skills.

Labour market regulation

- An approach to handling probationary periods that reflects the intention of probation.
- An approach that simplifies dismissal procedures for performance or misconduct.
- Take managers earning above R300 000 a year out of the Commission for Conciliation, Mediation and Arbitration (CCMA) process.

Small and expanding firms

- Business incubators should be set up, including private-sector partnerships, with rewards for success. This could include early-stage entrepreneurship training, artisan training and assisting small-scale farmers and construction firms.

Mining and minerals

- Address major constraints impeding growth of mining. These include uncertainties over ownership, tax treatment and allocation of mineral rights, the availability of electricity and the availability, cost and efficiency of transport networks.

Manufacturing

- Support local manufacturing demonstrating long-term viability by procuring locally.
- Focus on reducing transport logistics costs.

Tourism

- Provide regional tourism packages to increase value for money for tourists. Consider a single SADC visa for some types of tourists. Public-sector employment and public employment schemes.

Institutional capability and culture

- Address fragmentation in government regarding microeconomic reform strategy and its implementation.

1.2.2.2. Economic infrastructure

Targets:

- The proportion of people with access to electricity should rise from 70 percent in 2010 to 95 percent by 2030, with non-grid options available for the rest.
- We would need an additional 29 000 MW of electricity by 2030. About 10 900 MW of existing capacity would need to be retired, implying new build of about 40 000 MW. About 20 000 of this capacity should come from renewable sources.
- Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water.
- Reduce water demand in urban areas to 15 percent below the business-as-usual scenario by 2030.
- Complete the Lesotho Highlands Phase 2 by 2020.

- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless.
- Durban port capacity should increase from 3 million containers a year to 20 million by 2040.
- Affordable, and widely available broadband.
- Broadband is currently defined as 256 kilobytes per second. By 2020, this definition should increase to at least 2 megabytes per second.

Actions:

Coal

- Ensure domestic security of coal supply for existing power stations through industry compact, more comprehensive coalfield planning (and export permits, if necessary).
- Invest in a new heavy-haul rail corridor to the Waterberg coal field, upgrade the central basin coal network and expand export capacity in the line to Richards Bay.

Gas

- Enable exploratory drilling to identify economically recoverable coal seam and shale gas reserves, while environmental investigations will continue to ascertain whether sustainable exploitation of these resources is possible. If gas reserves are proven and environmental concerns alleviated, then development of these resources and gas-to-power projects will be fast-tracked.
- Develop infrastructure for the import of liquefied natural gas, mainly for power production, over the short to medium term.

Electricity

- Move to less carbon-intensive electricity production through procuring up to 20 000 MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating.
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator and accelerated procurement of independent power producers.
- Ring-fence the electricity distribution businesses of the 12 largest municipalities, resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital.
- Revise national electrification plan and ensure 90 percent coverage by 2020 and 95 percent coverage by 2030 (with balance met through off-grid technologies).

Liquid fuels

- Upgrade refineries to ensure they meet new fuel quality standards and insist on strategic fuel stocks to ensure security of supply.
- Continue to import refined fuels, ensuring that the growing deficit in petroleum products is met, and defer decision on a new refinery to 2017.

Water resources

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017).

Transport

Consolidate and selectively expand transport and logistics infrastructure, with key focus areas being:

- Upgrading the Durban-Gauteng freight corridor, including a new port at the old Durban airport site.
- Expanding capacity of the coal, iron ore and manganese lines, with consideration given to concessioning parts of this network.

- Building the N2 road through the Eastern Cape.

Information and communications infrastructure

- Change the regulatory framework to ensure that Internet broadband capacity improves, prices fall significantly and access improves.

1.2.2.3. Transition to a low-carbon economy

Targets:

- Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025.
- By 2030, an economy-wide carbon price should be entrenched. Zero emission buildings by 2030.
- The installation of 5 million solar water heaters by 2030.
- About 20 000 MW of renewable energy should be contracted by 2030.

Actions:

- Carbon price, building standards, vehicle emission standards, municipal regulations and government solar water heater target to drive scale in stimulating renewable energy, waste recycling and retrofitting buildings.
 - Set target of 5 million solar water heaters by 2030.
- Broad support for a carbon budgeting approach, allowing social and economic objectives to be balanced.
- A carbon tax should be introduced as an instrument to incentivise efficiency, coupled with a range of policy instruments targeting specific mitigation opportunities.
- All new buildings to meet the energy-efficiency criteria set out in South African National Standard 204.

1.2.2.4. Inclusive rural economy

Targets:

- An additional 643 000 jobs direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.
- Maintain a positive trade balance for primary and processed agricultural products.

Actions:

- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, services to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- Substantially increase investment in irrigation infrastructure in Makatini Flats and Umzimvubu River Basin.
- Create tenure security for communal farmers, especially women. Investigate different forms of financing and vesting of private property rights to land reform beneficiaries that does not hamper beneficiaries with a high debt burden.

1.2.2.5. South Africa in the region and the world

Targets:

- Intra-regional trade in Southern Africa should increase from 7 percent of trade to 25 percent of trade by 2030.
- South Africa's trade with regional neighbours should increase from 15 percent of our trade to 30 percent.

Actions:

- Focus trade penetration and diplomatic presence in fast-growing markets (Asia, Brazil and Africa).
- Implement a focused regional integration strategy with emphasis on: Road, rail and port infrastructure in the region.
- Reducing red tape, corruption and delays at border posts.
- Using financial institutions to partner with businesses wanting to expand on the continent.
- Developing regional markets for food, energy and water, and putting in place water management agreements with neighbouring states.

1.2.2.6. Human settlements

Targets:

- More people living closer to their places of work.
- Better quality public transport.
- More jobs in or close to dense, urban townships.

Actions:

- Clear strategy for densification of cities through land-use planning. Stop building houses on poorly located land and shift greater resources to informal settlement upgrading, if they are in areas close to jobs.
- Massive investment to ensure safe, reliable and affordable public transport.
- Provide incentives to move jobs to dense townships.
- Focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes. In particular, taking steps to ensure that women are not discriminated against in terms of home ownership and financing.

1.2.2.7 Education, training and innovation

Targets:

- Eradicate micronutrient deficiencies in children under 18 months.
- All children should have at least two years of pre-school education. This implies about 2 million places.
- About 80 percent of schools and learners achieve 50 percent and above in literacy, mathematics and science in grades 3, 6, 9.
- At least 80 percent of students should complete 12 years of schooling. We believe it is important to increase learner retention rates to 90 percent, of whom 80 percent successfully pass the exit exam.
- Significantly expanded further education and training sector, with the sector expanding as it improves the quality and relevance of its courses. The sector should reach a participation rate of 25 percent by 2030. This implies an expansion from 300 000 at present to 1 250 000 by 2030.
- We propose improving the further education and training graduation rate to 75 percent by 2030.
- Produce 20 000 artisans a year.
- An additional 1 million learning opportunities a year for post-school workers and the unemployed.
- The department aims to improve its average Southern and East African Consortium for Monitoring Education Quality results for grade 6 languages and maths from 495 to 600 by 2022 and to improve average grade 8 scores in the Trends in Mathematics and Science Study from 264 to 420 in 2023. The commission supports these targets and proposes that by 2030, grade 8 scores in the Trends in Mathematics and Science Study should reach 500. Ideally, South Africa should improve its position by 10 places or more by 2030.
- Increase the higher education participation rate from 17 percent to 30 percent. Enrolments in the higher education sector including private higher education will need to increase to 1 620 000, from 950 000 in 2010.
- Increase the number of students eligible to study maths and science at university to 450 000 per year. The department has set a target to increase the number of learners eligible for bachelors programme to 300 000 by 2024, 350 000 learners who pass mathematics, and 320 000 learners who pass physical science.
- By 2030, 75 percent of academic staff at universities should have PhDs. The present figure is 34 percent.
- Produce 100 doctoral graduates per million per year. That implies an increase from 1 420 a year in 2010 to 5 000 a year.

Actions:

Early childhood development and nutrition

- Design a nutrition intervention for pregnant women and young children, to be piloted by the Department of Health for two years.
- Achieve universal access to two years of early childhood development exposure before grade 1.

Schooling

- Expertise is recognised as the only criterion for appointing and promoting personnel within the education sector. Union and political interference in appointment should be removed.
- Increase teacher-training output by expanding Funza Lushaka to attract learners into teaching, especially those with good passes in maths, science and languages.
- Regularly test teachers in the subjects they teach to determine level of knowledge and competence. Link teacher pay to learner performance improvements.
- Schools already operating at a high level of efficiency should not be burdened by having to fulfil additional and unnecessary tasks that aim to improve accountability in schools performing weakly. Schools performing very poorly should receive the closest attention.
- Change process of appointment of principals:
 - Introduce minimum qualifications and formal qualifications.
 - Ensure new principals possess the entry qualifications and give old principals 10 years to acquire the qualifications or be retrenched.
- Gradually give principals more powers to administer schools, including financial management, procurement of textbooks and other educational material, as well hiring and firing educators.

Further education and training

- Improve the system of skills planning and shaping the production of skills.
- Develop a set of strong national qualifications and support developing a variety of non-formal programmes.
- Strengthen and expand the number of further education and training colleges so that the participation rate can grow to 25 percent.
- Gradually expand adult education offered in colleges reaching 1 million learning opportunities a year.

Higher education

- Build new universities, one each in Mpumalanga and the Northern Cape.
- Build a new medical school in Limpopo and a number of new academic hospitals.
- Consider extending the length of first degrees to four years on a voluntary basis for historically disadvantaged students.
- Provide full funding assistance covering tuition, books, accommodation and living allowance (in the form of loans and bursaries) to all students who qualify for the National Student Financial Aid Scheme. Students who do not qualify should have access to bank loans, backed by state sureties and recovered through arrangements with the South African Revenue Service.
- Grant seven-year work permits to foreign students who graduate from public higher education institutions.

Health care for all

Targets:

- By 2030, life expectancy should reach at least 70 for both men and women. The under-20 age group should largely be an HIV-free generation.
- The infant mortality rate should decline from 43 to 20 per 1 000 live births and the under-five mortality rate should be less than 30 per 1 000, from 104 today.
- Maternal mortality should decline from 500 to 100 for every 100 000 live births.
- All HIV-positive people should be on treatment and preventive measures such as condoms and microbicides should be widely available, especially to young people.
- Reduce non-communicable diseases by 28 percent and deaths from drug abuse, road accidents and violence by 50 percent.
- Everyone has access to an equal standard of basic health care regardless of their income.

Actions:

Address social determinants of health

- Promote active lifestyles and balanced diets, control alcohol abuse and health awareness to reduce non-communicable diseases.

Reduce burden of disease to manageable levels

- Broaden coverage of antiretroviral (ARV) treatment to all HIV-positive people, provide ARVs to high-risk HIV-negative people and provide effective microbicides routinely to all women 16 years and older.

Build human resources for the health sector of the future

- Accelerate production of community specialists in the five main specialist areas (medicine, surgery including anaesthetics, obstetrics, paediatrics and psychiatry).
- Recruit, train and deploy between 700 000 and 1.3 million community health workers to implement community-based health care.

Strengthen the national health system

- Determine minimum qualifications for hospital managers and ensure that all managers have the necessary qualifications.

Implement national health insurance

- Improving the quality and care at public facilities
 - Reducing the relative cost of private medical care
 - Increasing the number of medical professionals
 - Introducing a patient record system and supporting information technology systems.

Social protection

Targets:

- Ensure progressively and through multiple avenues that no one lives below a social floor.
- The number of public works jobs should rise from the present level to about 1 million in 2015 and then to about 2 million by 2030.
- Increase the number of social service professionals from about 15 000 to 55 000 by 2030.
- The phasing in of national health insurance.
- The introduction and expansion of a contributory retirement and risk benefit system.
- Establish a national register of grant beneficiaries and introduce community-based social audits to monitor progress.

Actions:

- Determine a social floor that can be progressively realised through a social wage approach.
- Focus on competition, access, efficiency and costs of transport, food, telecommunications and other goods and services to lower the cost of living, especially for poor households.
- Enhance food security and nutrition, focusing initially on pregnant women and young children.
- Urgently rationalise existing benefit payment systems.

Building safer communities

Targets:

In 2030, people living in South Africa feel safe and have no fear of crime. They are safe at home, at school, at work and they enjoy an active community life free of fear. Women can walk freely in the streets and children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence and respect the rights of all to equality and justice.

Actions:

- The police service should be transformed into a professional, capable institution with a clear mandate and defined roles and responsibilities. This should be done by:
 - Introducing a code of conduct that is linked to disciplinary regulations and performance appraisal.
 - Setting standards for recruitment, selection and promotion of members by a professional body.
 - A two-track human resource system should be developed for the police: one for officers and one for non-commissioned officers.

Building a capable state

Targets:

A capable and effective state, able to enhance economic opportunities, support the development of capabilities and intervene to ensure a rising floor of social rights for the poor.

Actions:

Stabilise the political-administrative interface

- Create an administrative head of the public service to whom directors-general report on organisational and administra-

tive matters. Put in place a hybrid approach to top appointments that allows for the reconciliation of administrative and political priorities.

Make the public service a career of choice

- Enhance the role of the Public Service Commission to promote and monitor norms and standards to ensure that only competent and suitably experienced people are appointed to senior positions.
- A formalised graduate recruitment scheme for the public service, skills strategies for senior management, technical professionals and local government staff.

Improve relations between national, provincial and local government

- Allow greater asymmetry in powers and functions of provinces and municipalities based on competence.
- Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.
- Deal with fragmentation in implementation in two specific areas:
 - Public service reform (Departments of Public Service and Administration, Cooperative Governance and Traditional Affairs, Performance Monitoring and Evaluation, Presidency, National Treasury, Public Service Commission).
 - Microeconomic reform (Departments of Energy, Economic Development, Trade and Industry, Mineral Resources, Labour, Transport, Communications, Agriculture, Forestry and Fisheries, Public Enterprises and National Treasury).

Boost the developmental potential of state-owned enterprises

- Government (joint responsibility of shareholder and policy ministries) should appoint the boards, and the boards should appoint the chief executive officers.

Fighting corruption and enhancing accountability

Targets:

A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people.

Actions:

Fight corruption

- Centralise the awarding of large tenders or tenders with long duration.
- Give greater teeth to the tender compliance monitoring office to investigate value for money.
- Take steps, both legal and political, to provide sufficient insularity from political interference for anti-corruption agencies.
- Set up dedicated prosecution teams, specialist courts and judges.

Develop accountability framework

- Make it illegal for civil servants to operate or benefit directly from certain types of business activity.

Transforming society and uniting the country

Targets:

Our vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.

Actions:

- The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised and used as a pledge by all South Africans to live the values of the Constitution.
- All South Africans should be encouraged to learn an African language and government should help make this a reality.
- Employment equity and other redress measures should continue and be made more effective by focusing on the environment in which capabilities are developed.

1.2.3. Mpumalanga Province Vision 2030

1.2.4. National Growth Path

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

The shift to a New Growth Path will require the creative and collective efforts of all sections of South African society. It will require Leadership and strong governance. It takes account of the new opportunities that are available to us, the strength we have and the constraints we face. We will have to develop a collective National will and embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably to all our people, particularly the poor.

JOB DRIVERS:

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

JOB DRIVER 1: Infrastructure:	1. 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:	<ul style="list-style-type: none"> • 300 000 in Agriculture smallholder schemes • 145 000 jobs in agro processing by 2020 • 140 000 additional jobs in Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects. • 350 000 jobs as per the IPAP2 targets in Manufacturing by 2020 • 250 000 jobs in Business and Tourism by 2020
JOB DRIVER 3: Seizing the Potential of new economies	<ul style="list-style-type: none"> • 300 000 jobs to Green Economy by 2020. • 80 000 in 2020 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction, operations and maintenance of new environmentally friendly infrastructure. • 100 000 jobs by 2020 in the knowledge-intensive sectors of ICT, higher Education, Healthcare, Mining-related technologies, Pharmaceutical and biotechnology.
Job Driver 4: Investing in Social and public Services	<ul style="list-style-type: none"> • 250 000 jobs by NGOs like Co-ops and Stockvel. • 100 000 jobs by 2020 in Public Services (Education, Health and Policing)s
JOB DRIVER 5: Spatial Development (Regional Integra-	<ul style="list-style-type: none"> • 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC

1.2.5 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 Scenario.

PILLAR 1: Job Creation	PILLAR 2: Inclusive and shared Economic Growth	PILLAR 3: Spatial Distribution
<ul style="list-style-type: none"> - 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 Business; - SMME Development & Support’; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	<ul style="list-style-type: none"> - Cost and Ease of doing Business; - Increased competitiveness; - Beneficiation; - Community led Local Economic Development; - BBBEE; - Municipal Land and Asset ownership; - ICT Deployment; - Innovation and the knowledge Economy; - SMME Development & Support’; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	<ul style="list-style-type: none"> - 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; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements.
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION
<ul style="list-style-type: none"> - Quality Basic Education; - Community /Heritage Education; - Access to quality Healthcare; - Social Assistance & Insurance; - Social Infrastructure; - Safe Communities. 	<ul style="list-style-type: none"> - Waste Management; - Energy Efficiency; and Renewable Energy Source. 	<ul style="list-style-type: none"> - Joint Initiatives between MP and Neighbours; and - Sub-Corridor Development.

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

Resident within Global Village, South Africa's Developmental Agenda is also guided by the International Community Targets, and thus it adopted Vision 2014, which is derived from the 'United Nations' Millennium Development Goals.

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**'.

1.2.7. 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 self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people; national, Provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve Services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, 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**.

1.2.8 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.

1.2.9 Key Sector Plans

Beyond the core components of an IDP, as legislated by the Systems Act, the NDM recognised the need to develop further strategies, policies and plans, which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the 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:

Sector Plan	Jurisdictional Issue in the IDP	Status
KPA 1: Municipal Institutional Transformation and Development		
Organizational Performance Management	Issue 2: Organizational Restructuring and Transformation	Under review
KPA 2: Good Governance and Public Participation		
Public Participation Strategy	Issue 4: Good Governance and Communication	Under Review
NDM Communications Strategy	Issue 4: Good Governance and Communication	Under Review
KPA 3: Local Economic Development		
Local Economic Development Strategy	Issue 20: Economic Development and Job Creation	Under review
Marketing Strategy	Issue 20: Economic Development and Job	Adopted

	Creation	
Industrial Development Strategy	Issue 20: Economic Development and Job Creation	Adopted
Tourism Development & Branding Strategy	Issue 20: Economic Development and Job Creation	Adopted
Human Resource Development Strategy	Issue 20: Economic Development and Job Creation	Adopted
Moloto Rail Corridor Initiative – Detailed Feasibility Report	Issue 20: Economic Development and Job Creation	Adopted
“Tshwe-leni Corridor” (Steve Tshwete-Emalahleni) Development Framework	Issue 20: Economic Development and Job Creation	Adopted
KPA 4: Municipal Financial Viability and Management		
Supply Chain Management Policy	Issue 3: Financial Viability	Under Review
KPA 5: Service Delivery and Infrastructure Development		
Regional Sport & Recreation Master Plan	Issue 9: Culture, Sports and Recreation	To be developed
Formalisation of Cultural & Historical Heritage Sites Plan	Issue 9: Culture, Sports and Recreation	Adopted
Infrastructure Maintenance Plan	Issue 12: Water and Sanitation	To be developed
Regional Water Master Plan	Issue 12: Water and Sanitation	Under Review
Integrated Transport Plan	Issue 15: Transportation	Adopted
Disaster Management Plan	Issue 11: Emergency Services	Adopted
KPA 6: Spatial Rationale and Development		
Spatial Development Framework	Issue 5: Spatial Restructuring and Service Delivery	Adopted
Physical Planning Strategy	Issue 5: Spatial Restructuring and Service Delivery	Adopted
District Land Audit	Issue 5: Spatial Restructuring and Service Delivery	Under Review
Disaster Management Framework	Issue 11: Emergency Services	Adopted
Land Tenure Strategy	Issue 16: Land Reform and Land Administration	Adopted
State of the Environment Report	Issue 18: Environment Management	Adopted
Environmental Management Plan	Issue 18: Environment Management	Adopted
Integrated Waste Management Plan	Issue 18: Waste Management	Adopted

1.2.10 State of the Nation Address

During his State of the Nation address on Thursday, the **of February 2014**, the Honourable President Jacob Zuma highlighted the following Developmental issues as pertinent to Government:

1.2.11 State of the Province Address

During his 2014 State of the Province Address (SOPA), the Honourable Premier Mr DD Mabuza highlighted the following Developmental issues as pertinent to Provincial Government:

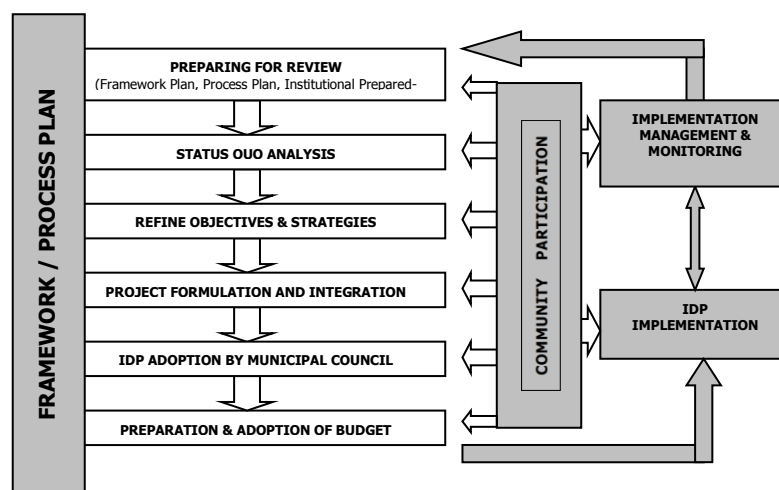
CHAPTER TWO

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 2014/15 IDP. **Figure 2** depicts a schematic representation of the review process followed.

Figure 2: IDP review process



The manner in which the review was undertaken is outlined in the Municipal Framework/Process Plans, which were prepared and adopted by Municipalities by July 2013 subsequent to the adoption of the District Framework Plan in June 2013. **Figure 3** below presents a summary of the activities and corresponding timeframes followed during the review process.

Figure 3a: Summary of the activities and timeframes for the NDM IDP and Budget Drafting Process

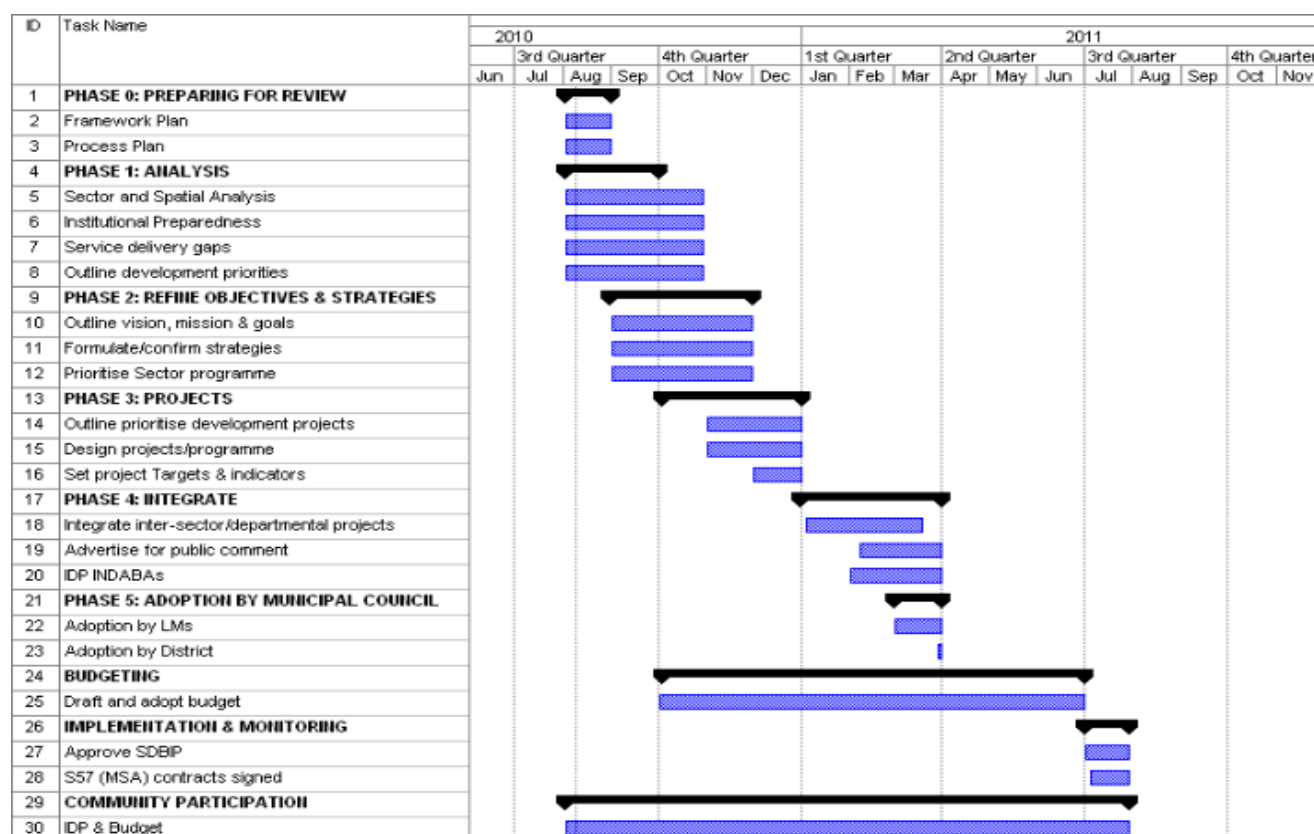
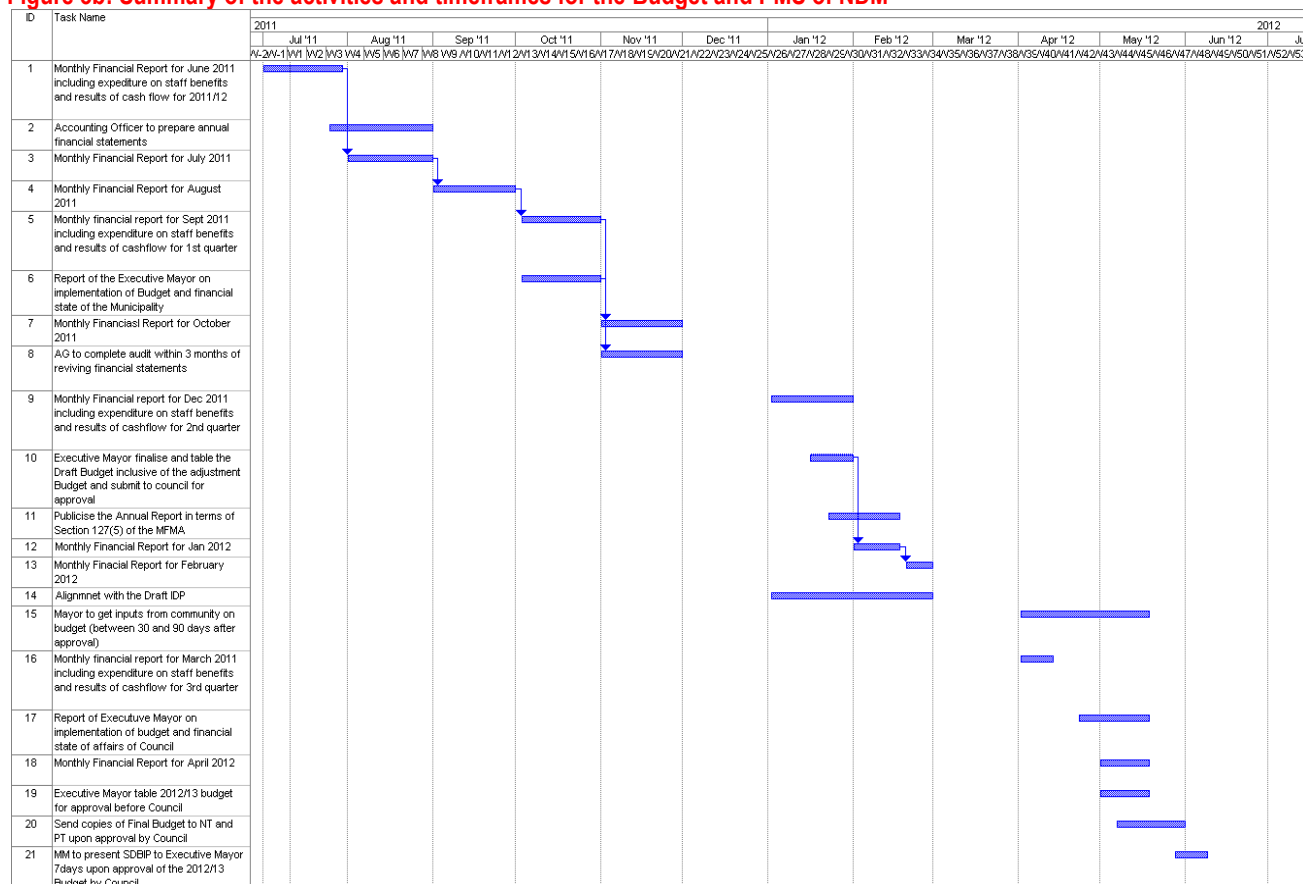
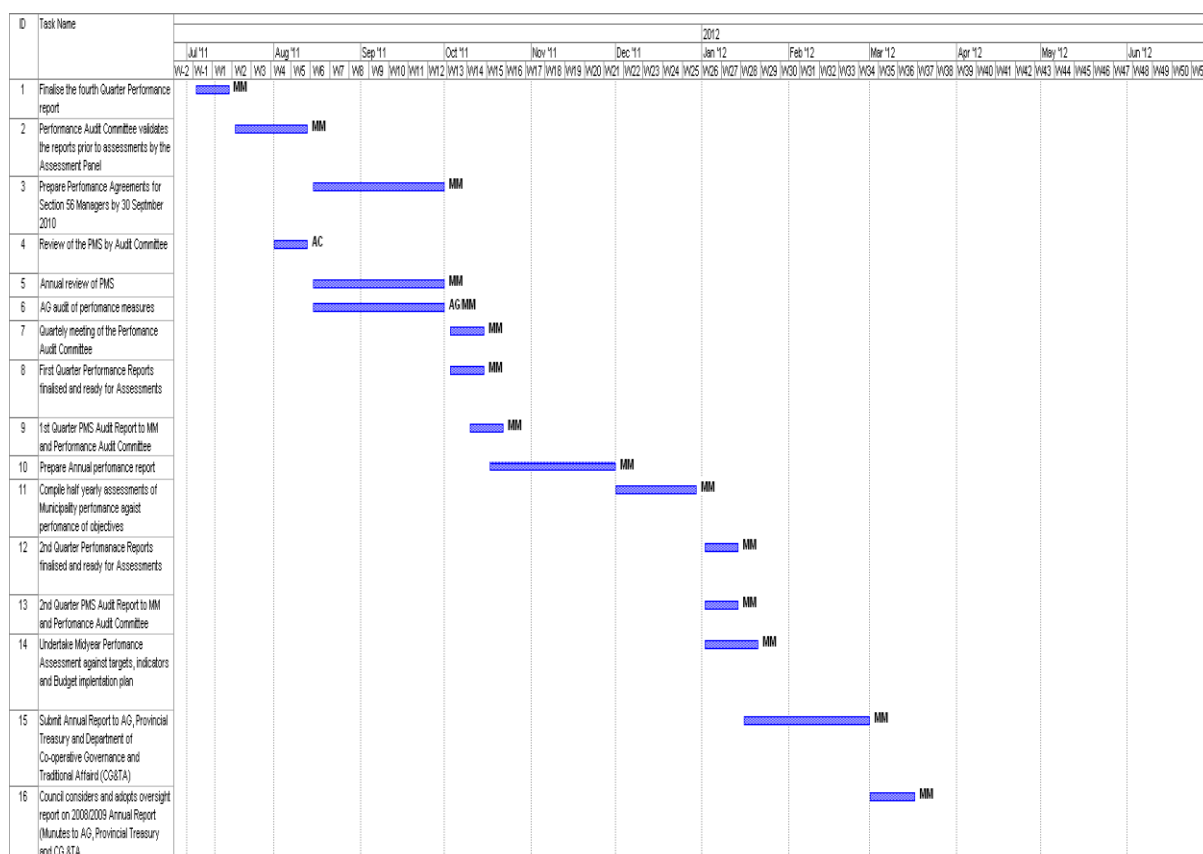


Figure 3b: Summary of the activities and timeframes for the Budget and PMS of NDM





2.1.1. THE INTEGRATED DEVELOPMENT PLAN

2.1.1.1. The Status of an IDP

In terms of the Act, S25 (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. In order to ensure certain minimum quality standards of the IDP process and a proper co-ordination between and within the spheres of government, the preparation of the planning process has been regulated in the MSA. The MSA further provides, *inter alia*, for the core principles, mechanisms and processes that are necessary to enable Municipalities to move progressively towards the social and economic upliftment of local communities, to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government. In terms of S26 of the MSA, the core components of an IDP are:

- the Municipal council's vision for the long term development of the Municipality with special emphasis on the Municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the Municipality, which must include an identification of communities which do not have access to basic Municipal Services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or Provincial sectoral plans and planning requirements binding on the Municipality in terms of legislation;

- a spatial development framework which must include the provision of basic guidelines for a land use management system for the Municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets determined in terms of the Performance Management System.

The IDP process also provides an opportunity for the Municipality to debate and agree on a long-term vision for the development of the Municipality. After adoption by the Municipal council, the IDP binds the Municipality in the exercise of its executive authority.

2.2 The IDP and IGR

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.

Further, in terms of the division of functions and powers between District and Local Municipalities as per S83 and S84 (1) of the Structures Act, a District Municipality has the following functions and powers:

- A District Municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by ensuring integrated development planning for the District as a whole
- Integrated development planning for the District Municipality as a whole including a framework for integrated development plans for the Local Municipalities within the area of the District Municipality.

Moreover, in terms of S29 (2) & (3) of the MSA a District Municipality must plan integrated development for the area of the District Municipality as a whole but in close consultation with the Local Municipalities in that area. A Local Municipality must align its integrated development plan with the framework adopted in terms of S27 (i.e. the District Framework Plan).

2.3 The IDP Review Process

S34 of the MSA provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand. In order to systematically and procedurally review the IDP, a District Municipality, Municipality must, in term of S27 (1) of the Act, within a prescribed period after the start of its elected term and after following a consultative process with the Local Municipalities within its area of jurisdiction, must adopt a framework for integrated development planning in the area as a whole. The District Framework Plan binds both the District Municipality and the Local Municipalities within its area of jurisdiction.

Beyond the fact that the Framework Plan specifies timeframes for the different steps, it must at least cover the following issues:

2. Identify plans and planning requirements binding in terms of national and Provincial legislation on the District Municipality and the Local Municipalities or on any specific Municipality;
3. Identify matters to be included in the integrated development plans of the District Municipality and the Local Municipalities that require alignment;
4. Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
5. Determine procedures:
 - 5.8 i) For consultation between the District Municipality and the Local Municipalities during the process of drafting their respective integrated development plans; and
 - 5.9 ii) To effect essential amendments to the framework.

Section 29 of the MSA goes further to entrench a cooperative relationship between the District and Local Municipalities within the District's area of jurisdiction. It must be noted that in terms of Section 29 (2) (a) a District Municipality must plan integrated development for the area of the District Municipality a whole...considering the inputs and proposals made by Local Municipalities. Similarly, a Local Municipality must align its IDP processes with the District Framework Plan.

2.4 Adoption of Process

Subsequent to the adoption of the District Framework Plan, a Local Municipality must prepare and adopt a Process Plan to guide the planning, drafting, adoption and review of its integrated development plan. The Process Plan, as anticipated in Section 28 of the Systems Act, must be 'set out in writing'. The Process Plan should seek to provide a mechanism that ensures certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government. The adopted Process Plan binds the Local Municipality. The Process Plan of a Local Municipality must be informed by the District Framework Plan.

The process followed by a Municipality to draft its integrated development plan, including its consideration and adoption of the draft plan must in terms of S29 (1):

- be in accordance with a predetermined programme specifying timeframes for the different steps;
- through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for:
 - the local Community to be consulted on its development needs and priorities;

- the local Community to participate in the drafting of the integrated development plan; and
 - organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;
1. provide for the identification of all plans and planning requirements binding on the Municipality in terms of national and Provincial legislation; and
 2. be consistent with any other matters that may be prescribed by regulation.

The Process Plans of Municipalities must include, inter alia:

- A programme specifying the timeframes for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role-players in the IDP drafting process; and
 - The identification of all plans and planning requirements binding on the Municipality in terms of National and Provincial legislation

Municipalities are required to consult the local Community before adopting the process and after adoption of the process sub-Section 3 stipulates that a Municipality must give notice to the local Community of particulars of the process it intends to follow. Thus, as per the former issue the draft Municipal Process Plans must be presented to the Municipal consultation fora and special meetings may also be held with the identified stakeholders and communities. In terms of the latter matter, communities must be informed of the adoption of the Process Plans, through the available Municipal communication channels. This matter is dealt with in detail under Section 3 of this document.

The pertinent processes and timeframes framework is provided for in the next section under the IDP review phases. Municipalities must, in terms of the legislation, abide by the indicated processes and timeframes.

2.5 IDP Review phases

The synchronization of planning activities between District and constituent Local Municipalities is essential to ensure that the planning activities occur and outputs are available more or less simultaneously so that the joint and complimentary responsibilities of the Municipalities can be undertaken for all and by all responsible, at the same time. This approach will avoid duplication of the required joint processes and maximise the use of limited human resource capacities. It will also ensure consultation between the local and District Municipalities and over decision that effect and are binding on both.

The annual reviewal and implementation of the next **5 IDPs** in the District will comprise of five (5) phases, commencing with Phase 0 to Phase 5 (refer to figure 1 below).

This Framework Plan is envisaged to play a pivotal role in defining the nature of the next 5 IDPs for all Municipalities within the District, and the extent to which they are aligned to each other, and their level of coherence in guiding the Municipal response to developmental aspirations of the communities therein.

PRE-PLANNING PHASE: Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the Integrated Development Planning Process. The Plan must be set out in writing in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes

stipulated in the Framework Plan of the District. All Municipalities must adopt their IDP Process Plans by July 2012 subsequent to the adoption of the District Framework Plan by June **2013**.

ANALYSIS PHASE: During this phase, information is collected on the existing conditions within the Municipality. When assessing the existing level of development in the Municipality, the level of access to basic Services and those communities that do not have access to these Services must be identified. Focus must be on the types of problems faced by Community in the area and the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase. Priority issues highlighted during the 2012/13 IDP processes will also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase. This phase should be completed by **October 2013**.

STRATEGIES PHASE: Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. Critical in this process in order to ensure a focused analysis, the Municipal vision must be confirmed and development objectives containing clear statements of what the Municipality would like to achieve in the medium term to deal with the problems outlined in the first phase be confirmed. Internal transformation needs, Council's development priorities must be taken into account when formulating council objectives. This process should involve strategy workshops, targeted stakeholder engagements, public hearings, sector Provincial and National Departments engagements, social partners, interest-based groups and organized civil society.

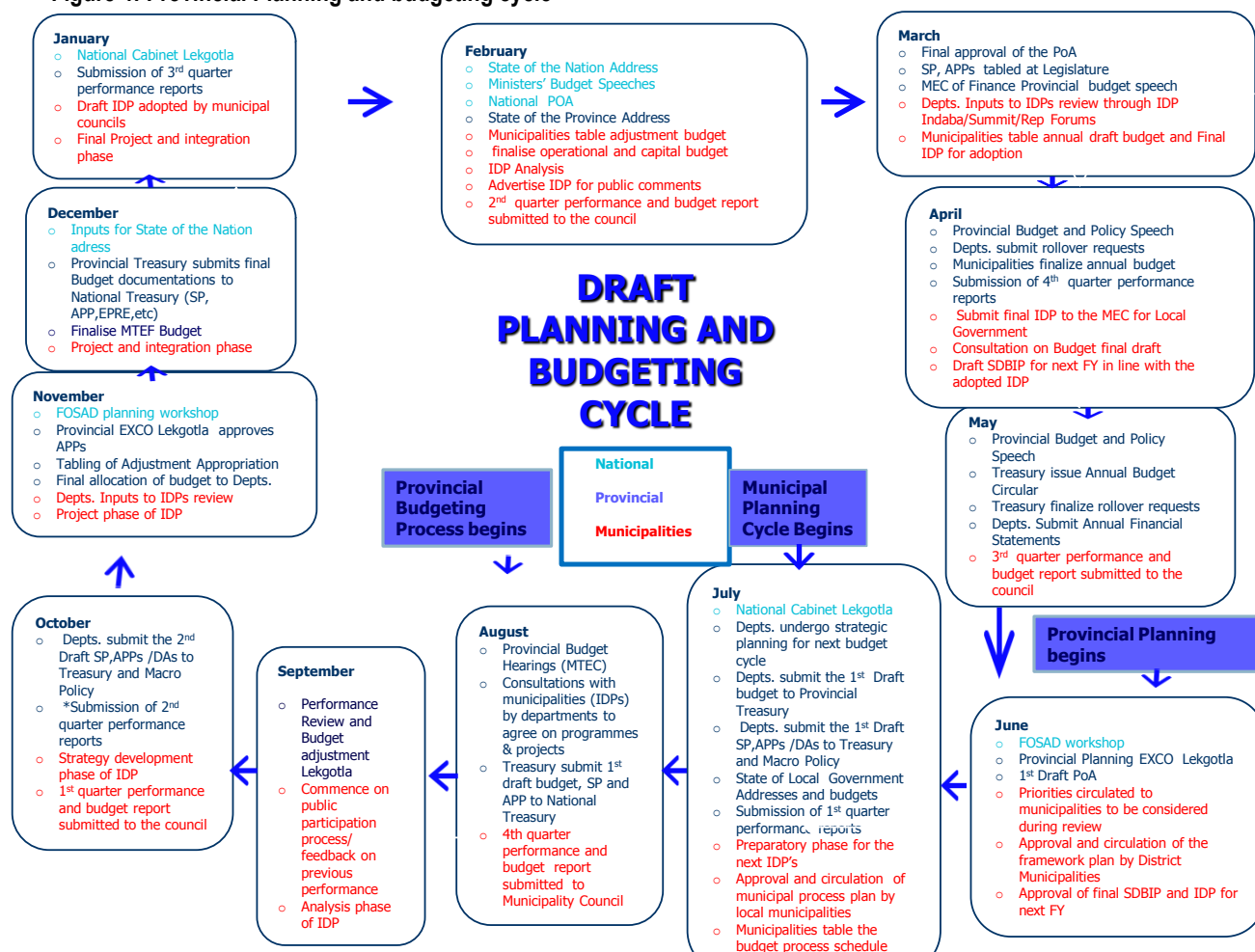
Once the Municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the Municipality to meet a development objective. Once the Municipality has identified the best methods and strategies to achieving its development objectives identification of specific projects must commence. This phase should be completed by **November 2013**.

PROJECTS PHASE: During this phase the Municipality works on the designs and content/specifications of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority. The project technical committees and their subcommittees must be able to distinguish between the strategic Municipal wide development programmes and the localized Community -level projects. This phase should be completed by **December 2013**.

INTEGRATION PHASE: Once all projects have been identified, the Municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges, are aligned with the objectives and strategies, and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners.

During this period, as per **figure 4**, Provincial Sector Departments will have finalized their draft strategic plans.

Figure 4: Provincial Planning and budgeting cycle



Public discussion, Community engagement and opportunities for comments from residents and interested stakeholder organisations must be facilitated and appropriate mechanisms should be in place and be institutionalised. Towards the completion of this phase, Municipalities must also conduct IDP INDABA engagements to confirm the chosen development trajectory with all the stakeholders.

This process should continue concurrently with the commenting period in terms of S15 (3) of the Municipal Planning and Performance Management Regulations, GOVERNMENT GAZETTE, No. R. 796, which require that a Municipality must afford the local Community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.

In terms of S30 of the MSA, the executive committee or executive mayor of a Municipality must, *inter alia*, in accordance with S29 of the MSA, submit the draft plan to the Municipal council for adoption by the council. Thus, adoption of the draft IDP by the Municipal council will be a precondition for the advertisement of the draft IDPs for 2014/15 financial year in order to, *inter alia*, improve transparency and accountability between the council and the communities. Thus, all Municipalities were envisaged to have presented their draft IDPs for 2014/15 financial year before the respective councils for adoption by the **13th of February 2014** in order to publish the adopted draft IDPs for public comment on or before the **14th of February 2014**. The District Draft 2014/15 IDP was presented before the District Council on the **26th of February 2014** for adoption and followed by the publishing for public comment on the **27th of February 2014**. This was shortly after the District held its Strategic Lekgotla on

the **17th – 18th of February 2014**. Culminating from all the aforementioned processes, the Integration Phase was completed by the **18th of March 2014** subsequent to the District IDP Indaba held on **17th – 18th of March 2014**.

ADOPTION PHASE: After the completion of the IDP compilation process, the IDP document must be presented to the council for consideration and adoption. All Local Municipalities must adopt their final IDP for 2014/15 by the **20th of March 2014** to enable the District to adopt its 2014/15 IDP by the **26th of March 2014**. In terms of S36 of the MSA, a Municipality must give effect to its IDP and must conduct its affairs in a manner, which is consistent with its integrated development plan. The adopted IDP must inform the budget of the Municipality. The public must be informed of the adoption of the reviewed Integrated Development Plan by notice in a newspaper circulating in the District or by placing the notice in official notice boards in terms of Section 25 (4) of the Act. It is critical to note that in terms of S25 (4) (b) of the Act Municipalities must after adoption of the IDP publicise a summary of the Plan.

2.6 Mechanisms and Procedures for Public Participation

2.6.1 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 aspirations of the District's citizenry. To further strengthen Community engagement the District has in collaboration with its constituent Local Municipalities established 143 Ward Committees, which were launched between June and September 2011, and trained during the subsequent Financial Years..

During the Training that was fully funded by the District Municipality, key amongst other aspects, the following were attended to:

- 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.
- Conflict resolution to avert the perceived tension between Ward Councillors, Ward Committee members and CDWs respectively.

The District has established a Speakers Forum, which meets quarterly. The Speaker of the District as the Chairperson, and all the Speakers of the constituent Local Municipalities within the District as well as public participation/liason 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's Community participation mechanism and structures such as ward Councillors, ward committees and Community Development Workers (CDWs). They also utilise 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.

2.6.2 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 2012/13 financial year are depicted in **Table 2**.

Table 2: Community Outreach Meetings

Date	Local Municipality	Time	Venues
07 Sept 2013	Emalahleni local Municipality	10:00	TBC
08 Sept 2013	Dr J S Moroka local Municipality	10:00	TBC
14 Sept 2013	Victor Khanye local Municipality	10:00	TBC
21 Sept 2013	Thembisile local Municipality	10:00	TBC
22 Sept 2013	Emakhazeni local Municipality	10:00	TBC
28 Sept 2013	Steve Tshwete local Municipality	10:00	TBC
26 Jan 2014	Dr JS Moroka local Municipality	10:00	TBC
18 Jan 2014	Thembisile local Municipality	10:00	TBC
19 Jan 2014	Emakhazeni local Municipality	10:00	TBC
01 Feb 2014	Victor Khanye local Municipality	10:00	TBC
25 Jan 2014	Steve Tshwete local Municipality	10:00	TBC
02 Feb 2014	Emalahleni local Municipality	10:00	TBC
TBC = To be confirmed			

As per the NDM's Framework Plan Amended in June 2013

2.6.3 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 2013 and January/February 2014 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.

2.6.3.1 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.

2.6.3.2 Dr JS Moroka Local Municipality

1. 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;
2. Dysfunctional high mast lights, lack of street lights and a wide ranging need for electricity almost throughout the wards;
3. Lack of Community halls and maintenance of existing ones was highlighted as one of the challenges;
4. 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;
5. A wide ranging lack of access to electricity in most wards, dysfunctional high mast lights and need for additional Highmast lights and street lights;
6. Inadequate access to health care facilities, and shorter operating times of existing clinics;

7. 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;
8. Inaccessibility of pension pay-points and other social support Services;
9. A need for youth centre with fully equipped facilities, training programmes, and maintenance of sports facilities;
10. Lack of a 24 hour police station, poor service at a local police station and a need for satellite police stations;
11. Shortage of teachers, lack of post-matric training colleges, shortage of classrooms in certain schools and introduction and roll-out of ABET;
12. 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;
13. Maintenance of the local stadiums and a general needs for construction of new sports facilities;
14. Shortage of ploughing equipment, lack of agricultural assistance aimed at subsistence farmers and monitoring of the ineffectiveness of the tractors provided.

2.6.3.3 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;
- Shortages and/or lack of access to clean water and sanitation facilities.

2.6.3.5 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.

2.6.3.6 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.

2.6.4 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 utilised. 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.

2.6.5 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.

2.6.6. Nkangala District Municipality 2014 Strategic Lekgotla

On the 17th of February 2014, the District held its annual Strategic Lekgotla at, of which its theme overarching objectives and Resolutions respectively included amongst others the following:

2.6.7. NDM 2014 IDP INDABA

Prior to the adoption of the final 2014/15 IDP an IDP INDABA was convened on the 17th – 18th March 2014 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.

2.6.8. 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, Water, Sanitation, Electricity, Roads and Maintenance Committee; Social Services, Disaster Management, Youth, Women, Disabled, Sports Arts & Culture, Health and Education Committee; LED, Human Settlements and Tourism Committee; Finance Committee; Corporate Services; Human Resources Management & Development and Legal Services Committee; Rural Development, Agriculture, Public Safety and Transport Committee, 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.

2.6.9. 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 and LED Forum;
- IDP & PMS Technical Committee;
- IDP and LED Working Groups;
- Other specialised forums.

With a view of improving the functionality of these structures, including the IDP/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

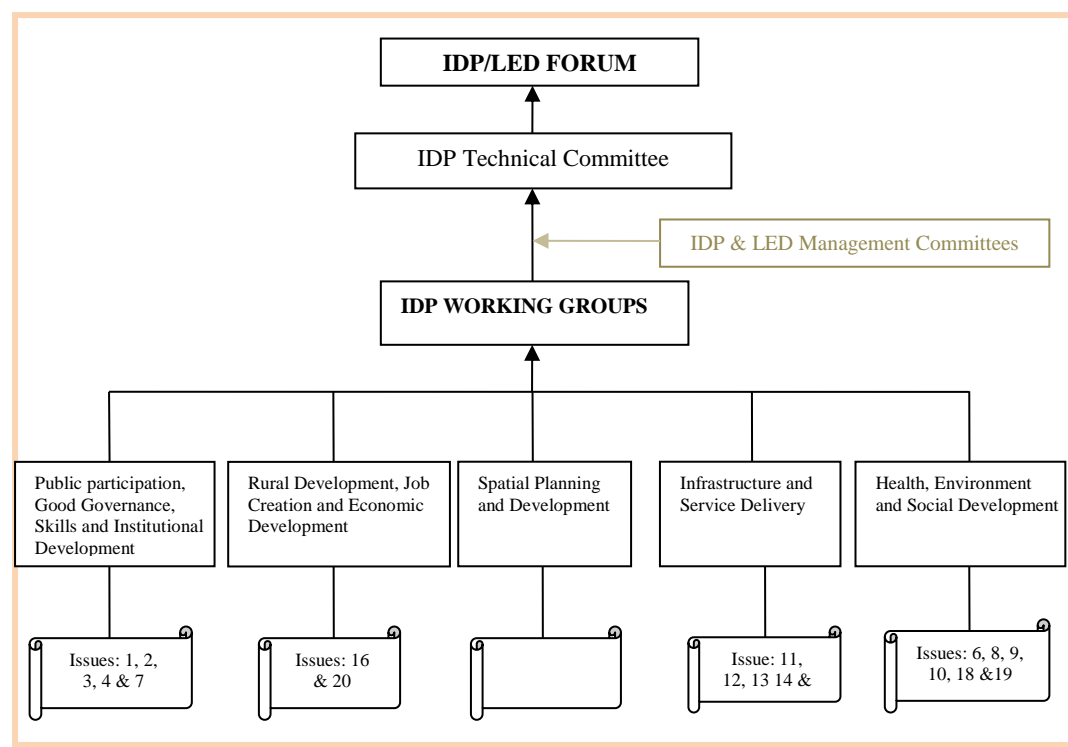
empowered to take decisions, etc. The attendance of the fora by Heads of Departments from Provincial Sector Departments, Executive Mayors of the Municipalities, Municipal Managers and senior managers will not only strengthen co-operative governance for improved service delivery, but will also facilitate a system of improving the responsiveness of government as a whole to service delivery challenges and socio-economic development aspirations of the communities. The institutional outlook comprises the IDP Joint Forum, IDP Technical Committee and the seven IDP Working Groups (WGs) (see figure 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 review 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 and the IDP Forum into one IDP/LED Forum. This should lead to enhanced alignment between IDP and LED matters and the number of meetings will be reduced.
- Retaining the IDP Technical Committee.
- Reconfiguration of the IDP and LED Working Groups in the following format:
 - Establishment of "Public Participation, Good Governance, Skills and Institutional Development Working Group" dealing with IDP Priority Issues 1, 2, 3, 4 and 7.
 - Establishment of "Rural Development, Job Creation, and Economic Development Working Group" to deal with IDP Priority issues 16 and 20. This Committee could have two (2) subcommittees as follows:
 - Land Reform, Food Security and Tourism Development Working Committee; and
 - Business Development and Economic Empowerment
 - Establishment of "Spatial Planning and Development Working Group" dealing with IDP Issues 5, 16 and 17.
 - Establishment of "Infrastructure and Service Delivery Working Group" dealing with IDP Priority Issues 11, 12, 13, 14 and 15
 - Establishment of "Health and Social Development Working Group" dealing with IDP Priority Issues 6, 8, 9, 10, 18 & 19.
- The number of working group meetings is reduced from six (6) to four (4) in a financial year.
- The number of IDP/LED Forum meetings be maintained at four (4) in a financial year.
- The membership of the IDP forum and LED forum be merged and updated to constitute membership of the reviewed IDP/LED Forum.
- The IDP and LED Management Committees are retained albeit their membership be reviewed and/or updated.

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

Figure 4: The integrated development planning organisational structure



The workflow is structured in a bottom-up 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.

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

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

These are working committees established in terms of the Municipal **Key Focus Areas** to harness the strategic and implementation-oriented nature of the IDP.

Chaired by the relevant Manager from the Department responsible for the Key Focus area under consideration

Comprises of:

- Municipal Officials;
- Sector Departments;
- Business;
- Labour;
- Civil Society;
- Interest groups.

- Provision of terms of reference for the various planning activities;
- Facilitate discussions and resolution of issues pertinent to specific Municipal Key Focus Areas and objectives;
- Consider and make content recommendations items submitted;
- Facilitate discussion of pertinent issues affecting government and stakeholders;
- Makes methodology and content recommendations on the Municipal planning processes;
- Commissioning of research studies where applicable:
 - Consideration and commenting on inputs from sub-committees, study teams and consultants; and
 - Consideration and commenting Inputs from Provincial sector departments and support providers
- Processes, summaries and document outputs.

2.7 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).

STRENGTHS

- Ranked best District municipality in the country for being the first District to win the prestigious Vuna Award Competition on three consecutive times at a National level
- Received unqualified audit opinions from 2003/4 to 2008/9 consecutively
- Home of Coal mining and energy companies
- Strong agriculture, mining, tourism and government services sectors
- Availability of natural resources
- Existing steel cluster
- Located on the strategic N4 route/ Maputo Corridor
- The Maputo corridor is a provincial priority
- One of the anchor projects - Moloto Corridor- a national and provincial priority
- Close proximity to Gauteng - a great tourism source market and export opportunities
- Available labour force
- FET colleges to support skills development
- Good road infrastructure
- Reasonably priced undeveloped land
- Railway lines leading from area to two harbours (Maputo and Richards Bay)
- Working public private partnership initiatives
- Tourism marketing initiatives exists and established tourism attraction e.g. the Trout Triangle, Loskop-Zithabiseni tourism precinct
- Ndebele Cultural heritage (icons known worldwide)
- Culturally diverse communities
- Successfully established intergovernmental fora which are all functional

WEAKNESSES

- Success stories not broadly communicated to all target markets (i.e use of local media limit exposure to broader market)
- Website of the District and local municipalities are not effectiveness thereby limiting communications
- Limited land available for development and available land not serviced
- No strong diversified industries to drive economic activities and underdeveloped sectoral opportunities
- Coordination between towns in the district with strong tourism potential required
- Tourism opportunities not recognised possibly due to lack of skills, knowledge and buy-in towards tourism development by local municipalities
- Lack of community involvement from previously disadvantaged groups
- Coal mining is a diminishing resource
- Vast, sparsely populated area with low population densities
- Dispersed and fragmented urban structure and poor accessibility to service centres for rural communities
- Huge backlogs in infrastructure (homeland heritage)
- Deteriorating rural infrastructure (such as road infrastructure)
- Uncoordinated development implementation

OPPORTUNITIES

- Key LED anchor projects identified (Kusile Power Station, Rust de Winter Development Initiative, Zithabiseni-Loskop tourism belt, Agro-processing, Catalytic Converter, Truck and logistics hub, the N4 Maputo Development Corridor, Moloto Rail Development Corridor and MPCCs) present great opportunities to attract investors
- The identified anchor projects and other projects identified and to be identified through the integrated development planning processes of the District offer great investment possibilities
- Land is available at low-cost for implementation of projects including tourism, light and heavy industry
- Diversification into manufacturing and construction
- Tourism opportunities: Ndebele foundation, Mdala nature reserve, Mkhholwane lodge, a proposed cultural village, arts, craft & tourism information centre (Watervaal/kameel river); historic sites e.g. Siyabuswa tree (struggle victim commemoration), Ikageleng school (dates to 1880), Icon of Ndebele culture: Easter Mahlangu
- Close proximity to Gauteng - a great tourism source market and export opportunities
- Business: SMME development and some ASGISA needs identified - cultural village, retail development, rehabilitate Marapyane shopping centre, Siyabuswa mall (land identified)
- Large areas of State Owned Land
- Capitalise on the positive perception of the region as offering consistent service excellence
- Rehabilitation of coal dumps and mine land
- Learnerships and bursaries
- Good access to basic infrastructure

THREATS

- High unemployment rate, poverty and underdevelopment and HIV/AIDS
- Elimination of RSC levies
- Insufficient skills to exploit existing opportunities
- Informal land invasion and undermined area's not rehabilitated
- Closure of mines (merges, downsizing)
- Heavy reliance on primary sectors and dependence on limited large sectors
- Competing water requirement needs
- Poor Payment rate for municipal services in most municipalities
- Large distance between rural settlements & amenities offered by towns, with poor public transport.
- Poverty and low skills levels among the community
- Insufficient R&D (to capitalise on the manufacturing companies)

3. BRIEF SOCIO-ECONOMIC OVERVIEW

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), Emalaheni 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.

NKANGALA DISTRICT MUNICIPALITY

REGIONAL CONTEXT

- Provincial Boundary
- Nkangala District Municipality
- Towns and Settlements
- Nkangala Local Municipalities
- Dr J.S. Moroka
- Thembisile
- Victor Khanye
- Emalahleni
- Steve Tshwete
- Emakhazeni
- National Roads
- Main Roads
- Secondary Roads
- Main Towns

3.2.1 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, Lynnvill, 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 Headquarters are located in eMalahleni which is home to 27 Economic Hubs constituent of 883 businesses inclusive of Multinationals such as Evraz Highveld Steel and Vanadium; Anglo Coal, Extrata, BHP Billiton/Ingweand Eskom. Important sectors in this area are Manufacturing, Trade, transport, and Finance and Community Services. eMalahleni is one of the major urban concentrations within Mpumalanga. The Municipality has a Tress Index of 25.60, which measure the extent to which the Economy is complex and diversified.

3.2.2 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 the Municipality include Middelburg, Mhluzi, Hendrina, Kwazamokuhle, Rietkuil, Pullenshope, Komati, Presidentsrus, Naledi, Lesedi, Kranspoort, Blinkpan, Koornfontein, Kwa-Makalane and Doornkop. The Municipality is well located in that it is trasversed by 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 with the sound visionary leadership of its Council, the capacity and competence of its Administrative Echelon 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, good corporate governance, 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’s Headquarters 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.

3.2.3 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.

3.2.4 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**, which is the largest within NDM. 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 Headquarters 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.

3.2.5 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.

3.2.6 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.

3.3 Demographics

The current Total Population of NDM as depicted in **table 4** below according to the Census 2011 is 1 308 129 constituting approximately 32.38% of Mpumalanga's population. The population growth rate of the District was 2.50% between the period 2001 and 2011. Steve Tshwete Local Municipality recorded the largest growth rate of 60% in the District between the same period, which is equivalent to the annual rate of 6%. The black population formed the bulk of the District's population with 90.9 %, followed by the White population with 7.8 %, and the Indian and Coloured constituting the remaining 1.3%. The majority of the population in the District resides 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 in the District, with only 3.6% of the District's population and 0.9% of the Provincial population living there.

Table 4: NDM Population, Household size and Population Growth Rates between 2001 & 2011

Category	Persons(2001)		Households(2001)		Population Growth rate 1996-2001	Persons(2011)		Households(2011)		Population Growth rate 2001-2011
	Actual	%	Actual	%		Actual	%	Actual	%	
Mpumalanga	3365554	-	830984	-	1.49	4039939	-	1075488	-	1.83
NKANGALA	1018422	100	256818	100	1.13	1308129	100	356911	100	2.50
Dr JS Moroka	243313	23.8	54339	21.2	1.14	249705	19.1	64971	18.2	2.92
Emakhazeni	43007	4.2	10937	4.3	3.16	47216	3.6	13722	3.8	3.58
Emalahleni	276413	27.1	82298	32.1	1.07	395466	30.2	119874	33.6	4.76
Steve Tshwete	142772	14.0	37115	14.5	3.01	229831	17.6	62162	17.4	0.93
Thembisile Hani	256583	25.2	58137	22.6	1.22	310458	23.7	83874	23.5	1.91
Victor Khanye	56335	5.5	13992	5.5	-1.27	75452	5.8	19838	5.6	0.26

Source: Statsa-Census 2011

Whilst all the Municipalities within the District as reflected in table 4 above registered a proportionate increase in their respective populations, the increase varies as indicated by number of factors therein, which includes migration patterns owing to levels of development, employment opportunities and proximity to socioeconomic amenities therein amongst others.

Going forward the implication of the aforementioned growth in population serves as a key developmental indicator in influencing the manner in which respective Municipalities plan their infrastructure development to progressively mitigate against oversupply and/or undersupply of Services in certain wards/localities as a consequence of failure to anticipate the infrastructural needs accompanied by every increase in population.

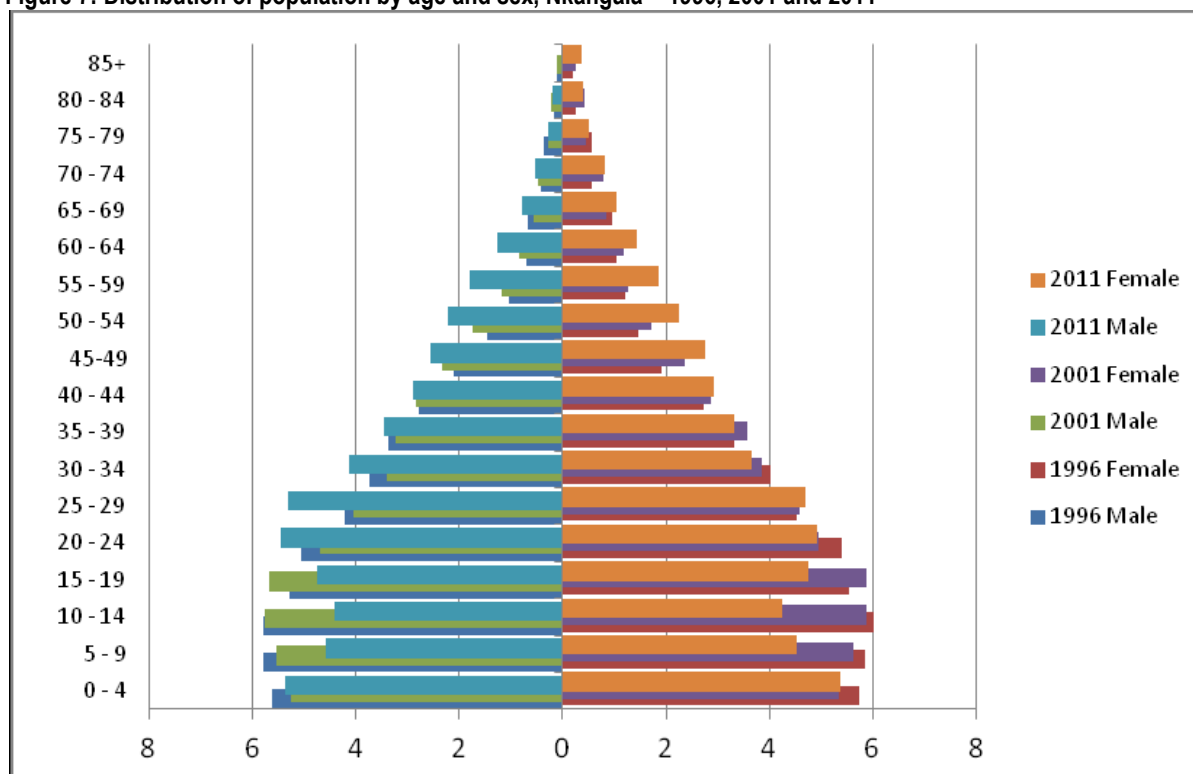
Accordingly, the Spatial Development Framework and Land Use Management Schemes of each Municipality within the District must therefore clearly reflect the direction of growth therein in terms of Sustainable Integrated Human Settlement and all the enabling elements.

From the population cohort diagram, **figure 7** below, it is evident that the youth constitutes the largest share of the population. In 2007, 60.4 % of NDM's population was under the age of 30 years, 25.4 % between 30, 49 years, and 14.2 %, 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 7: Distribution of population by age and sex, Nkangala – 1996, 2001 and 2011

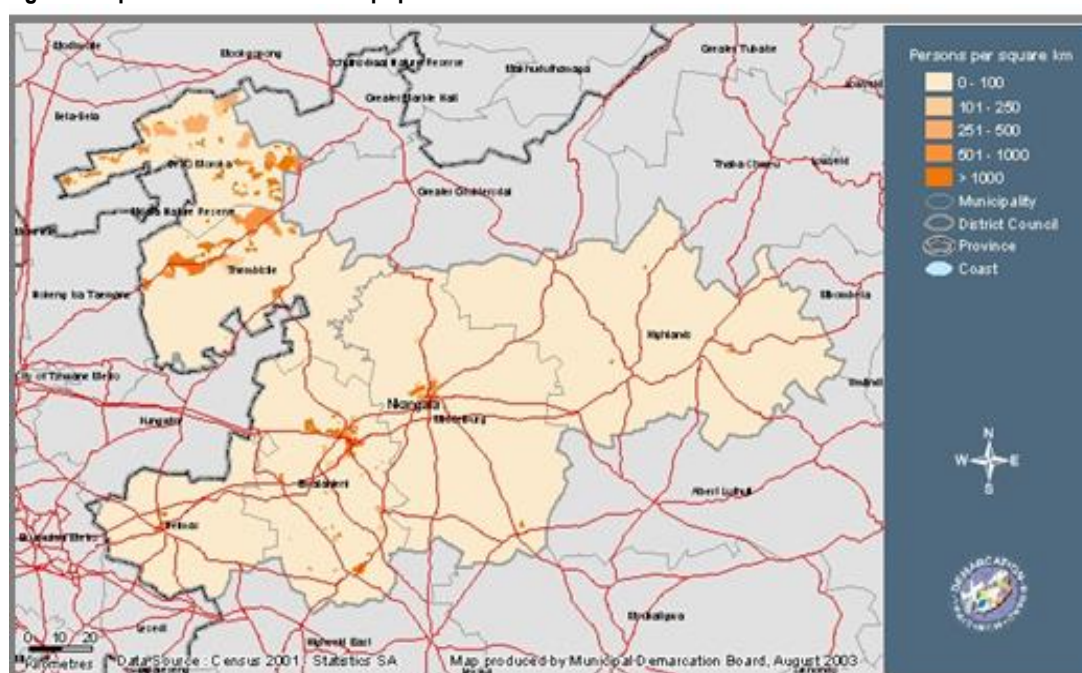


Source: Statistics South Africa – Census 2011

3.4 Spatial distribution of population

There are noticeable variations in the distribution of population within the NDM as shown in figure 8. 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 8: 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 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:

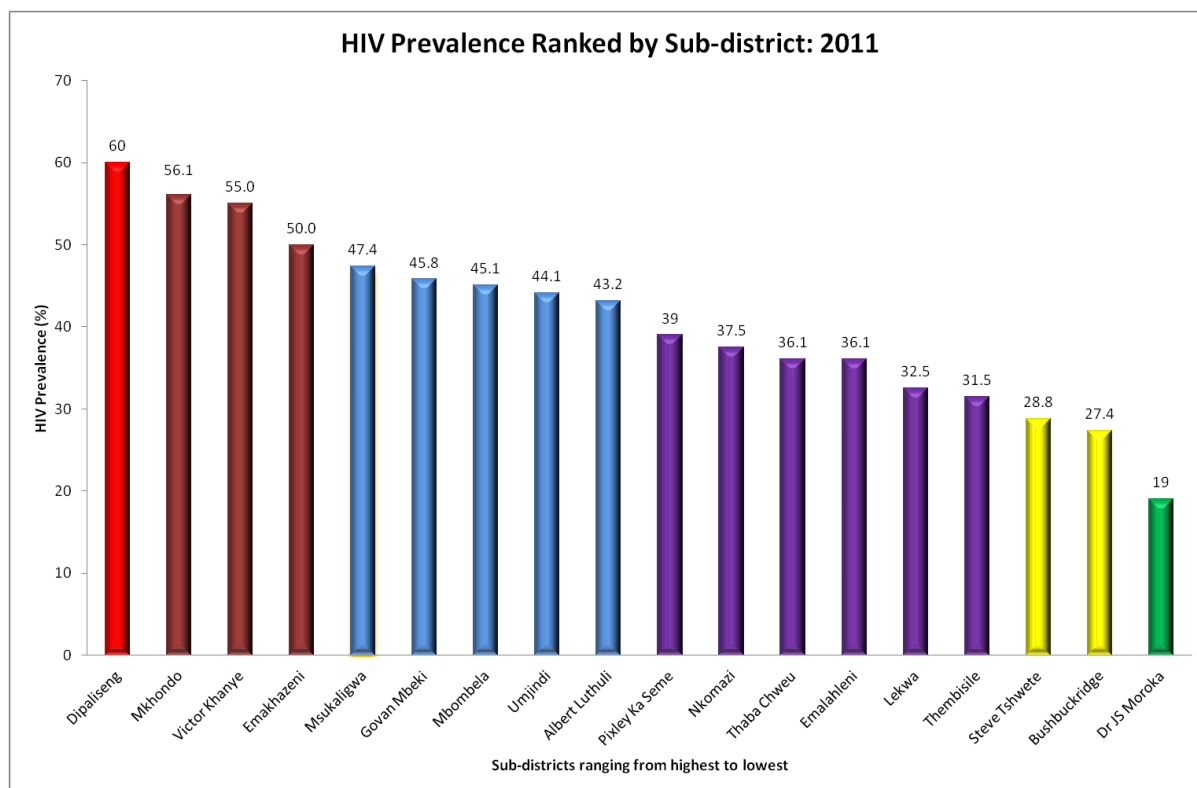
- Community Services and facilities have to be duplicated at a great cost;
- The threshold levels for viable provision of Community Services are low;
- Engineering Services are expensive to provide; and
- Communities have to make use of public transport to move between areas.

3.5 HIV/AIDS Prevalence

HIV and AIDS epidemic remains a major challenge for South Africa as a developmental State. The epidemic has grown rapidly over the years. At the end of 2012, South Africa was still the Country with highest number of HIV-positive people in the World. The number of HIV-positive people is currently estimated to be 5.6 million. To manage the epidemic, the National Strategic Plan on HIV, STI and TB for 2012 – 2016 provides overall Strategic directions to Provinces and Municipalities. In line with the UNAIDS and the World Health Organization, the National Strategic Plan includes a vision of having zero new HIV and TB infections, zero IDAS-related deaths and zero stigma and discrimination against people living with HIV and AIDS by 2030.

According to the 2011 Annual Antenatal HIV and Syphilis Survey (DoH, 2012), the HIV prevalence rate for NDM had decreased from 32.6% in 2009 to 27.2% in 2010. However, the prevalence rate for the District has increased significantly to 29.6% in 2011. The 2011 rate for the District is slightly above the National average of 29.5%. The HIV prevalence for 2011 by sub-Districts as per the depictions on **figure 9**.

Figure 9: Estimated HIV and AIDS numbers in Nkangala, 1990-2011



3.6 Urbanisation

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

3.7 Employment

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, Census 2011 the employment rate for Mpumalanga Province and Nkangala District Municipality as depicted in the table below is **68.4%** and **70%** respectively, which is an increase of **11.5%** and **13.83%** between 2001 and 2011 Censuses respectively. It can therefore be deduced that on an annual basis, the employment rate of NDM increased by 1.4%, which is evidently inadequate to half the current unemployment by 2015.

In Nkangala, Steve Tshwete Local Municipality registered an increase in employment rate by **15.70%**, which is the highest, followed by Victor Khanye with **14.60%**. Whilst the unemployment rates in both Dr JS Moroka and Thembisile Hani Local

Municipalities are still very high, both Municipalities registered increases of 14.10% and 14.20% respectively in their employment rates between 2001 and 2011.

Table 5: Employment Rate within the District between 2001 & 2011

Municipality	UNEMPLOYMENT RATE % (15-65)				EMPLOYMENT RATE % (15-65)			
	Actual 2001	% 2001	Actual 2011	% 2011	Actual 2001	% 2001	Actual 2011	% 2011
Mpumalanga Province	474617	43.08	448126	31.60	627122	56.9	969771	68.4
Nkangala District	155153	43.8	152250	29.99	199272	56.2	355478	70.03
Victor Khanye	9809	42.5	8573	28.19	13266	57.4	21843	72
Emalahleni	47703	38.4	52114	27.33	76668	61.6	138548	73
Steve Tshwete	22798	35.4	21101	19.71	41678	64.6	85968	80.3
Emakhazeni	5021	29.9	4783	25.92	11714	70.0	13671	74.1
Thembisile	35188	51.2	36139	36.97	33519	48.8	61605	63.0
Dr JS Moroka	34633	60.7	29539	46.60	22424	39.3	33844	53.4

Source: Statsa-Census 2011

All the key contributing factors to the reduction of unemployment rates since 2001 within the District must be sustained. On the other end, new alternatives must also be explored with the primary aim of increasing the pace with which job opportunities are created and the unemployed are absorbed in the job market. This will include amongst others the use of the current District CEOs Forum to initiate and oversee implementation of robust job creating strategies within a specific period and the establishment of Special Economic Zone (SEZ) to take advantage of the Manufacturing potential of the District.

Increasing the number of employed women and youth in particular as per table 7 and 8 below will prove to be pivotal to the overall developmental imperatives of the District. This is because these categories constitute majority of the population of the District.

Table 6: Employment of Women between 2001 & 2011

Municipality	EMPLOYMENT RATE % - FEMALE (15-65)				UNEMPLOYMENT RATE % - FEMALE (15-65)			
	Actual 2001	% 2001	Actual 2011	% 2011	Actual 2001	% 2001	Actual 2011	% 2011
Mpumalanga	234466	45.9	395303	60.8	275600	54.0	254709	39.19
Nkangala DM	70139	44.0	138167	62.3	89160	56	83436	37.65
Victor Khanye	4288	42.4	7612	62.0	5819	57.6	4648	37.91
Emalahleni	23333	46.2	48287	63	27109	53.7	28441	37.07
Steve Tshwete	14490	50.8	31558	72.2	14028	49.2	12124	27.76
Emakhazeni	4051	56.8	5188	66	3085	43.2	2687	34.12
Thembisile	14072	41.7	29315	60.1	19687	58.3	19457	39.89
Dr JS Moroka	9905	33.8	16206	50.2	19433	66.2	16080	49.81

Source: Statsa-Census 2011

Table 7: Employment of Youth between 2001 & 2011

Municipality	EMPLOYMENT YOUTH, FEMALE (15-35)				UNEMPLOYMENT YOUTH, FEMALE (15-35)			
	Actual 2001	% 2001	Actual 2011	% 2011	Actual 2001	% 2001	Actual 2011	% 2011
MPUMALANGA PROVINCE	106851	35.5	471329	60	193816	64.5	319422	40.39
Nkangala District	28814	31.7	167205	61.0	62103	68.3	106517	38.91
Victor Khanye	1840	31.6	10849	65	3979	68.4	5852	35.04
Emalahleni	10280	35.7	68700	65	18530	64.3	37569	35.35
Steve Tshwete	6492	39.5	41640	74	9964	60.5	14979	26.46
Emakhazeni	1878	45.3	6762	66.3	2269	54.7	3430	33.65
Thembisile	5171	27.0	26412	51.5	13937	72.9	24884	48.51
Dr JS Moroka	3153	19.0	12841	39.3	13424	80.9	19804	60.66

Table 8: Sectoral Employment in Nkangala and Local Municipalities, 2011

Sector	Victor Khanye	Emalahleni	Steve Tshwete	Emakha-zeni	Thembi-sile	Dr JS Moroka
Agriculture	30.8%	2.2%	5.3%	9.7%	2.2%	3.6%
Mining	2.5%	20.4%	23.5%	24.1%	1.7%	0.1%
Manufacturing	1.6%	14.7%	12.4%	9.1%	14.6%	6.2%
Electricity/Utilities	0.4%	3.2%	2.2%	0.4%	0.6%	0.8%
Construction	4.7%	6.8%	6.5%	5.6%	6.0%	6.5%
Trade	6.0%	21.0%	19.2%	20.7%	29.0%	20.4%
Transport	9.2%	4.9%	3.2%	6.4%	5.0%	5.1%
Finance	5.4%	7.0%	6.8%	3.9%	7.1%	8.1%
Community Services	6.7%	13.7%	13.9%	11.9%	29.5%	42.3%
Private Households	11.5%	6.1%	7.0%	8.1%	4.3%	6.9%
Total	100%	100.0%	100.0%	100.0%	100.0%	100.0%

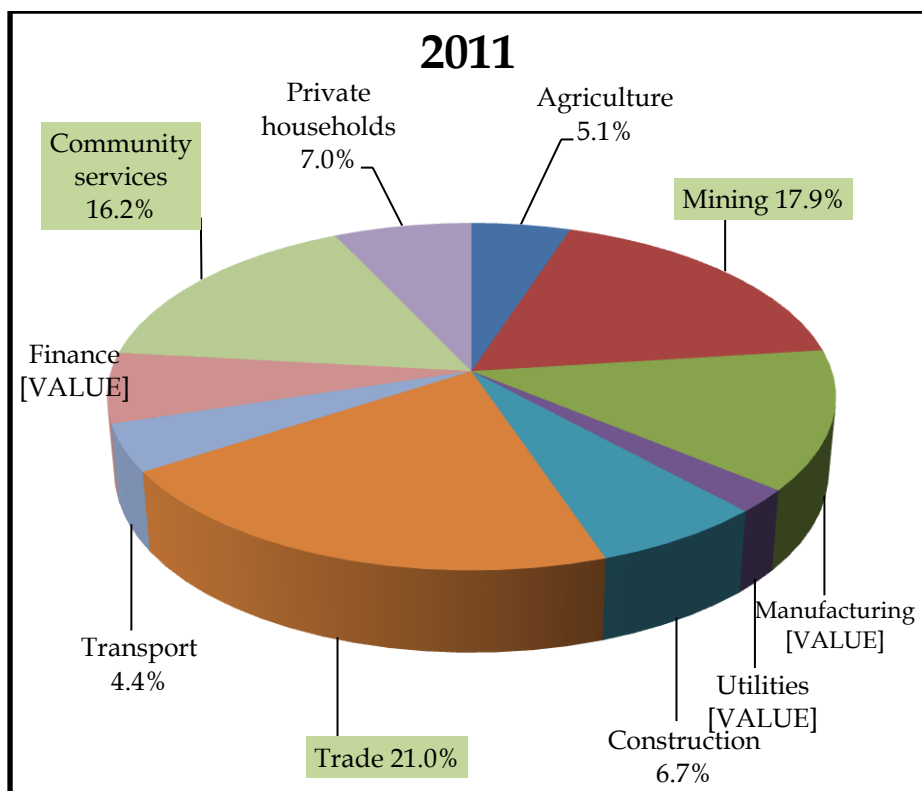
Source: Statsa-Census 2011

The unemployment rate of the District reduced from 43.8 % in 2001 to 30 % in 2011. Leading sectors in terms of employment are Trade with 21.0 % followed by Mining with 18.6 % and lastly Community Services with 16.1 %, as illustrated in Figure 5. The leading sectors in terms of percentage contribution to Nkangala District Municipality's economy are Mining at 28.8 %, manufacturing with 13.6 % and Community Services with 13.5 %. The formal sector (non-agricultural) in Nkangala was responsible for 53.8 % of total employment in the District in 2011, the informal sector (non-agricultural) 21.0 %, Agriculture 5.0 % and private households 43.9 %, as illustrated in Figure 5. The province as a whole registered a lower share in the formal sector (55.4 %) and subsequently higher shares by the three other sectors.

Emalahleni dominated Nkangala's employment numbers with a 45.2 % share of the total employment. Steve Tshwete was the second largest provider with 37.8 %, while Dr JS Moroka (3.4 %) 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 2011, the Trade was the biggest employer in Nkangala with a share of 21.0 % (Table 5). Mining (18.6 %), Community Services (16.1 %) and Manufacturing (12.8 %) contributed significantly to employment in the District. The Trade sector was the leading sector in terms of employment provision in all Municipal areas, with Emalahleni being the highest contributor at 44.3 % followed by Steve Tshwete at 23.7% and Thembisile Hani at 17.5%.

Mining was the dominant employer in Emalahleni with 53.1 % followed by Steve Tshwete with 40.4 %. In Dr JS Moroka Community Services sector (14.4 %) was the main employer. The Agriculture sector was the main employment provider in Victor Khanye with a significant share of 30.8 % in 2011. The smallest provider of employment in the District, as well as in the majority of the Local Municipalities, was electricity.



- Leading Industries in terms of employment – Trade 21.0%, Mining 17.9% and Community Services 16.2%.

Increasing role/share of Mining & Community Services - decreasing role/share of Trade and Agriculture as employer

3.8 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. **Table 9** below illustrates that within the District, between 2001 and 2011, the number of people over the age of 20 with no schooling at all decreased by 13.1%. During the same period the number of people over the age of 20 with Matric and post-Matric qualifications increased by 13.7%, both figures which are the best rankings in all the three (3) Districts in the Province. Functional literacy rate (15 years+ and grade 7+) is evidently improving at 14% in 2011 and is better than Provincial average, and is ranked number one (1) in the province.

Annually, between 2001 and 2011, the Population of the District over the age of 20 decreased by 1.10%, whilst, Population over the age of 20 with Matric and Post-Matric Qualification increased by 1.14%. The Functional literacy rate over the same period increased by 1.20%

The implications of such changes to the Literacy levels in the District is that reducing unemployment may potentially move at a very slow pace mainly because of non-availability of Local Labour Force with requisite skills. Consequently, all Social Partners must be mobilised to increase their investments in Education and Skills development, thereby increasing all the aforementioned annual figures. It is envisaged that whilst the University is under construction, optimizing the roles of FETs and School system thereby enhancing the quality of their outputs in terms of quality of Students and Learners produced will be pivotal.

Table 9: Highest qualifications in Nkangala District Municipality

Education Indicators	Trends in Education within the District			
	2001	2011	Better (+) or worse (-) than province	Ranking: best (1) – worst (3)
Number of people 20+ with no schooling	181 327	92 112		1
Population 20+ with no schooling (%)	24.6%	11.5%	(+) (14.1%)	1
Population 20+ with matric & higher (%)	26.0%	39.7%	(+) (38.6%)	1
Functional literacy rate (%)	64.8%	79.0%	(+) (76.9%)	1

[Source: StatsSA: Census 2011]

The Literacy levels with regard to the respective constituent Local Municipalities are broken down as follows:

Vcitor Kanye Local Municipality

The Municipality has (2011) 11.8% of Citizens of 20+ with no schooling, which amount to 5 529 people (6.0% of Nkangala's Population figure). Population over the age of 20 with Matric and Higher accounts for 34.5% as per Census 2011, which is improving but lower than the District and Provincial averages. Functional literacy rate (15+ and grade 7+) increasing but lower than District and equal to Provincial averages, with the Matric pass rate of 76.7% in 2012 improving and ranked 5th, University/degree admission rate of 26.2% in 2012

Emalahleni Local Municipality:

- Best ranking of Population over the age of 20 with no schooling at 5.8%, which equals 14 993 people (16.3% of Nkangala's number).
- Population over the age of 20 with Matric & Higher at 45.3%, which third best of the 18 Municipal areas in the Province.
- Functional literacy rate (15+ with grade 7+) improving and highest in Province.
- Matric pass rate in 2012 at 72.0%, which is seventh highest in Province declined and University/degree admission rate low at only 19.0% in 2012.
- In general encouraging Education Indicators.

Steve Tshwete Local Municipality:

- Population over the age of 20 with no schooling at 7.4% equalling 11 117 people (12.1% of Nkangala's number), which is the second lowest percentage in the Province.
- Population over the age of 20 with Matric & Higher at 49.3%, which is higher than District and Province & best in province.
- Functional literacy rate (15+ with grade 7+) improving and higher than Provincial and District averages & second best in the Province.
- Matric pass rate of 84.0% in 2012 – improving and university/degree admission rate 31.1% - best/highest in the province.

Emakhazeni Local Municipality:

- Citizens over the age of 20 with no schooling at 14.9%, which equals to 4 335 people (4.7% of Nkangala's number).
- Population over the age of 20 with Matric & Higher at 36.2% is improving but lower than the District and Provincial averages.
- Functional literacy rate (15+ with grade 7+) improving but lower than District & Provincial averages.
- In general improving Indicators but worse than District averages and Provincial averages.
- Matric pass rate in 2012 at 72.2% declined from 74.8% in 2011, making the Municipality the 6th highest and University/degree admission rate of only 18.1% in 2012.

Thembisile Hani Local Municipality:

- Citizens over the age of 20 with no schooling at 18.0% equalling 31 711 people (34.4% of Nkangala's number), which is one of the highest in the Province in terms of numbers.
- Population over the age of 20 with Matric & Higher at 31.3% is improving but lower than both District and Provincial averages.
- Functional literacy rate (15+ with grade 7+) is improving but lower than District and Provincial averages.
- Matric pass rate of 69.6 % in 2012 increasing trend and ranked 13th.
- University/degree admission rate only 17.2% in 2012.

Dr J.S Moroka Local Municipality:

- Citizens over the age of 20 with no schooling at 17.4% -equalling 24 427 people (26.5% of Nkangala's number).
- Population over the age of 20 with Matric & Higher at 31.7%, which is improving but lower than the District and Provincial averages, and is fourth lowest in the province.
- Functional literacy rate (15+ with grade 7+) is improving but lower than District and Provincial averages, and is fourth lowest in the province.
- Matric pass rate in 2012 at 70.6% is improving and ranked 12th and the University/degree admission rate only 19.1%.

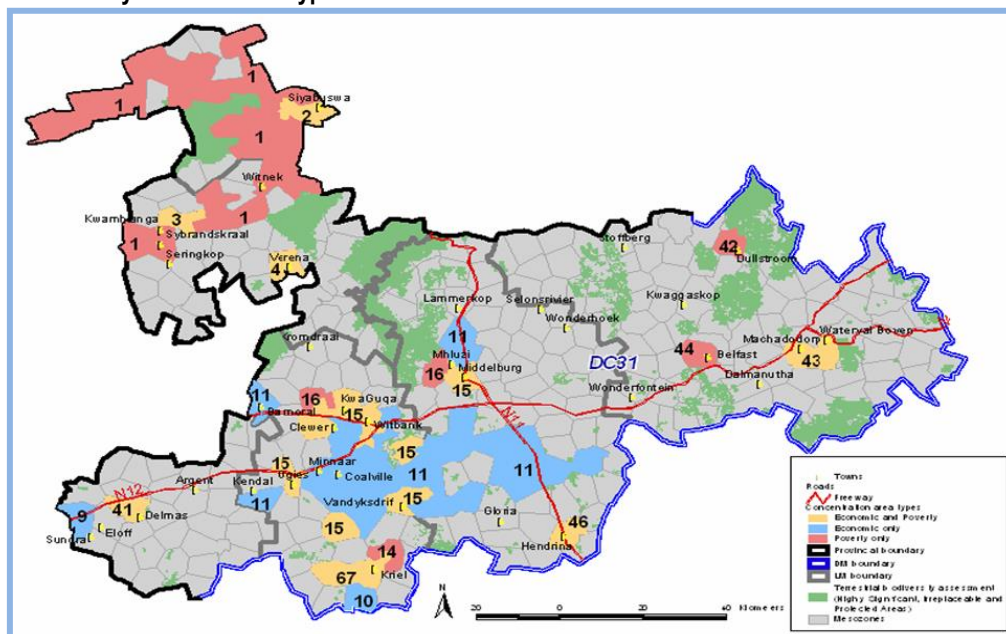
It is clear from these indicators that Emalahleni LM at 5.8% and Steve Tshwete LM at 7.4% respectively are the two Municipalities within the District with rates of people over the age of 20 without schooling. On the other end, Thembisile Hani LM at 18% and Dr J.S Moroka LM at 17.4% respectively have the highest rates of population over the age of 20 without schooling.

Pertaining to population over the age of 20 with Matric and Post Matric Qualification Emalahleni LM at 45.3%, and Steve Tshwete LM at 49.3% are the highest in the District. The other four Municipalities are above 30% on the same indicator. Concerted efforts must therefore be made to increase the outputs of the FETs within the District, and ensure together with our Social Partners that whilst our Matric outcomes continue to increase, they are of such quality that majority of Learners are accepted at Institutions of higher learning other than FET Colleges. Provisioning of mechanisms like Bursaries to learners should therefore also be increased at all levels.

3.9 Spatial distribution of economic activity areas and poverty pockets

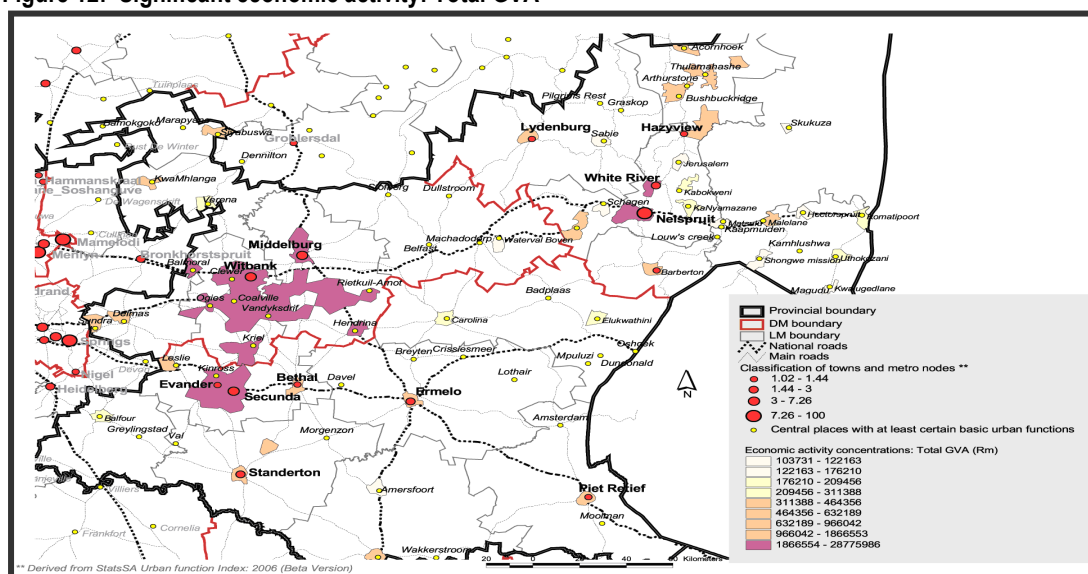
The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile Hani Local Municipalities, is depicted in figure 11 below. This is over and above these Municipalities being the most populous within the District

Figure 11: Activity concentration types



At a Provincial scale, as depicted in figures 11 (above) and 12 (below) the Emalahleni, Middelburg area of the NDM is home to major economic activity concentrations. However, the main concentrations of economic activity around Emalahleni and Middelburg are starting to encroach on environmentally highly significant areas and important and necessary areas.

Figure 12: Significant economic activity: Total GVA



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

some of the smaller towns in the 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.

3.10. Human Development Index (HDI) and Gini-Coefficient

Table 10: Human Development Index and Gini-Coefficient

Municipality	2001	2007	2011	Ranking: best (1) - worst (18)
Nkangala	0.54	0.57	0.65	1 (out of the 3 DMs)
Emalahleni	0.61	0.63	0.70	1
Steve Tshwete	0.62	0.63	0.69	2
Emakhazeni	0.51	0.56	0.63	7
Victor Khanye	0.52	0.53	0.61	10
Dr JS Moroka	0.46	0.50	0.60	11
Thembisile Hani	0.45	0.49	0.58	12

Source: *Global Insight – ReX, September 2011*

Nkangala's HDI was 0.65 in 2011, which was the highest among the three Districts in the Province and better than the Provincial average of 0.62. It improved from 0.51 in 2001 to 0.65 in 2011, which is indicative of the level of Development in the District. The District contributed 39.7% to Mpumalanga's economy, which the largest of the 3 Districts. The key drivers of this increase to the level of Development in the District are Mining (66.9%) and Utilities (71.7%), which dominated contributions to the relevant provincial Industries in 2011, with Finance (38.8%) also the largest contribution among the 3 Districts.

Two Municipalities that contributed vastly to the Development of the District's economy are Emalahleni (0.70) and Steve Tshwete (0.69) Local Municipalities respectively, which are both leading in the Province as well. The good sign though, is that during 2001 and 2011 period, all the Municipalities have shown signs of growth in their development, where the the HDI of all but one Municipalities is above 0.61. Thembisile Hani LM at 0.58 was the only Municipality with HDI below 0.60.

It is however, envisaged that the implementation of Anchor Projects like Nkangala International Airport and Moloto Rail Corridor amongst others will drastically influence the level of development within Victor Khanye, Thembisile Hani and Dr JS Moroka, respectively.

One of the triple developmental challenge we are confronted with as a Country and District alike as glaringly identified in the National Development Plan is that of inequality. Hence the articulation of the levels of inequality in Table 11 below per Municipality within the District.

Table 11: Gini-Coefficient

INDICATORS	Trend		Latest figure	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (3)
	2001	2007	2011			
Nkangala	0.66	0.64	0.61	-	(+) (0.62)	2
Victor Khanye	0.68	0.64	0.60	(+) (0.61)	(+) (0.62)	12
Emalahleni	0.63	0.63	0.61	(=) (0.61)	(+) (0.62)	14
Steve Tshwete	0.68	0.65	0.60	(-) (0.61)	(-) (0.62)	10
Emakhazeni	0.59	0.59	0.57	(+) (0.61)	(+) (0.62)	4
Thembisile Hani	0.59	0.60	0.56	(+) (0.61)	(+) (0.62)	1
Dr JS Moroka	0.60	0.61	0.57	(+) (0.61)	(+) (0.62)	3

The District's Gini-coefficient of 0.61 has been improving between 2001 and 2011 but slightly worse than Provincial level of 0.62. The fact that this is still above 0.50 indicates that the level of income inequality within the District is very high. All the Municipalities within the District are also above 0.50. This inequality is high in those Municipalities that are developing faster in the District Emalahleni and Steve Tshwete Local Municipalities respectively.

In the light of the depiction of **Table 9** above on literacy levels within the District, the situation may be that very few people who are highly qualified are paid high Salaries, or that due to the Technical nature in operations of the key Economic Sectors therein, some of the requisite skills are imported at very high costs. It is therefore evident that Skills Development remains one of the key developmental issues within the District at larger so as to address all the challenges associated with shortage of requisite skills therein.

3.11 Average Household Income

Table 12 below, demonstrates The District's Average household income improved from R35 177 to R89 006 and ranked highest amongst the three District Municipalities in the Province in 2011, and was better than the Provincial average of R77 597 per annum. Steve Tshwete Local Municipality is the lowest at R134.026, AND Dr JS Moroka is the lowest at R40 421 within the District.

Table 12: Average Household Income

MUNICIPAL AREA	2001	2011	Ranking: highest (1) – lowest (18)
Nkangala DM	R35 177	R89 006	1 (out of the 3 DMs)
Steve Tshwete	R55 369	R134 026	1
Emalahleni	R51 130	R120 492	3
Victor Khanye	R35 281	R80 239	9
Emakhazeni	R36 170	R72 310	10

Thembisile Hani	R18 229	R45 864	15
Dr JS Moroka	R17 328	R40 421	17

Source: Provincial Treasurt - Global Insight – ReX, June 2013

The Average Household incomes of all the Municipalities in the District are reflective of the developmental analysis narrated above, and the interventions proposed herein will go a long way in determining the extent to which the levels of income improves.

3.13 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 %) of households in Nkangala earned less than R30 000 per year (R2 500 per month) in 2009.

Table 13: Household per income category in Nkangala, 2009

Income category	Number of households	%age of total households	Cumulative %age 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

3.13 GDP growth

Table 14 above illustrates the GDP and Growth Value Added for the District as a whole. Nkangala expected to record 4.0% GDP growth per annum over the period 2011-2016 higher than the expected Provincial growth rate – historic growth rate 3.8% per annum for the 1996-2011 period. Mining and Finance should contribute the most to Nkangala's economic growth in the period 2011-2016. GVA (gross value added) in 2011 – R84 billion at current prices and R44 billion at constant 2005 prices.

Table 14: GDP Growth

ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than province	Ranking: best (1) – worst (3)	
Nkangala DM					
GDP growth (%)	3.0%	4.0%	(+) (3.5%)	2	
	Trend		Latest figure 2011	Ranking: best (1) – worst (3)	
	2001	2007			
Contribution to Mpumalanga GVA (%)	38.6%	39.0%	39.7%	1	
Victor Khanye LM					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	2.0%	3.4%	(-) (4.0%)	(-) (3.5%)	9
	Trend		Latest figure 2011		Ranking: best (1) – worst (18)
	2001	2007			
Contribution to Mpumalanga GVA (%)	2.0%	1.7%	1.7%		12
Emalahleni LM					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	2.8%	4.1%	(+) (4.0%)	(+) (3.5%)	3
	Trend		Latest figure 2011		Ranking: best (1) – worst (18)
	2001	2007			
Contribution to Mpumalanga GVA (%)	17.6%	17.4%	17.3%		3
Steve Tshwete LM					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	3.4%	4.0%	(=) (4.0%)	(+) (3.5%)	4
	Trend		Latest figure 2011		Ranking: best (1) – worst (18)
	2001	2007			
Contribution to Mpumalanga GVA (%)	13.9%	14.4%	14.7%		4
Emakhazeni					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	5.3%	4.3%	(+) (4.0%)	(+) (3.5%)	2
	Trend		Latest figure 2011		Ranking: best (1) – worst (18)
	2001	2007			
Contribution to Mpumalanga GVA (%)	1.0%	1.3%	1.4%		16
Thembeisile Hani LM					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	2.6%	3.7%	(-) (4.0%)	(+) (3.5%)	5

	Trend		Latest figure		Ranking: best (1) – worst (18)
	2001	2007	2011		
Contribution to Mpumalanga GVA (%)	2.4%	2.5%	2.5%		9
Dr JS Moroka LM					
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	1.8%	3.3%	(-) (4.0%)	(-) (3.5%)	10
	Trend		Latest figure		Ranking: best (1) – worst (18)
	2001	2007	2011		
Contribution to Mpumalanga GVA (%)	1.7%	1.6%	4.4%		11

Source: Provincial Treasury - Global Insight – ReX, June 2013

Victor Khanye LM:

- Expected to record a GDP growth of 3.4% per annum over the period 2011-2016, which is lower than that of the District and Province – historic growth rate in the period 1996-2011 relatively low at 2.0% per annum.
- Transport, Community Services, Mining and Agriculture should contribute the most to Victor Khanye's economic growth in the period 2011-2016.
- GVA in 2011 – R3.4 billion at current prices and R1.9 billion at constant 2005 prices.

Emalahleni LM:

- Expected to record a GDP growth of 4.1% per annum over the period 2011-2016
- Historic growth rate of only 2.8% per annum for the period 1996-2011.
- Mining should contribute the most to the Municipal area's economic growth in the period 2011-2016.
- GVA in 2011 – R39.3 billion at current prices and R19.4 billion at constant 2005 prices – third largest economy in the province.

Steve Tshwete LM:

- Expected to record GDP growth of 4.0% per annum over the period 2011-2016
- Historic growth rate of 3.4% per annum in the period 1996-2011.
- Recorded a contribution of 14.7% to the Mpumalanga economy in 2011 – increasing trend since 2001.
- Mining & Manufacturing should contribute the most to the Municipal area's economic growth in the period 2011-2016.
- GVA in 2011 – R30 billion at current prices and R16.4 billion at constant 2005 prices – fourth largest economy in the province.

Emakhazeni LM:

- Expected to record a GDP growth of 4.3% per annum over the period of 2011-2016 – 2nd highest forecasted growth in the province – relatively high historic growth rate of 5.3% per annum for the 1996-2011 period.
- Contributed 1.4% to Mpumalanga economy in 2011 – increasing trend since 2001 but ranked third lowest.
- Mining and transport should contribute the most to the Municipal area's economic growth in the period 2011-2016.
- GVA in 2011 – R2.7 billion at current prices and R1.6 billion at constant 2005 prices – one of the smallest economies in the province.

Thembisile Hani LM:

- Historic growth relatively low at 2.6% per annum in the period 1996-2011.
- Expected to record GDP growth of 3.7% per annum over the period 2011-2016 - lower than province and District- 5th highest in the province.
- Finance & Trade should contribute the most to the Municipal area's economic growth in the period 2011-2016.
- GVA in 2011 – R4.8 billion at current prices and R2.8 billion at constant 2005 prices.
- Recorded a contribution of 2.5% to Mpumalanga economy.

Dr JS Moroka LM:

- Expected to record GDP growth of 3.3% per annum over the period 2011-2016 – Lower than both the District and provincial average.
- Historic growth relatively low at 1.8% in the 1996-2011 period.
- Community Services & Trade should contribute the most to the Municipal area's economic growth in the period 2011-2016.
- GVA in 2011 – R3.3 billion at current prices and R1.9 billion at constant 2005 prices.

3.14 Regional contribution

According to Table 15 below, Nkangala's Contribution to Mpumalanga's economy is 39.7%, which makes it to be the largest economy of the 3 Districts within the Province. Mining (66.9%) and Utilities (71.7%) dominated contributions to the relevant Provincial Industries in 2011, Finance (38.8%) also the largest contribution among the 3 districts.

Table 15: Contribution by Districts to Mpumalanga's Industries (GVA constant 2005 prices)

INDUSTRY	Gert Sibande	Nkangala	Ehlanzeni	Mpumalanga
Agriculture	41.2%	22.5%	36.3%	100.0%
Mining	24.5%	66.9%	8.6%	100.0%
Manufacturing	53.4%	26.7%	19.9%	100.0%
Utilities	25.3%	71.7%	3.0%	100.0%
Construction	25.6%	31.9%	42.5%	100.0%
Trade	24.5%	29.6%	46.0%	100.0%
Transport	23.2%	36.9%	39.9%	100.0%
Finance	26.2%	38.8%	35.0%	100.0%
Community Services	22.7%	32.2%	45.1%	100.0%

Total	30.7%	39.7%	29.5%	100.0%
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Source: Provincial Treasury- Global Insight – ReX, June 2013

The District dominance in contribution to the Provincial Economy is further broken down into respective Local Municipalities within the District under Table 16 below. It is from this point that the exact contribution of each Municipality within the Province is clearly distinguishable.

Table 16: Regional contribution to District GVA (constant prices) by sector, 2012

INDUSTRY	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	Nkangala
Agriculture	30.8%	13.0%	42.8%	6.8%	2.0%	4.6%	100.0%
Mining	2.4%	52.8%	40.6%	3.3%	0.8%	0.0%	100.0%
Manufacturing	1.4%	19.0%	74.9%	1.7%	2.4%	0.6%	100.0%
Utilities	0.3%	74.1%	20.9%	1.2%	1.9%	1.7%	100.0%
Construction	4.4%	52.5%	27.7%	3.9%	6.7%	4.8%	100.0%
Trade	5.8%	46.1%	26.0%	3.2%	14.7%	4.3%	100.0%
Transport	8.5%	48.3%	25.9%	9.9%	4.8%	2.6%	100.0%
Finance	5.1%	48.9%	39.6%	2.3%	2.3%	1.9%	100.0%
Community Services	6.6%	34.5%	26.1%	3.6%	14.9%	14.3%	100.0%
Total	4.5%	45.2%	38.7%	3.5%	4.9%	3.2%	100.0%

Source: Provincial Treasury- Global Insight – ReX, June 2013

Emalahleni and Steve Tshwete Local Municipalities respectively constitutes 83.9% of the District Economy, and the remainder is by the other four constituent Local Municipalities. Steve Tshwete has a comparative advantage manufacturing (74.9%) and Agriculture (42.8%) respectively. On the other end, Emalahleni have a comparative advantage in Utilities (74.1%), Mining (52.8%) and Construction (52.5%).

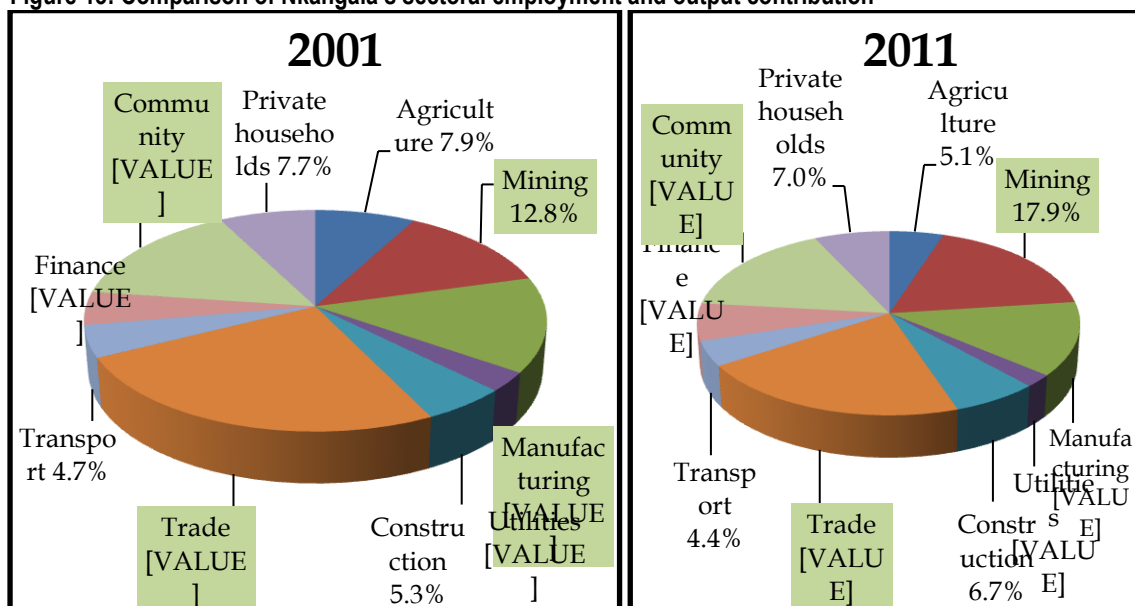
Whilst efforts are put in place to sustain and diversify the Economies of Emalahleni and Steve Tshwete respectively, other initiatives and interventions of facilitating investments in other 4 Municipalities must be explored and implemented appropriately.

3.15 Sectoral employment and output

Figure 13 below provides a comparison of employment with output at sectoral level as of 2011. Leading Industries in terms of employment within the District are Trade 21.0%, Mining 17.9% and Community Services 16.2%.

Comparison between 2001 and 2011 indicates an Increasing role/share of Mining & Community Services in 2011, whilst there is a decrease in the role/share of Trade and Agriculture as employer.

Figure 13: Comparison of Nkangala's sectoral employment and output contribution



Source: Provincial Treasury- Global Insight – ReX, June 2013

Within the respective Local Municipalities the picture is as follows:

Victor Khanye LM:

- Leading industries in terms of employment are Trade 18.7%, Agriculture 18.2% and Community Services 14.3%.
- Decreasing role/share of Agriculture & Trade and increasing role/share of Community Services & Mining as employers.

Emalahleni LM

- Leading Industries in terms of employment are Trade 21.2%, mining 19.9% and Manufacturing 15.1%.
- Increasing role/share of mining, Community Services & Finance as employer and decreasing role/share of Trade.

Steve Tshwete LM

- Leading Industries in terms of employment are mining 22.7% and Trade 19.4%.
- Increasing role/share of mining as employer & decreasing role/share of Manufacturing and Trade.

Emakhazeni LM

- Leading Industries in terms of employment are mining 23.3% and Trade 19.5%.
- Decreasing role/share of agriculture, Manufacturing & Trade and increasing role/share of mining as employer – mining increased with almost 18 percentage points between 2001 and 2011.

Thembisile Hani LM

- Leading employment Industries are Community Services 29.7% & Trade 28.9%.
- Decreasing role/share of Manufacturing & Trade and increasing role/share of Community Services & Finance as employers.

Dr JS Moroka LM

- Community Services is dominant in terms of employment with a 42.8% share and Trade with a 20.2% share.
- Decreasing role/share of Trade & Manufacturing and increasing role/share of Community Services & Finance as employers.

3.16 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.

CHAPTER FOUR

A: Institutional Priority Issues and Developmental Needs

4.1. Council's Vision, Mission and Goals

The Vision:

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

The Mission:

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

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.

NDM Developmental District-wide Outcomes:

In order to realize our Vision, we have developed 10 Goals called District-wide Outcomes, referred to as District-wide Outcomes. They allow us to track our tangible progress towards the Developmental Vision while providing focus areas to work towards, viz:

- Goal 01: Improved quality of basic education
- Goal 02: Improved health and life expectancy
- Goal 03: Safer Neighbourhoods where all people within NDM protected and feel safe
- Goal 04: Decent employment through inclusive economic growth
- Goal 05: Skilled and capable workforce supportive of inclusive growth
- Goal 06: Efficient, competitive and responsive economic infrastructure network
- Goal 07: Vibrant, equitable and sustainable rural communities and food security
- Goal 08: Integrated Sustainable Human Settlements and improved quality of household life
- Goal 09: Responsive, accountable, effective, efficient and sound Governance System
- Goal 10: Protection and enhancement of environmental assets and natural resources

4.2. NDM Priority Development Issues



The aforementioned developmental issues are analyzed hereunder within the following six (6) Key Performance Areas (KPA):

- KPA 1: Institutional Development and Municipal Transformation.
- KPA 2: Good Governance, Intergovernmental Relations and Public Participation.
- KPA 3: Local Economic Development.
- KPA 4: Municipal Financial Viability and Management.
- KPA 5: Service Delivery and Infrastructure Development.
- KPA 6: Spatial Development and Rationale.

4.3. KPA 1: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

4.3.1 Issue 1: Powers, Duties and Functions

4.3.1.1 Background and Problem Statement

The Constitution recognises a Municipality's right to govern on its own initiative, the affairs of its Community, subject to the National and Provincial Legislation as provided for in the Constitution.

It also emphasises the responsibility of Municipalities to utilise this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favour or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority, and use the resources of the Municipality in the best interest of the Municipality and communities therein.

Local Government derives its Legislative and Executive Powers from the Constitution, within which original Powers and Functions are listed in Schedule 4B and 5B respectively. The obvious significance of this lies in the fact that these Powers of Local Government cannot be removed or amended by National or Provincial Legislation. They cannot be changed other than through an amendment of the Constitution.

Subsequently, the former MEC for Local Government in the Province, Honourable Candith Mashego-Dlamini 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 18 below:

Table 18: Division of functions and powers between the NDM and Local Municipalities

Powers and 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 disposal sites	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(f) Municipal roads which form an inte-						

	gral part of a road transport system for the area of the District Municipality as a whole	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Nkangala
(g)	Regulation of passenger transport Services				Nkangala		
(h)	Municipal airports serving the area of the District Municipality as a whole	Nkangala	Nkangala	Emalahleni	Nkangala	Steve Tshwete	Nkangala
(i)	Municipal environmental health Services				Nkangala		
(j)	Fire fighting Services	Delmas	Nkangala	Emalahleni	Emakhazeni	Steve Tshwete	Nkangala
(k)	The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the Municipalities in the District	Nkangala	Dr. J S Moroka	Emalahleni	Emakhazeni	Nkangala	Nkangala
(l)	The establishment, conduct and control of cemeteries and cemetoria serving the area of a major proportion of the Municipalities in the District	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(m)	Promotion of local tourism for the area of the District Municipality	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala
(n)	Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality	Delmas	Dr J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(o)	The receipt allocation and, if applicable, the distribution of grants made to the District Municipality				Nkangala		
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the District Municipality in terms of national legislation.				Nkangala		

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) Honourable Sydney Mufamadi by way of Government Notice No.810 published in the Government Gazette No. 25076 of 13 June 2003.

The then Minister of Finance Honourable Trevor Manuel indicated in his 2005/2006 budget speech that RSC levies would be abolished as of 1 July 2006 without giving any indication as to how District Municipalities will function once these levies are phased out. This poses a challenge NDM in implementing the Division of Powers between the NDM and Local Municipalities, to obtain fund for the execution of amongst others 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 % of the functions yet in the past six (6) years from 2006/2007 – 2011/12, the District implemented capital projects throughout its jurisdictional area to the tune of +R1 billion.

In terms of Section 84 of the Local Government Municipal Structures Act, most of the functions adjusted for allocation to Local Municipalities are originally 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 to ascertain the capacity of these Municipalities moving forward;
- 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, and also culminating from the 2013 District IDP INABA. In order to redress the situation, the following have been suggested:

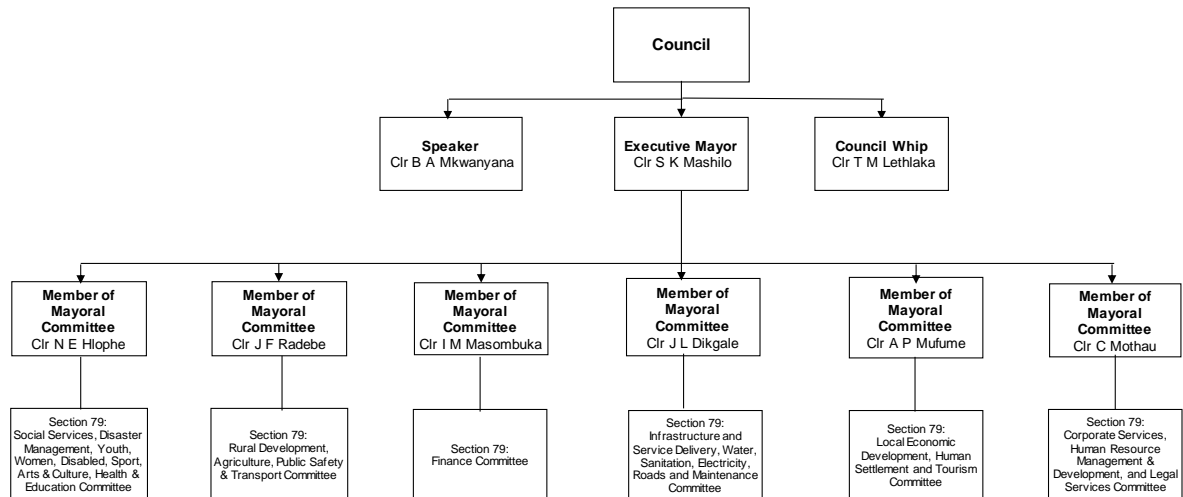
- Nkangala District Municipality applies to the MEC for Local Government in the Mpumalanga Province to initiate a process for the review of powers and functions in the Nkangala District Municipality as provided for in Section 85 (4) (a) (ii) of the Municipal Structures Act;
- A District interaction session 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.

4.3.1.2 NDM Organisational Leadership Capacity

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.

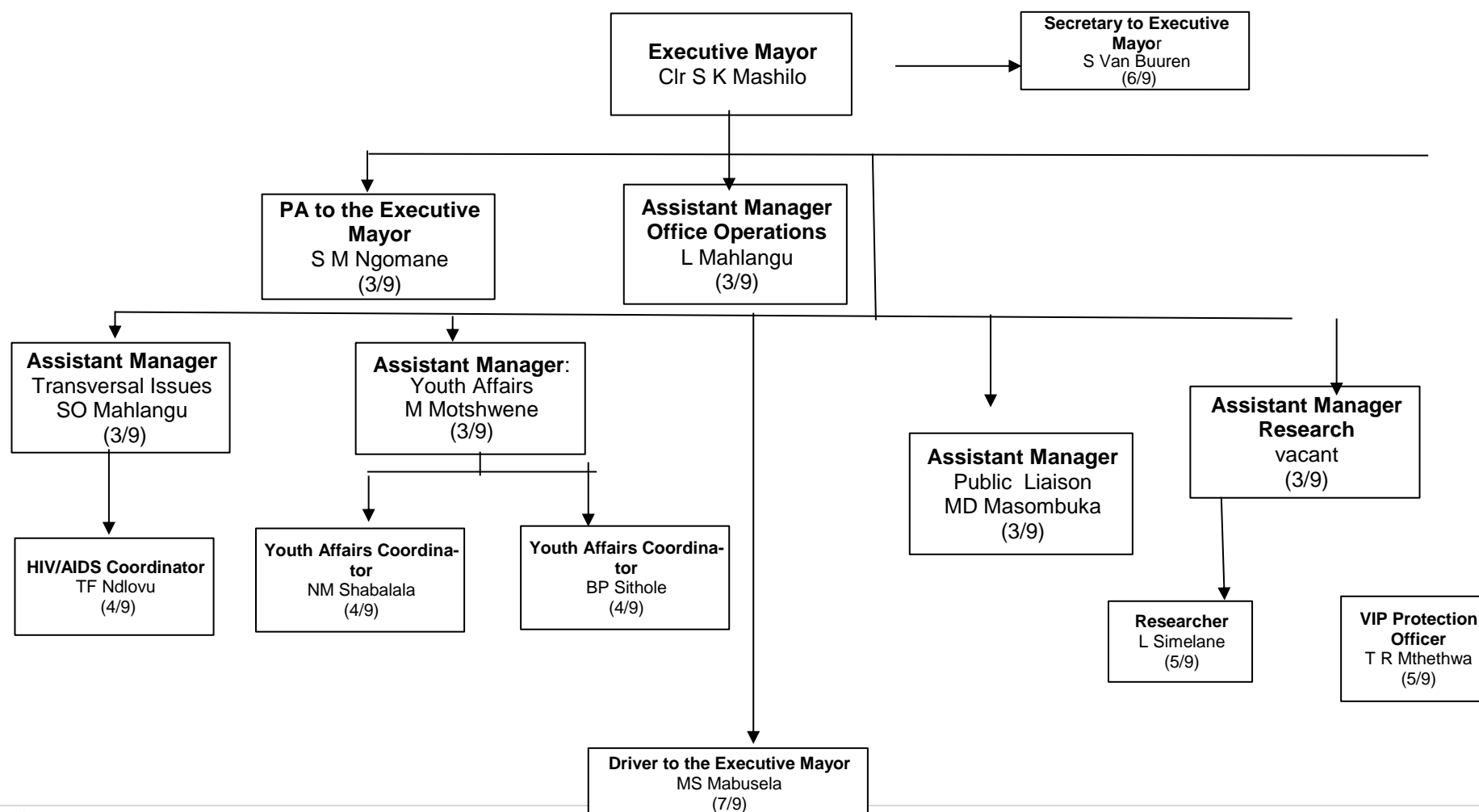
Figure 17a: Organogram of the Nkangala District Municipality Council



Nkangala District Municipality (NDM) is a category C Municipality with a Mayoral Executive system as contemplated in sections 7 and 9 of the Local Government: Municipal Structures Act, Act 117 of 1998.

The Mayoral Executive system allows for the exercise of executive authority through an Executive Mayor in whom the executive leadership of the Municipality is vested and who is assisted by a six (6) Mayoral committee as per the **figure 6a** above. Administratively, the Office of the Executive Mayor is arranged as per figure 6b below.

Figure 17b: Units in the office of the Executive Mayor



In accordance with the spirit of the Legislation Executive Mayor is expected to monitor whether governance systems and strategies are working successfully, and if resources are being used efficiently. This he does through amongst others the following:

- Identify and develop criteria in terms of which progress in the implementation of the strategies, programmes and Services referred to above can be evaluated. The executive should develop key performance indicators (KPIs) which are measures against which the performance of a programme can be assessed. Some KPIs will be specific to each Municipality. Other KPIs will be developed as part of a national performance management system, which will require all Municipalities to report against some common KPIs (see Performance management).
- Evaluate progress against the KPIs.
- Review the performance of the Municipality in order to improve:
 - ✓ The economy, efficiency and effectiveness of the Municipality.
 - ✓ The efficiency of credit control, revenue, and debt collection Services.
 - ✓ The implementation of the Municipality's by-laws.
- Monitor the management of the Municipality's administration in accordance with the directions of the Municipal council.
- Oversee the provision of Services to communities in the Municipality in a sustainable manner.

The Executive Mayor is not only the Political leader of the Municipality but also the –

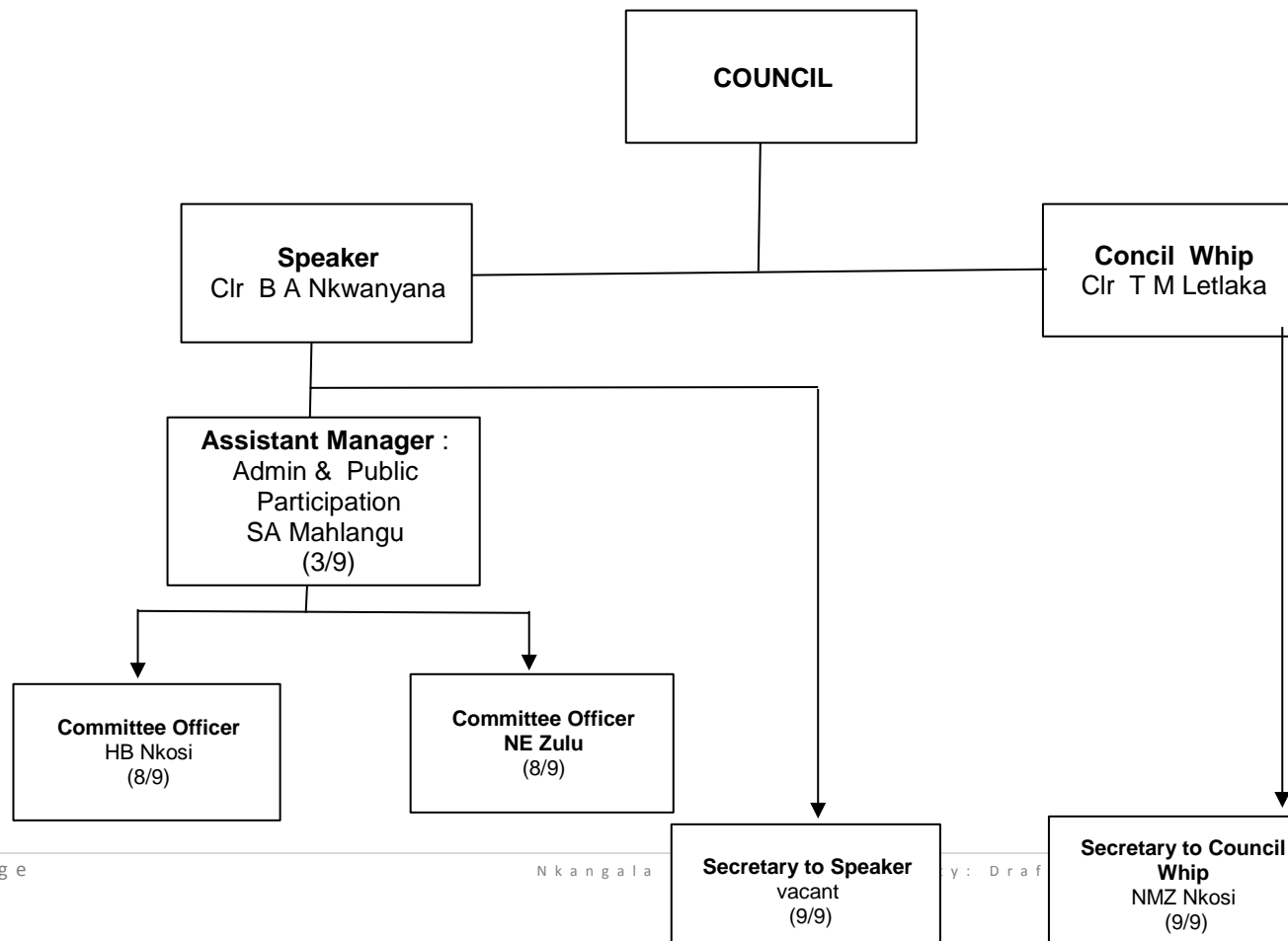
- Enhancer of good governance;
- Builder of external and media relations;
- Promoter of civic and institutional pride;
- Supporter and engager with the Community ; and

- Facilitator of the process of governing.

Hence, the Executive Mayor's area of responsibility from a *geographical* perspective is not limited to the geographical area of the Municipality. Due to the Municipality's involvement in co-operation governance the Executive Mayor's influence is much wider, e.g. the Premier's Co-ordinating Forum, District Sectoral Forums, Salga, Mayoral Forum, etc.

As regards the *functional area* the Executive Mayor possesses all the powers conferred by law on the Office, as well as those powers that have been delegated to him, or can be implied, or derived from civic culture or tradition.

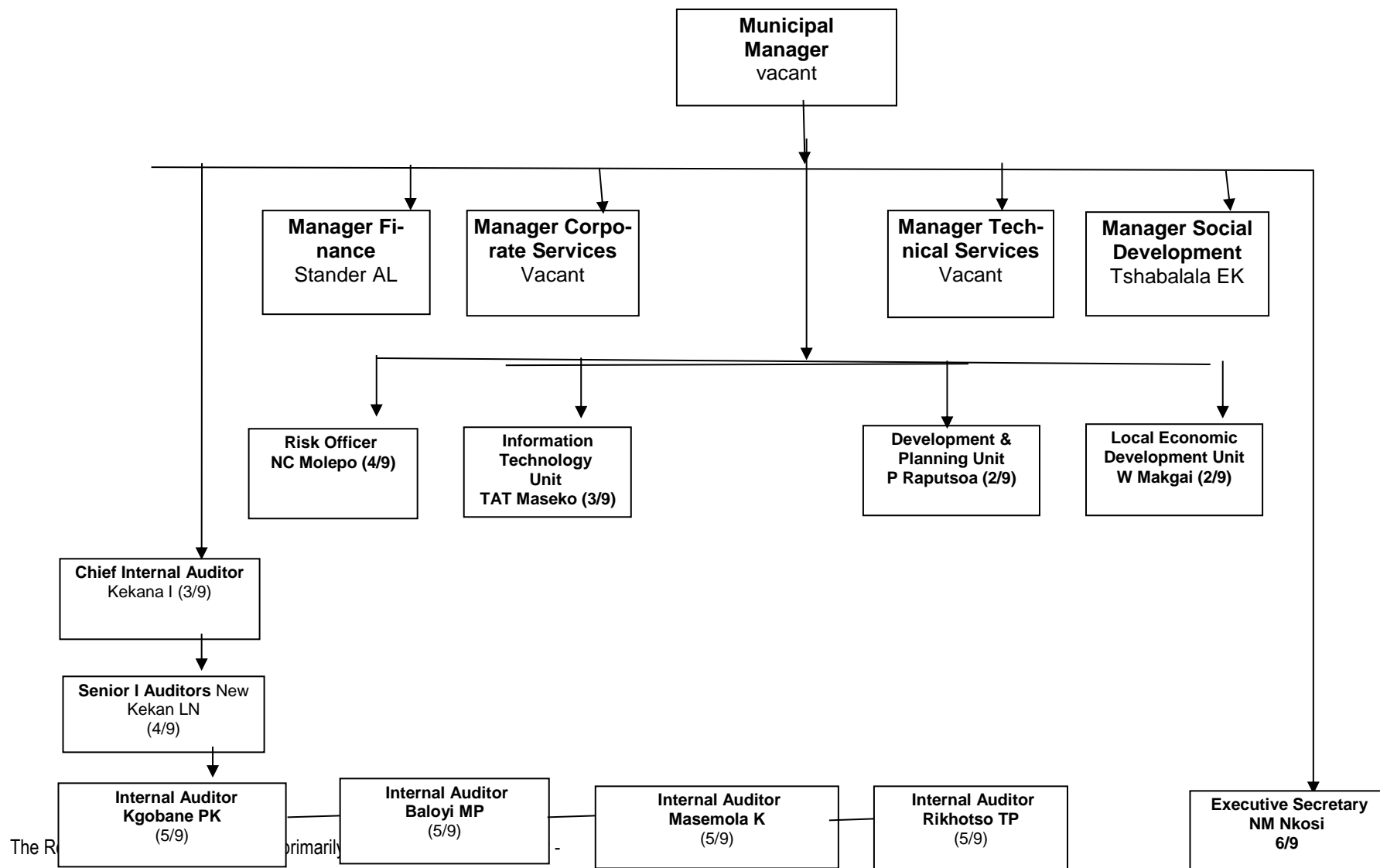
Figure 17c: Office of the Speaker and Council Whip



The Structure is aimed at assisting the Speaker to effectively and efficiently perform all his Legislative roles and , which includes amongst others the following:

- to preside over Municipal Council meetings so that its business can be carried out efficiently and effectively;
- to provide information and recommendations to the Municipal Council with respect to the role of Council;
- to carry out the duties of Chairperson of the Municipal Council under the *Structures Act*, *Systems Act*, the Municipality's *Rules of Order*, common law and tradition;
- to enforce the Code of Conduct; and
- to exercise delegated authority.

Figure 17d: Administration: Municipal Manager



- Performs procedural duties re political structure;
- Head of the administration;
- Accounting Officer.

The Municipal Manager must ensure that the administration of the affairs of the District Municipality are governed by the democratic values and principles enshrined in the Constitution, namely –

- (a) A high standard of professional ethics must be promoted and maintained;
- (b) Efficient, economic and effective use of resources must be promoted;
- (c) Public administration must be development-oriented;
- (d) Services must be provided impartially, fairly, equitably and without bias;
- (e) People's needs must be responded to, and the public must be encouraged to participate in policy-making;
- (f) Public administration must be accountable;
- (g) Transparency must be fostered by providing the public with timely, accessible and accurate information;
- (h) Good human-resource management and career-development practices, to maximise human potential, must be cultivated;
- (i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

Figure 17e: Department of Finance

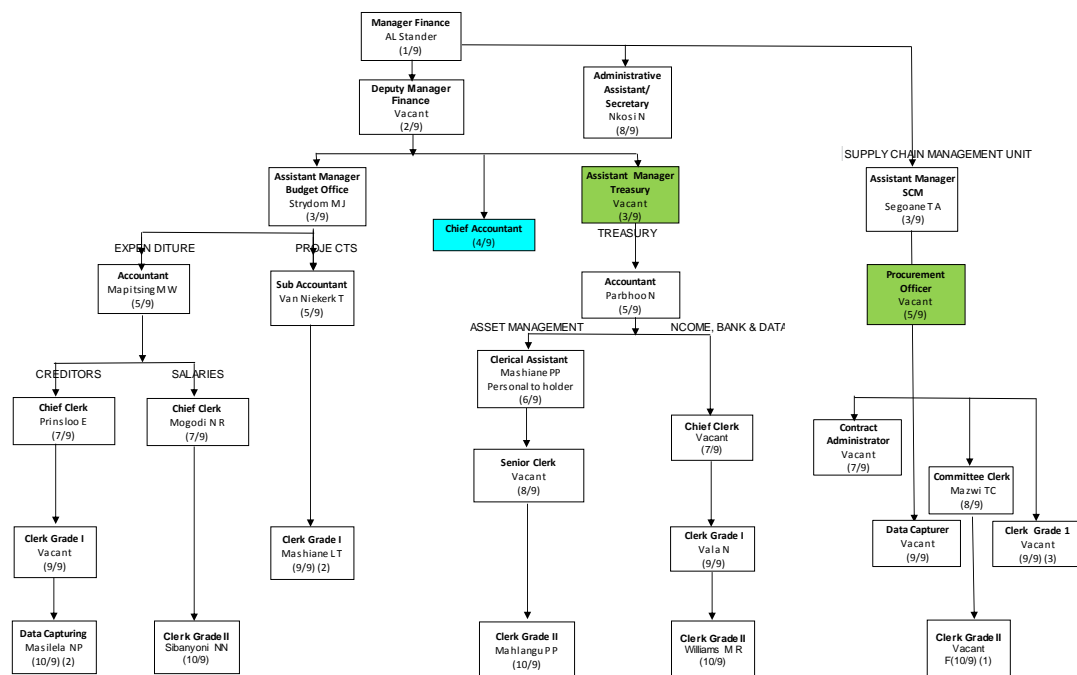


Figure 17f: Department of Corporate Services

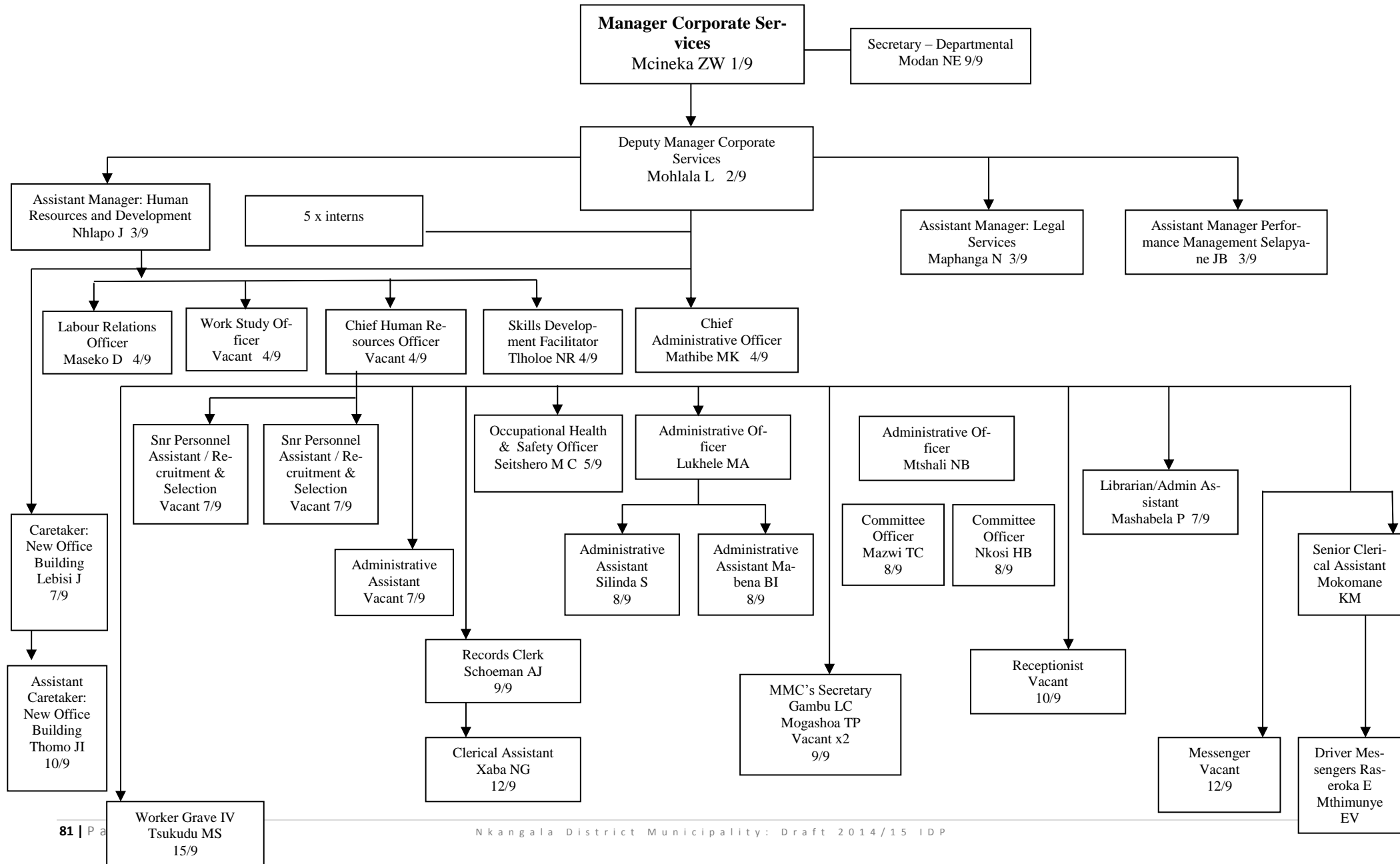


Figure 17g: Department of Social Services

ORGANOGRAM: SOCIAL SERVICES DEPARTMENT

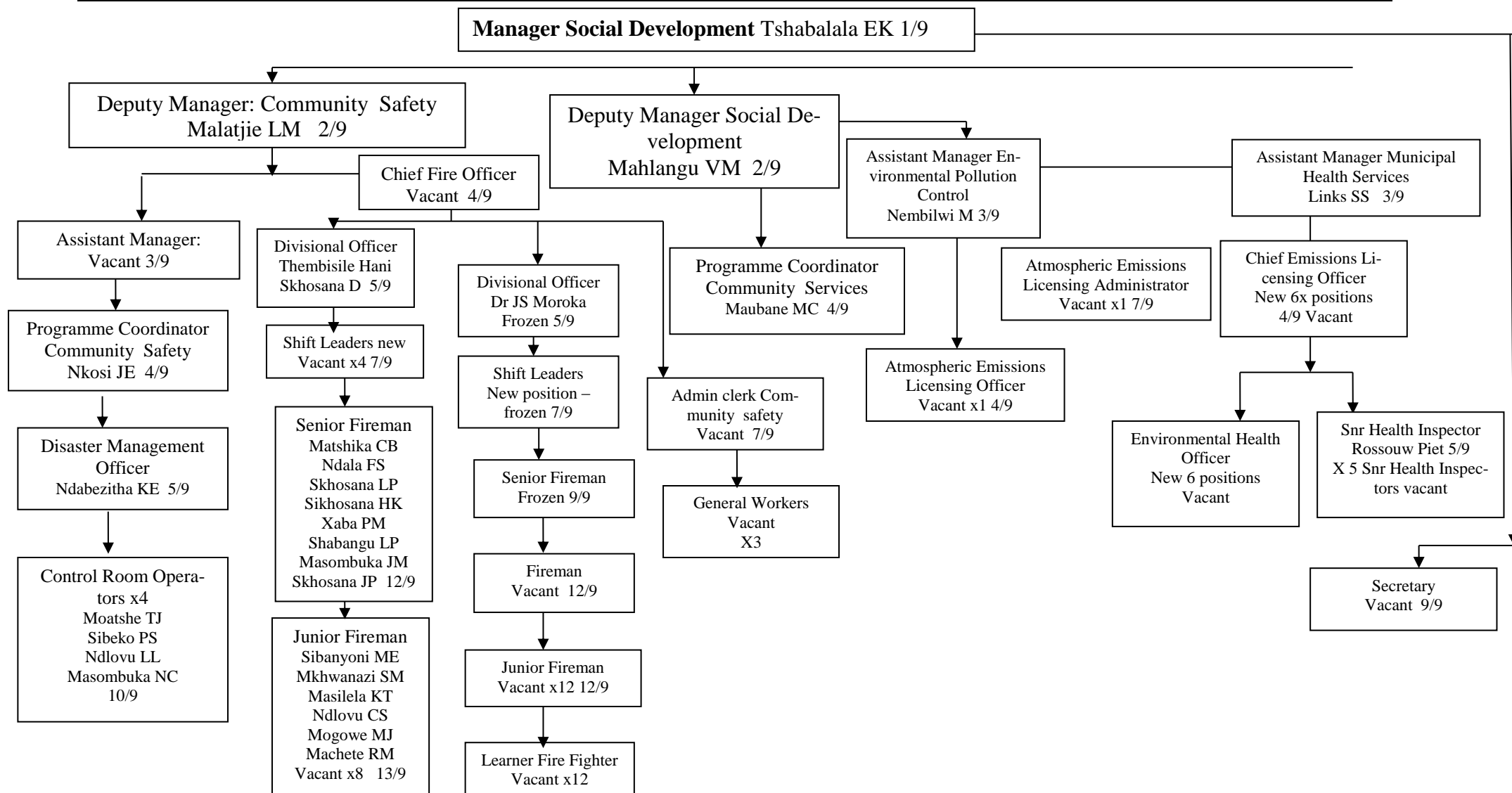


Figure 17h: Department of Technical Services

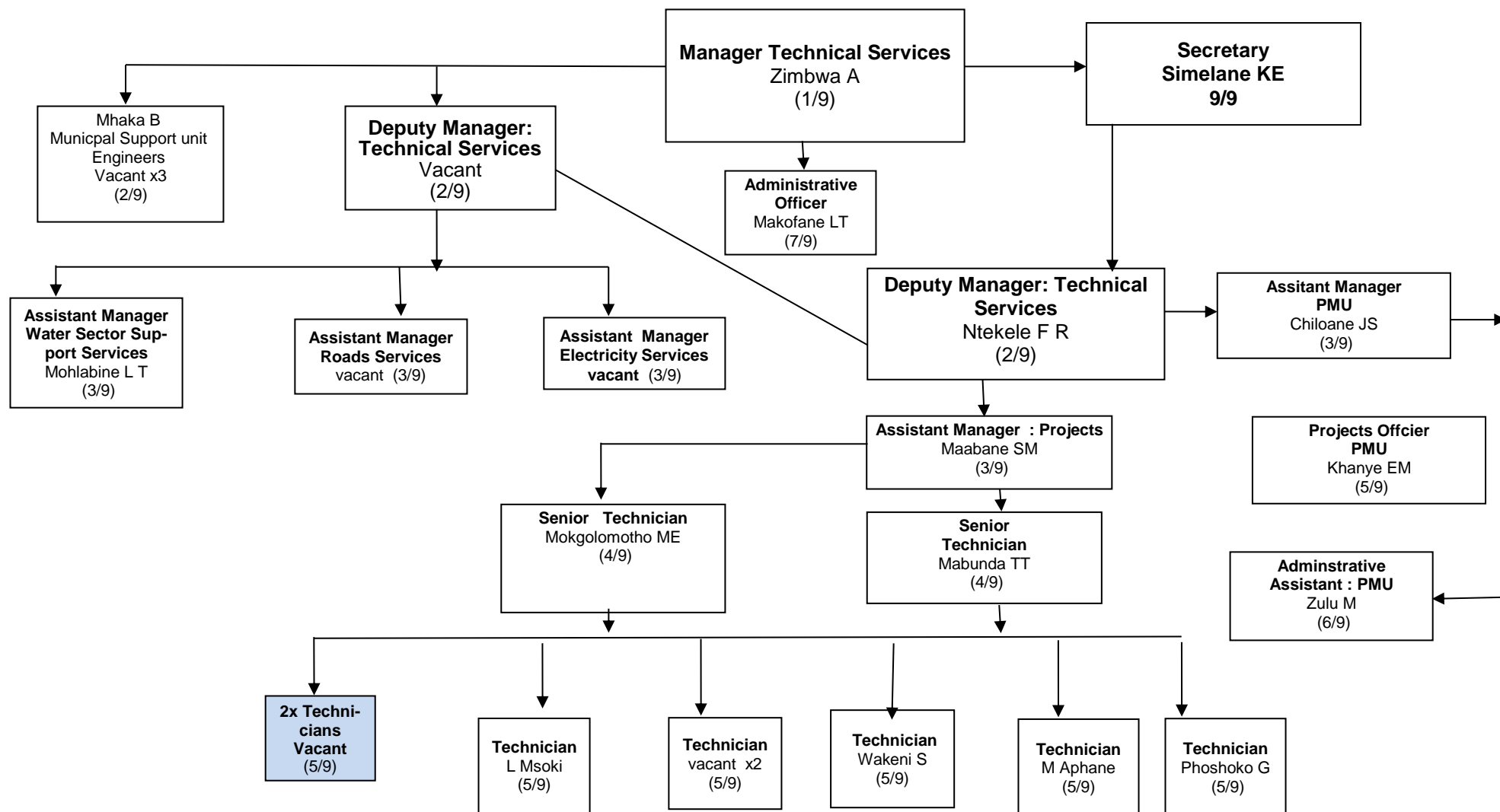


Figure 17i: Local Economic Development Unit

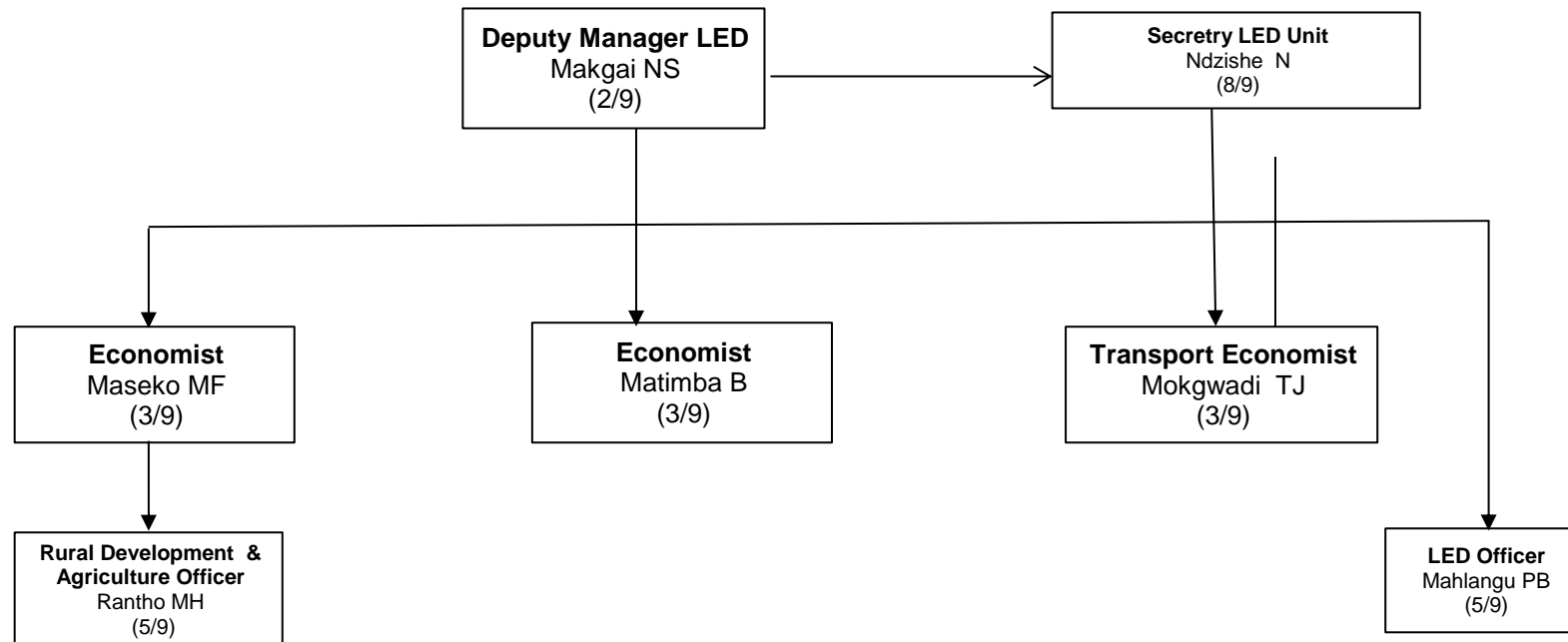


Figure 17j: Development and Planning Unit

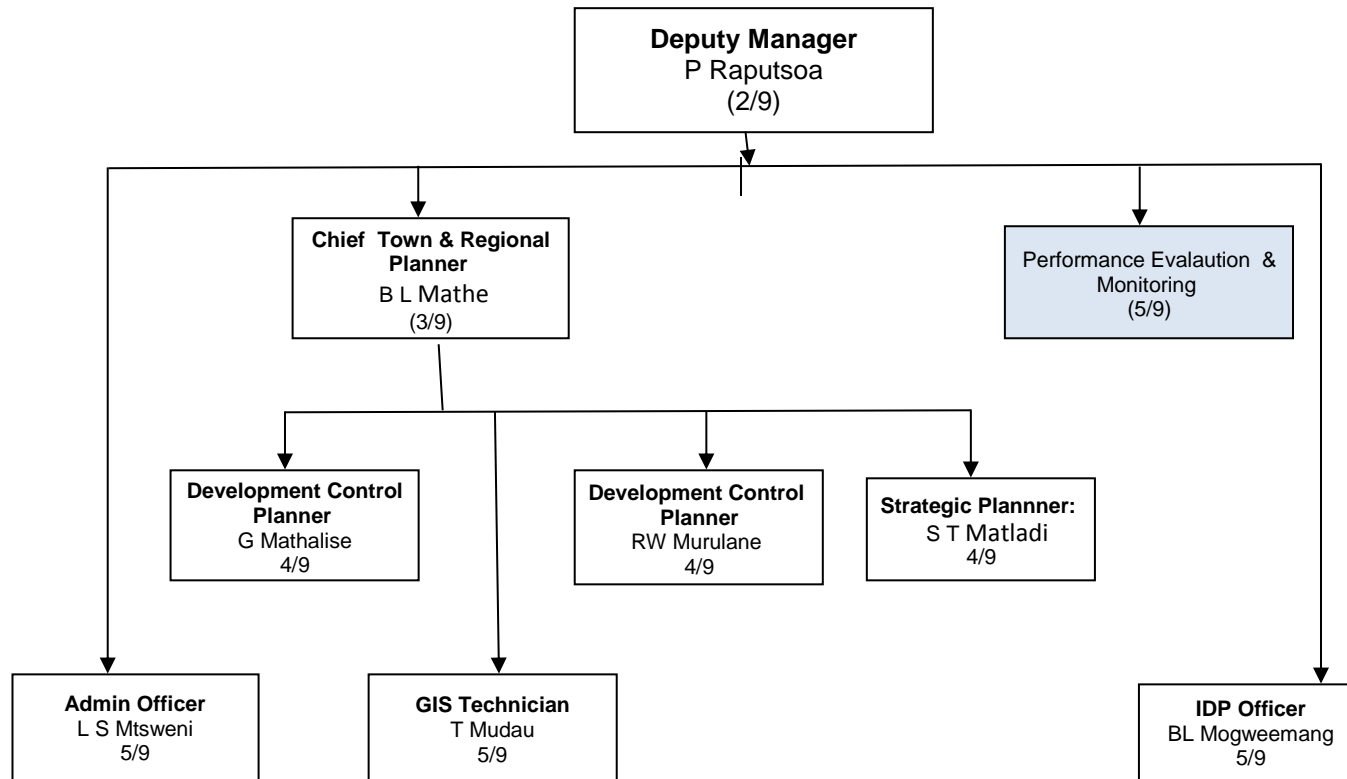
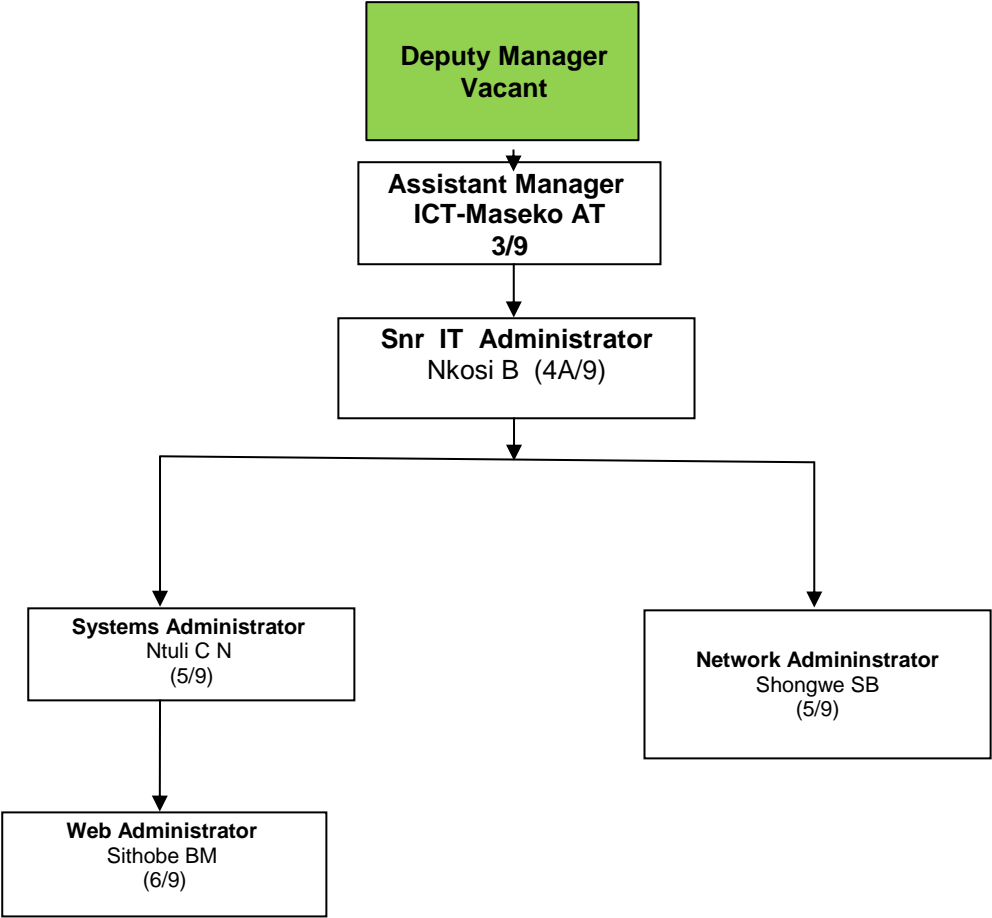


Figure 17j: Information Technology Unit



During 2012/13 Financial Year appointments in majority of vacant posts at all levels of Management were effected, and as thus reduced the vacancy rate within the District's Administrative echelon to **25.1 %** as per the depiction in the Table below. Whilst Human Resource is not necessarily the only resource pertinent to the workings of the District, It is, however, envisaged that this is pivotal in enabling the District to adequately respond to its ensuing mandate. Corporate Services with 11 followed by Finance Departments with 8 have the highest vacancy rates.

Dept/Unit	Total Positions	Vacant
Office of the Exec Mayor	13	1
Office of the Speaker/Council Whip	5	1
Municipal Manager	9	1
Corporate Services	41	14
Finance	28	8
Social Services	55	15
Technical Services	27	9
Development Planning Unit	8	0
Information and Communication Technology	6	1
LED	7	0
	199	50
		25.1 %

4.3.2. Issue 2: Organisation Restructuring and Transformation

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.

4.3.2.1 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 Councillors 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 AND SKILLS DEVELOPMENT: 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. The skills required to drive the economy are critical and scarce. 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

While reviewing the HRD strategy of NDM, National Imperatives highlighted in the National Skills Development Strategy III and the Provincial HRD strategy need to be taken into consideration and incorporated.

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.

Skills Development: The newly instituted SETA Grant Regulation, which came into effect on 1 April 2013, is welcome as it has effected major changes in the SETA grant administration. It is anticipated that the pace of skills development in the country at large will improve as the bulk of the funds will now be channelled to scarce and critical skills. The challenge however with the regulations in question is that the mandatory grant that has been allocated to institutions for submitting their Workplace Plans and Reports have been reduced from 50% to 20%. This will now require organisations to budget more for training than before. The benefit that the new Regulations will bring is the fact that the adjustment from 50% to 20% was meant to increase the grants aimed at developing scarce and critical skills.

Employee and councillor skills development is also important as service delivery needs efficient and effective workforce and political leadership. The modes of capacity building for staff is lifelong learning, multi-skilling and retraining to ensure capacitating employees on new development in the fields of work.

Skills audit will be conducted during the process of Workplace Skills Planning to ensure that employees and councillors are appropriately skilled in their respective areas of work.

LEGAL SERVICES: Key amongst the tasks that will be covered by this service includes, but are not limited to the following:

Development and standardisation of employment contracts, management of contracts and service level agreements between NDM and service providers and by – laws development process.

NDM has a staff compliment of ± 180 persons, some of which are employed on fixed term contracts, whilst others are permanently employed. Irrespective of the duration of the employment all the employees are expected to sign an employment contract which clearly stipulates the terms and conditions of their employment. It is against this backdrop that the standardisation of employment contracts within the Municipality remains a key task that must be continuously undertaken as a strategic tenant to enhance good governance.

Furthermore, NDM is having a large number of service providers serving as implementing agents of its work within its jurisdictional area, majority of which enter either into contracts or service level agreements. Accordingly, management of all these contracts and agreements must be done in an efficient and effective manner to enhance optimal implementation of the work of Council with minimal legal implications that might affect Council negatively.

Pertaining to by-laws, the District was requested to support all the six (6) constituent LMs with the exception of Steve Tshwete in the development and gazetting of by-laws. This is therefore one of the tasks that will fall under the mandates of the Legal Services at the District level.

INTEGRATED DEVELOPMENT PLAN (IDP): The Constitution instructs a Municipality to 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 Community . Municipalities are also under duty to participate in National and Provincial development programmes.

The most important instrument that the Municipality uses to implement these Constitutional instructions is **Integrated Development Plan (IDP)**, which should consolidate all the Municipal Planning into a comprehensive strategy that is linked to the Municipal Budget. It is important to note that the IDP is an Intergovernmental process, in that it is articulation of Local, National and Provincial planning within the Municipal area.

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 projects 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.

PERFORMANCE MANAGEMENT SYSTEM (PMS): The planning Framework for Local Government is premised on the notion that the formulation of a plan is not sufficient, but adequate implementation is key to the success of Local Government. It is against this backdrop the White Paper on Local Government states that Performance Management is critical in ensuring that plans are being successfully implemented, and have the desired impact, and that resources are being used efficiently.

As a result, a Legal Framework for Performance Management is coupled with the IDP, where the principal purpose of Performance Management is to ensure that the work of all Political Structures, Political Office Bearers and the Municipal Administration is based on and seeks to realize Council Developmental Objectives as articulated in the IDP. A critical expression of this notion is the requirements that the content of the Performance Agreements for the Municipal Manager, and Managers reporting to the Municipal Manager must be directly linked to the IDP.

One of the key Principles of Municipal Administration in the Municipal Systems Act is the instruction to Municipalities that their Administration must be performance oriented. A Municipality must promote a culture of Performance Management among the Municipality's Political Structures, Political Office Bearers and Councillors as well as within its Administration.

The Municipal Systems Act expects the Municipality to operate in accordance with a Performance Management System. Furthermore, the Municipal Council must annually review its overall performance in achieving the Developmental Objects of Local Government as outlined in the Constitution. To this end, each Municipality must establish a Performance Management System, which is a Framework that describes and represents how the Municipality's cycle and processes of Performance Planning, Monitoring, Measurement, Review, Reporting and Improvements will be conducted, Organised and Managed, and also determines the roles of different role players. It should ensure that Municipality administers its affairs in an economical, effective, efficient and accountable manner.

The Performance Management System should be embedded in the circumstance of the Municipality; must be commensurate with its resources, suited to its circumstances and, most importantly, in line with the priorities, objectives, indicators and targets contained in the IDP.

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, whilst some progress have been achieved in this regard, there is evidently still much that needs to be done pertaining overall organisational performance in the immediate to long-term future.

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 overall performance management and relevant monitoring and evaluation systems pertaining to relevant Municipal IDPs. To this end, NDM will prioritise the strengthening of its PMS through automating across all levels of administration during the 2013/14 Financial Year.

NDM over the years as necessitated by developmental circumstances has reviewed its organisational structure, the Human Resource Development and capacity building strategy well as the Performance Management System.

The main purpose of reviewing the aforementioned structures and strategies 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 (SDBIP).

In the light of the abovementioned challenges and issues the following will be undertaken:

- Enhance the capacity of the District to perform all its Performance Management issues through training, capacity building and staffing;
- Fast track the cascading of Performance Management System (PMS) to all levels in the Municipality by following the automated system approach;
- Work towards standardization and integration of PMS practice throughout the District by supporting constituent Local Municipalities with their Performance Management and related issues;
- Ensure timely preparation, submission and assessments of the in-year performance reports of the Municipality as required by the Legislation;
- Ensure that Annual Performance Agreements are fully linked to the Nkangala SDBIP.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT): The Information and Communication Technology (ICT) within Nkangala District Municipality (NDM) is crucial in the underpinning of the NDM and its local Municipalities IDP, while serving as the key to strategic discussions on land and spatial issues, Community development, economic and social issues. ICT is the vehicle for service delivery.

Since Nkangala District Municipality provides infrastructure and resource management to the area of governance, it is vitally important that a service of high quality is provided to all stakeholders at affordable rates and within reasonable timeframe. Thus, a need for the computerization of systems within NDM in an effort to becoming e-compliant is crucial and thus the unit's primary objective is to serve the immediate needs to the District concerning the application and operation of its computer systems and access to information on local networks and the public internet by the relevant stakeholders.

Whilst the primary objectives of the ICT section is to serve the immediate needs of the District concerning the application and operation of its computer systems and access to information on local networks and the public internet by the relevant stakeholders: the following remain the main objectives for the existence of the ICT :

- Implementation of e-Government within the District.
- Enablement of access to information for all relevant stakeholders.
- Maintenance and implementation of ICT's within the District to fast-track service delivery.
- Management and maintenance of hardware, networks, infrastructure, and provision of general ICT support.
- Management of Information System in line with the vision and mission of NDM.
- Provide the necessary support to all the Local Municipalities under NDM's jurisdiction.
- Management of the System Development Life Cycle (SDLC) of all current and proposed systems.
- Serve as a One-stop Shop for the District to all citizens.

In supplementing the internal capacity building programme, the District will continue to ensure that its systems are relevant and resourceful to all the stakeholders, and that such systems become an integral marketing instrument of the District.

Overall, the following remains pertinent to towards NDM functioning in a good corporate governance manner.

- Prioritisation of capacity building through skills development for all employees and Councillors
- 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 ICT supported systems;
- Increase NDM service turn- around time through ensuring 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;
- 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 constituent Local Municipalities with respect to PMS, Engineering, Integrated Development Planning and Municipal Planning;
- Appointment of persons with disabilities;
- Deepen a culture of highly efficient, effective and accountable Organization through promoting a culture of performance among Councillors;
- Inculcate a culture of Performance Management throughout the entire Organization, and ensuring that it is fully (automated);
- 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 dissemination 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 within Municipalities.
- Strengthening of IGR structures throughout the District.
- Advocate for the location of the Engineering Faculty of the proposed University of Mpumalanga in the Nkangala District Municipality.

4.4. KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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 constituent 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 corporate image and brand of Nkangala District Municipality;
- Widely communicating the governance priorities, 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.

4.4.1 Issue 4: Good Governance and Communication

4.4.1.1 Background and Problem Statement

The progressive and sustained empowerment of the entire Community on issues relating to Municipal Governance, economic development and job creation, health, safety and skills development remains pivotal for the sustainability of the District as a whole. Hence, establishment of inclusive, sound and viable governance and public participation structures must remain the priority of the District and its constituent Local Municipalities in both urban and rural aspects, and in accordance with population dynamics therein.

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 unit operates in terms of the risk-based internal audit plan adopted by Council on 30 October 2013 as per resolution DM66/09/2013. Furthermore, the internal audit unit performs their duties in terms of the Internal Audit Charter adopted by Council on the 30 October 2013 as per resolution DM63/09/2013

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 performs its duties according to the Audit Committee Charter approved by Council at its ordinary council meeting held on 30 October 2013 as per resolution number DM64/09/2013. The over-arching 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 19 below depicts the audit performance of all Municipalities in the last 5 years.

Table 19: District-wide Audit Opinions over the last 5 Years

Municipality	2007/08	2008/09	2009/10	2010/11	2011/12
Nkangla Distinct Municipality	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Emakhazeni	Unqualified	Unqualified	Unqualified	Unqualified	Qualified
Victor Khanye	Unqualified	Qualified	Unqualified	Unqualified (CA)	Unqualified

Thembisile Hani	Unqualified	disclaimer	Disclaimer	Qualified	Qualified
Steve Tshwete	Unqualified	Unqualified	Unqualified	Unqualified (CA)	Unqualified (CA)
DR. J S Moroka	Unqualified	Qualified	Disclaimer	Disclaimer	Qualified
Emalahleni	Unqualified	Unqualified	Qualified	Qualified	pending

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. The depiction in the table above shows that in the last two (2) Financial Years, NDM maintained its unqualified audit and opinion, Steve Tshwete Local Municipality maintained its Clean Audit opinion, Emakhazeni and Victor Khanye Local Municipalities respectively moved from Unqualified to qualified opinions; Dr JS Moroka Local Municipality moved from Disclaimer to qualified audit opinion, Thembisile Hani maintained the qualified opinion status; and Emalahleni is still under audit. It can be deduced from above therefore, that attainment of the Clean Audit by 2014 by all Municipalities within the District may not be realised as espoused.

To avert this trend, all Municipalities will need to develop and adhere to a turn around plan, which must be optimally implemented to coherently address among others all the findings of the AG.

RESEARCH & DEVELOPMENT: In recent times Community members have confronted Municipalities across the Country with the challenges of violent Service Delivery related protests. Whilst this has not been that much rife in our District as a whole, there are to some degree, few Local Municipalities within NDM were not spared from this unfortunate scourge. Key amongst the questions that can be deduced from these protests are: What is the likely impact made by all the Services rendered by Municipalities within the District on the well-being of Communities therein; what was the role of beneficiary communities in the construction, implementation and monitoring of Service Delivery therein; and Who are the Strategic role Players?

The following challenges therefore will need to be regularly and progressively attended moving forward:

- Community level of satisfaction with Municipal Services provided;
- The manner in which Service Delivery related information is communicated to the Public must be continually enhanced and sustained;
- The impact of violent Public protests on sustainable provisioning of Service Delivery; and
- Assimilation and dissemination of information consumable by the communities

COMMUNITY OUTREACH PROGRAMME: According to Chapter 4 of the Local Government: Municipal Systems Act, a Municipality's Governance Structures consists of the Political Structures, Administration and Community of the Municipality. In the Spirit of Cooperative and Accountable Governance, the NDM has institutionalised a Community Outreach Programme that aims at improving communication, interaction and accountability 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, 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 successfully rolled out during the 2012/13 Financial Year in all our meetings, and accordingly an appropriate Budget allocation will be incrementally set aside for the 2013/14 Financial Year and onwards to ensure that whilst we expect majority of our communities, we take care of their well being during and after all our meetings since some of them travel long distances to and from the Outreach Meetings. The schedule of the meetings is contained in the 2013/14 District IDP Review Framework Plan.

STRATEGIC STAKEHOLDER ENGAGEMENT FORA: District IDP/LED Representative 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 and interest groupings 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 within a collective therein.

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

A CEOs Forum constituent of the CEOs of Big Business and Executive Mayors of the six constituent Local Municipalities and the Executive Mayor of NDM has been established as of June 2012. The primary aim of the Forum is to engage all the CEOs on the role of their Companies on the developmental Agenda of the District, and to strategically direct their investments with the primary aim of ensuring coherent development throughout the District.

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 of 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 remains understandably high on the developmental agenda of the NDM. Furthermore, the establishment of an efficient Ward Committee System in all constituent Local Municipalities (both in the urban and rural areas), and the implementation of a system of Community Development Workers in the District, must remain high on the drive to deepen democracy therein.

According to **Table 20** below, the number of Wards within the District increased by 12, resulting in 143 Wards. This indicates that the number of Ward Councillors within the District will also increase by 12 within respective Local Municipalities, and that additional CDWs to support these new Wards will be needed moving forward.

Table 20: Wards within the District

Municipality	2006 wards	2011 Proposed wards	Change
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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 COGTA 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 adequately achieved yet, but Province is currently trying to address the shortfall. The Nkangala District took a resolution that sought to make CDWs to be Secretary 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 short to medium-term period.

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.

GENDER DEVELOPMENT: The South African Constitution is one of the most progressive in the world. It demonstrates a commitment to promoting equality for men and women, and entrenches women's rights. This commitment is carried through in several Government Policies, but there are debates about extent of its implementation. Since 1994, Local Government has become a more important Sphere than before. It is bigger than it once was, and has a larger mandate than before. It has been described as the “hands and feet” of Government, and is expected to play a key role in developing its local areas. Like National Government, Local Government must carry-through the commitment to women's empowerment and gender equity. Gender parity remains an intrinsic element of development in the Country and Nkangala alike.

Young women: As per the depiction in the table below, Women, particularly young ones are more likely to be unemployed than males as it indicate that from 2001 to 2011 Female unemployment rates has dropped from 56 % to 37.%.

Municipality	EMPLOYMENT RATE % - FEMALE (15-65)				UNEMPLOYMENT RATE % - FEMALE (15-65)			
	ACTUAL 2001	% 2001	Actual 2011	% 2011	ACTUAL 2001	% 2001	Actual 2011	% 2011
MPUMALANGA PROVINCE	234466	45.9	395303	60.8	275600	54.0	254709	39.19
Nkangala District	70139	44.0	138167	62.3	89160	56	83436	37.65
Dr JS Moroka	9905	33.8	16206	50.2	19433	66.2	16080	49.81
Thembisile	14072	41.7	29315	60.1	19687	58.3	19457	39.89
Victor Khanye	4288	42.4	7612	62.0	5819	57.6	4648	37.91
Emalahleni	23333	46.2	48287	63	27109	53.7	28441	37.07
Emakhazeni	4051	56.8	5188	66	3085	43.2	2687	34.12
Steve Tshwete	14490	50.8	31558	72.2	14028	49.2	12124	27.76

To further reduce these unemployment rates, particularly in the female category of our population, the District and its constituent Local Municipalities will have to progressively ensure that all the development needs of Women, particularly in rural communities are prioritised as per the resolutions of Women Summits hereunder.

Women Empowerment: The Nkangala District Municipality affirms its support to women development issues and has been resolute in creating platforms for women such as the Women Summit, which was constantly held every second year since 2004. The last summit was held in 2012 with the primary focus being to reflect on the assessment of challenges that have hindered progress and implementation of policies aimed at entrenching, women's Rights and Economic Empowerment in the District.

Culminating from variety of platforms of stakeholder engagements, the challenge confronting women in different parts of the District remain the same and could be summed up as follows:

- The violence and abuse directed towards women and children remains a challenge;
- High teenage pregnancy, which represent challenge in bridging the skills gap between boy and girl children;
- Lack of diversification on economic streams followed by women resulting in limited opportunities;
- Lack of dedicated programmes for the development of women;
- Improvement of quality of life and status of women in rural and urban communities;
- Lack of entrepreneurial skills especially in the business sector for women;
- Lack of access to land and specific programmes aimed at women empowerment.

Following deliberations at various commissions and plenary, the 2012 NDM Women Summit, which was held under the theme “**56 Years of Women united against poverty, unemployment and inequality**”, took the following progressive resolutions:

- NDM should adopt and strengthen the use of Cooperatives when acquiring goods and Services and EPWP programme targeting women;
- Set budgets aside for the continuous capacity building, coaching and mentoring of female Councillors and establishment of Women Caucus Forum;
- Increased allocation of budget by Municipalities for the implementation of various women based programmes aiming at addressing gender based violence, teenage pregnancy, Children’s Rights, People with Disability, substance abuse and mobilisation of resources to support the needy;
- Empower women with entrepreneurial, tender, and documentation completion skills;
- Land reform programmes to be biased towards women enterprises;
- All appointment at senior management level should be in line with the Employment Equity;
- Municipalities should make inputs on the various policy issues affecting women;
- A women summit to be held every second year and in between have a women assembly annually to assess progress of the women summit resolution implementation;
- NDM to develop and facilitate campaigns against gender discrimination in the region including teenage pregnancy;
- Hold a child summit where children’s issues can be discussed;
- NDM Transversal Integrated Strategy to be developed;
- All Department must include KPI’s on Transversal issues especially Women and people with disabilities.

Furthermore, the summit resolved that a Women Assembly be convened to assess progress in the implementation of the Women Summit Resolutions.

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 Integral Youth Development Strategy document which was adopted by Council. Although this Strategy represents the first official Integrated Youth Development Strategy of the District, youth development has enjoyed the attention within the Nkangala District and its constituent local Municipalities over the past decade. The Thembisile Local Municipality for example launched its very own Integrated Youth Strategy in 2009. The District has also established a Youth Development Office. 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 priorities youth target groups:

Unemployed youth: There is still a significant number of young people who are unemployed and therefore vulnerable to poverty and other related challenges. It is estimated that one third of all 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 of 15 – 24 live in households with expenditures of less than R1 200 per month, as do approximately 60% of youth aged 25 – 34 years. According to the census 2011 report, youth unemployment in the District has increased from **31.7% in 2001** to **61.0% in 2011**. Implying that the unemployment rate to this category is standing at 39%, which is unacceptably high. Therefore, programmes aimed at increasing the number of youth employed, and trained to ensure that they are employable needs to be prioritised in the immediate and long-term period, see tabled 21 below.

Accordingly, Nkangala District Municipality Integrated Youth Development Strategy seeks to address the following strategic areas in response to the emanating challenges with particular impact to Youth:

- Youth capacity building;
- Procurement opportunities for youth;
- Skills development and education;
- Health and welfare (HIV/AIDS and drug abuse);
- Social cohesion;
- Economic development;
- Sports and recreation;
- Rural development.

Table 21: Youth Employment Rate within the District

Municipality	YOUTH EMPLOYMENT RATE %			
	2001	2001%	Actual 2011	%2011
	106851	35.5	471329	60
Nkangala District	28814	31.7	167205	61.0
Victor Khanye	1840	31.6	10849	65
Emalahleni	10280	35.7	68700	65
Steve Tshwete	6492	39.5	41640	74
Emakhazeni	1878	45.3	6762	66.3
Thembisile	5171	270	26412	51.5
Dr JS Moroka	3153	19.0	112841	39.3

Source: Statsa-Census 2011

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 to be absorbed by the job market. Hence mostly are 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 increase level of stress. They are also exposed to

high-risk behaviour 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 area: 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 African'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 Integral Youth Strategy as well as through the public participation process of the District, the following challenges confronting youth development have been elevated namely:

- Young women 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 therefore are vulnerable to poverty;
- A high percentage of South Africa's youth falls into the category, and includes youth living with HIV/AIDS, youth headed households, youth in conflict with the law, and youth abusing dependency-creating substance.
- The need to establish the bursary programme to adequately respond to the ever growing demand of youth with capacity and who are unable to further their studies to contribute to the economic development of our country.

To harness Sound and Good Corporate Governance in executing its mandate, NDM will need to focus during the next medium – Long Term focus on the following matters, which were collated through varying NDM IDP process like 2013/14 Community Outreach, 2013 IDP Indaba, and 2013 Strategic Lekgotla etc:

- Inadequatel functionality of established stakeholder engagement mechanisms;
- Various IDP'LED Working Groups not regularly taking place as anticipated;
- Majority of Ward Committees in some Municipalities not seatings as per their schedule;
- The role and number of CDWs in relation to the Municipal Ward Committees;
- Unsatisfactory participation of Sector Departments in the Municipal IDP processes.
- Lack of youth participation in Community structures, training and learning opportunities;
- The voices of rural women need to be elevated, particularly concerning developmental issues influencing their livelihoods in their respective neighbourhoods;
- Lack of diversification on the economic stream resulting to 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;
- That the advanced team of Officials should be led by the Assistant Manager: Public Participation, Public Liaison Officer and the Office of the Executive Mayor;
- That the Troika sit on a monthly basis to provide political guidance on issues of administration;
- That Ward committees be trained to deal with coordination of government work in their localities;
- That advertisements of public meetings be done on time;
- That a communication strategy relevant to local government should be developed with immediate effect in line Chapter 4 of the Municipal Systems Act;
- That a public participation policy in line with Chapter 4 of the Municipal Systems Act be developed to assist both the District and the local Municipalities;

4.5 KPA 3: 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.

4.5.1 Issue 15: Transportation

4.5.1.1 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:

- The primary section of the Moloto Rail Corridor is approved for implementation.
- The technology to be applied should be based on the Standard Gauge High Speed system with double deck coaches.
- 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 table attached to the memorandum).
- 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.
- Moloto Rail Development Corridor project be included in the MTSF, PGDS and IDP's of all affected spheres of government.
- 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 challenges collated through varying NDM IDP processes like 2013/14 Community Outreach, 2013 IDP Indaba, and 2013 Strategic Lekgotla etc:

- 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 pedestrian overhead bridges along the R573 Moloto road;
- Upgrading of taxi ranks (investigate before building);
- Monitoring of taxi ranks.

4.5.2 Issue 20: Economic Development and Job Creation

4.5.2.1 Problem Statement and Background

At the start of its current term, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realization of the Vision of the District. Culminating from the Census 2011 outcome, the unemployment rate of the NDM stands at 29.99% with Dr JS Moroka 46.60% and Thembisile Hani 36.97% respectively being highest in the District, the need to re-skill retrenched workers, the need to minimize joblessness in our growing economy, and the limited understanding on how to enhance public private partnership initiatives were progressively imminent.

In order to mitigate the above challenges, LED Unit in the district needs to embark on a rigorous and serious solution provision approach in the short to long term. Dr JS Moroka and Thembisile Hani Municipalities have serious challenges that needed to be prioritised for immediate attention in respect of efforts of job creation and poverty reduction. By their nature both municipalities are rural therefore interventions should be such that they exploit opportunities that are inherent to local context. Programmes such as rural development, cooperative development, SMME's promotion, EPWP, CWP and so forth, should be promoted as part of intervention strategies that seeks to address the current situation.

Over and above these programmes, the District should also lobby the mining and other big companies stationed within Nkangala District Municipality to prioritise in its Social Labour Plans (SLPs) and Corporate Social Investments (CSIs) programmes to support the interventions and programmes aimed at ensuring that residents of the two municipalities are successful.

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 economic, social and physical resources within the District guided the approach towards and design of the local economic development strategy as well as the implementation thereof. LED strategy is an integral part of the broader strategic or Integrated Development Planning (IDP) process and the Service Delivery and Budget Implementation Planning (SDBIP) process.

The Co-operatives approach the NDM has taken will endeavour to address unemployment and skills development. Improvements in tourism assets serve as springboard for the development and exploitation of the opportunities which had been untapped in this sector. **The cooperatives policy in place will also give impetus to the support and development of cooperatives on legal basis within the District. Furthermore, the cooperatives implementation framework is in place to enable ease of project implementation by cooperatives.**

Chief Executives Officers' (CEOs) Forum constituent of CEOs of companies in Nkangala District was launched in June 2012 and provides the District with an opportunity to re-orientate its focus and approach toward mining activities happening within the area of its jurisdiction. As a District whose towns are surrounded with mining and mining-related industries, the issue of mining seriously has greater impact to local economic development in cre-

ating economic value for communities and society at large that will endure long after mining operations have ceased.

In respect of EPWP, it is now under the ambit of the LED Unit and therefore imperative that the LED unit leads the course of alleviation of poverty and create job opportunities for the unemployed in all areas where projects are implemented. The PMU's EPWP is one of the vehicles to be used to meet these objectives. In each and every project identified, some jobs for the unemployed masses, be it youth, females or where possible people with disabilities must be provided.

As part of the job creation drive and in pursuit of growing the manufacturing sector within the district, NDM will investigate the formation of Special Economic Zone (SEZ), in collaboration with relevant stakeholders like Amathole District Municipality and Department of Trade and Industry (Dti).

The ongoing update of LED strategy & updated Industrial strategy will be the first to comprehensively deal with the economic issues raised in 2004, 2006 review, current situation and beyond 2014. 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 will probably stay the same except updated information and developments in those specific pillars which would be clearly expressed in the LED strategy reviewal:

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 and Cooperatives 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 and Cooperatives when contracting big companies should be considered in the procurement of projects (30%). In order to fast track cooperatives support and development, NDM has identified projects that could be implemented through cooperatives such as: Waste Recycling projects, cleaning and gardening services, as a point of departure.

A Draft cooperatives' policy had been approved by Council and waiting for public comments from the public to finalise it. 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. Once Council has adopted the policy, it will be cascaded down to all the Six (6) local municipalities within Nkangala District for implementation. The Local Municipalities were extensively consulted and formed part of the policy's inception. 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 underdeveloped. 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/IDP 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 respective economic sectors have been developed in 2007 and were adopted by the NDM council in 2008, 2009 and 2012 respectively:

- ✓ Tourism Development and Branding Strategy;
- ✓ Industrial Strategy;
- ✓ LED Marketing Strategy;
- ✓ NDM Regional Industrial Roadmap.

4.5.2.2. Summaries of Sector Specific Strategies

1. 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 the 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).

2. 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-Metallic Mineral Products;
- Metals and products of Metal;
- Support for the NDM ICT;
- SMME Development.

3. 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.

4. 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, and 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.

5. 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 centres in appropriate local municipalities.

Agro-Pharmaceuticals: develop an agro- pharmaceutical cluster; pharmaceuticals should focus on developing country illnesses.

Chemicals: a feasibility study should then be undertaken to determine which products are appropriate for manufacturing in Nkangala.

Machinery: a detailed study should be conducted to determine the feasibility of machinery manufacturing in NDM.

Automotive Industry: a market analysis should be conducted to determine whether there will be a demand for Nkangala's exhaust systems.

Tourism: Study must be conducted on status quo of tourism sites and facilities.

4.5.2.3. 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 economic drivers. A brief description of the NDM's Anchor projects is captured below.

Catalytic Converter (R 290 million): The development of a catalytic converter component manufacturing plant would be a job-creating private investment within the automotive sub-industry. The catalytic converter component is part of the exhaust system of vehicles and has an outer shell made of stainless steel. Therefore, the manufacturing plant should be located in immediate vicinity of steel mills around Nkangala. The Emalahleni/Middelburg region provides a favourable location for such a development. The facilitation role of local, 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.

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. Since the project is pitched at National level, the Department of Transport is therefore responsible for rail capital project including Moloto Corridor Rail System. Current developments involve the re-commissioning of detailed feasibility, which encompasses partnership model options for enhancing huge funding requirements to the project.

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 airport 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 was 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;
- The Application of Port entry was done in August 2012 and awaiting Cabinet approval

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 Molo-to, KwaMhlanga, Klipfotein, LodingAlmansdrift, Mdala Nature Reserve, Mkhombo/Rhensterkop Dam, Rooikopen 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.

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 com-

mercial 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 unemployment in the country.

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

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

ment 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.

Culminating from the Job Summit held in 2011, NDM further identified the following additional Catalytic projects:

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 Midlen (Emalahleni-Steve Tshwete local municipalities) Corridor should be investigated.

4.5.2.4. 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), 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 22).

- 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 22: 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		1 st class training completed

NDM will focus on the following strategies to efficiently manage, monitor and evaluate EPWP programmes in their jurisdiction:

Meeting key objectives: greater labour intensity can be achieved through benchmarks to be set out through:

1. that the total wage component should reach 30% of the total expenditure;
2. that all community water and sanitation projects to meet EPWP criteria;
3. that targets for labour intensity to be set per sector.

Making EPWP more accountable: oversight, responsibility and accountability should be divided for each sector for effective reporting and reviewal.

Improving work opportunities: the minimum length of work opportunities and wage targets to be established per sector.

Better reporting: proper reporting on key indicators such as job opportunities, person days of employment, demographic targets (women, youth and people with disabilities), training days, projects budgets, and projects wage rates be done on a quarterly basis and be made publicly 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.

To make a lasting impact on the Economic Development 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 job opportunities through LED initiatives and the Expanded Public Works Programme (Phase 2);
- Facilitate optimal implementation of poverty alleviation programmes;
- Encouragement of local business growth and the establishment of new private enterprises;
- Focus on the public procurement and supply chain management policies of municipalities and 'buy local' campaigns;
- Advice and assistance to local businesses and private enterprises;
- Investment in hard strategic and soft infrastructure as well as in sites and premises for business;
- Promoting so-called "inward" investment - attract businesses from elsewhere;
- Integrate or give preference to low income or "hard-to-employ" workers;

4.5.2.5. Corridor Development Opportunities

The N4 Maputo Corridor, N12 Corridor, and the Moloto Corridor hold significant opportunities for the Nkangala District area, both in terms of economic spin-offs from the corridor, and tourism potential. Activities capitalizing on the economic opportunities associated with these corridors should be encouraged to locate adjacent to the corridors (refer to figure 18).

Figure 18 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.

To



Transit Orientated Development

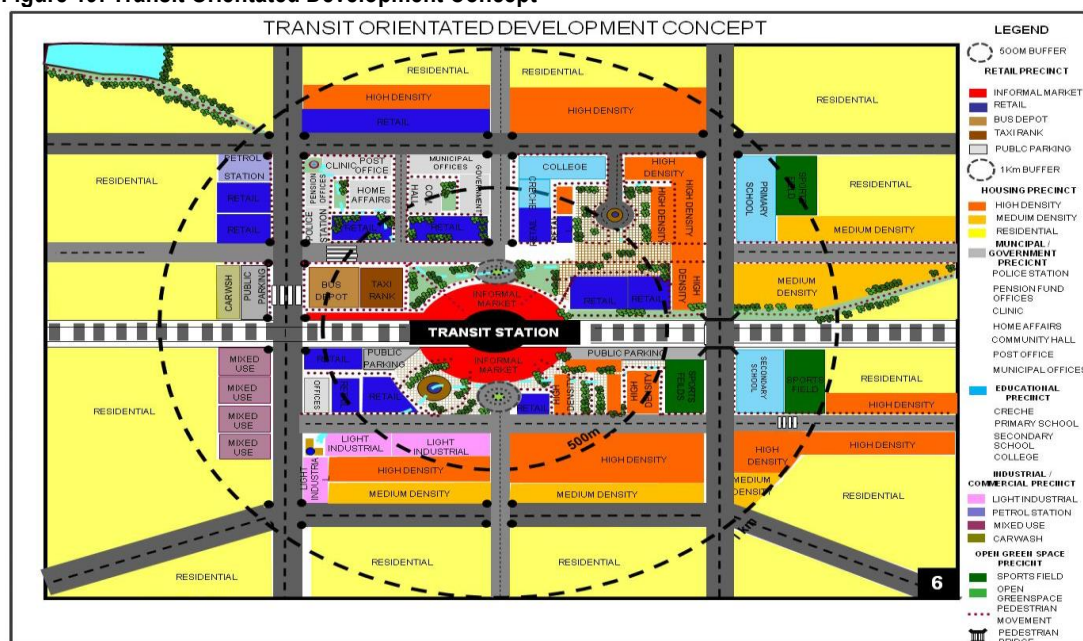
Transit Orientated Development (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station (see figure 20). TODs are purposely designed to facilitate access to the railway stations and so increase the use of the public transportation 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 19 below depicts the spatial concept of a Transit Orientated Development as developed during Phase 2 of the Moloto Corridor project. If successfully implemented, this concept will dramatically change the face of the towns and villages in the Thembisile and Dr JS Moroka areas, and enhance the long-term social and economic sustainability of these areas significantly, as it will lead to the following:

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

Figure 19: Transit Orientated Development Concept



4.5.2.6. Conservation, tourism and culture

Tourism Strategy

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).

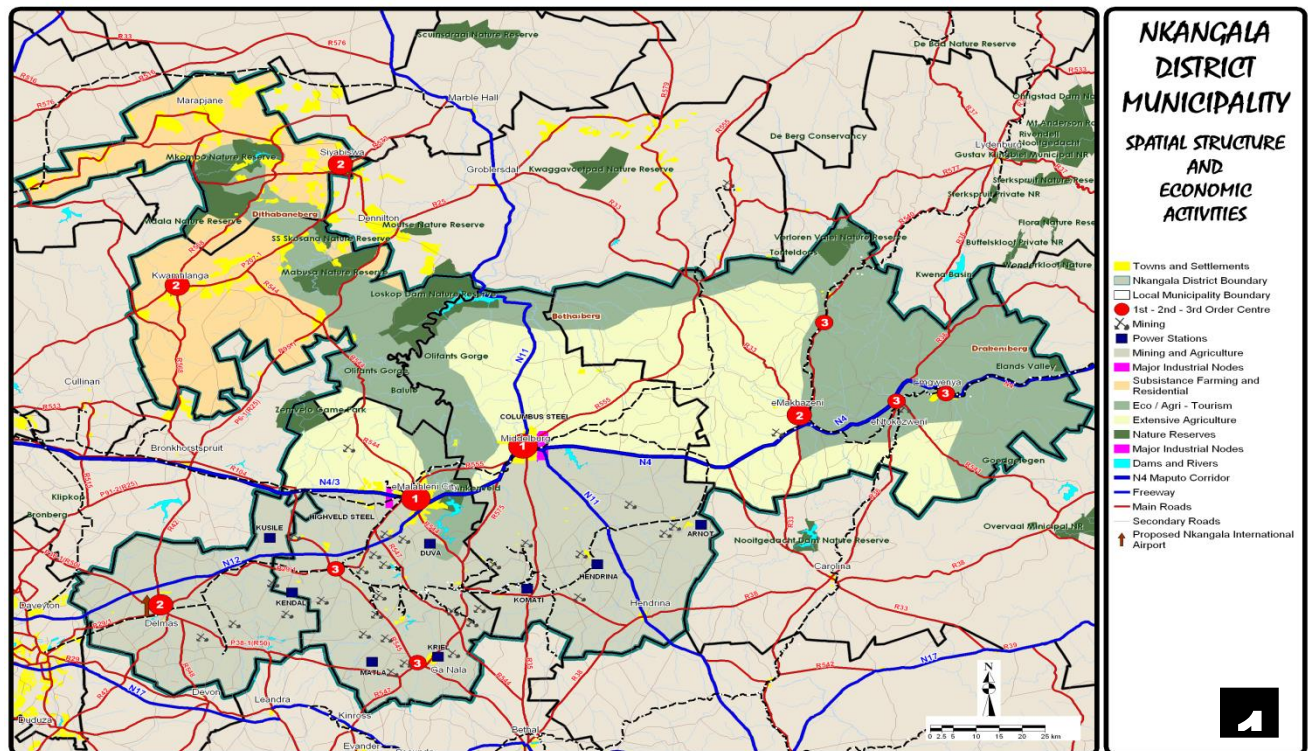
The Nkangala District offers considerable tourism potential (refer to figure 20). The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing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

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

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

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

Figure 20: Spatial Structure and Economic Activities within NDM



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

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

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

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

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

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.

4.5.2.7. Agriculture and Mining

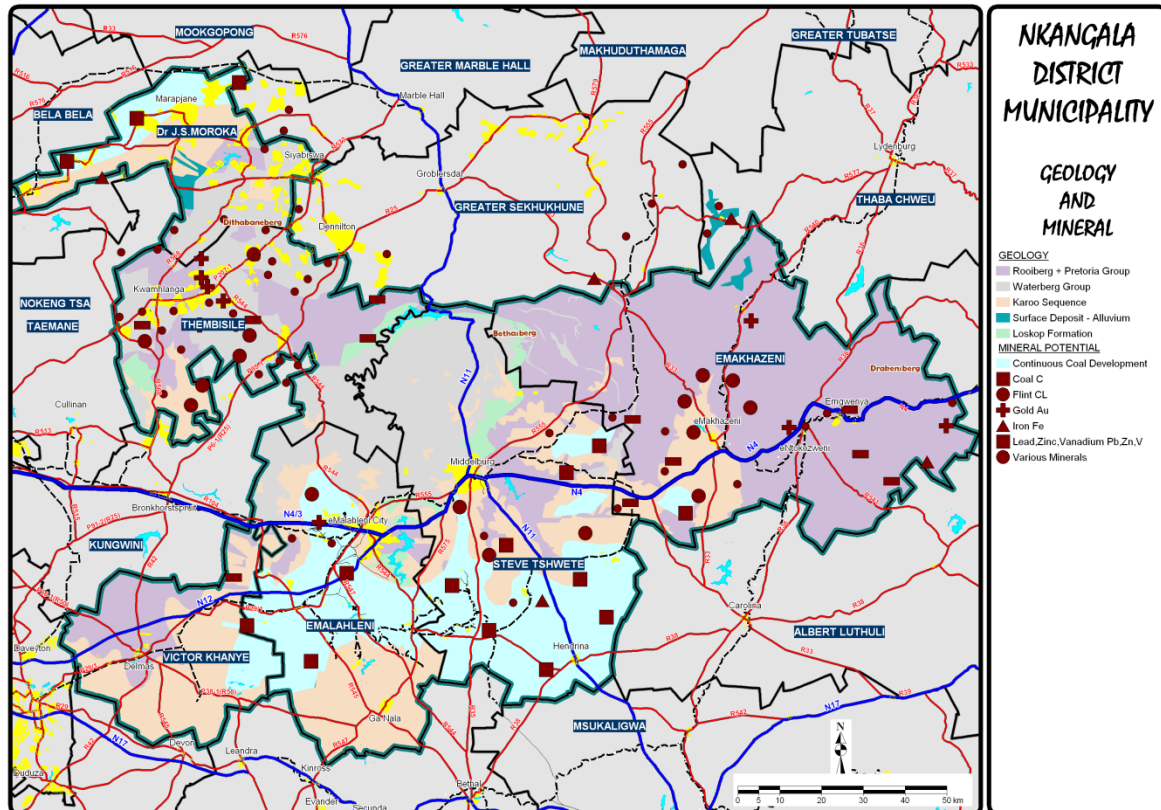
The agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agri-processing. Mining predominantly occurs in the southern regions of the District and is closely related to the power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

In the southern regions, 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 221**. The mining activities in the south of the region and especially in the Thembisile Municipality should be enhanced, to contribute to job creation for poor, unskilled workers. The regeneration of power stations, as well as the new power station in the Victor Khanye area could serve as catalyst to increased demand for coal reserves in the NDM area.

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

Figure 21: Geology and Minerals



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.

4.5.2.8. 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, %age 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 co-operatives and small enterprises; public sector ventures; and strategies to develop appropriate industries including light manufacturing, handicrafts, services, tourism etc; This also requires the putting in place of the necessary economic infrastructure including IT services, roads and rail.

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

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

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

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

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

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

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 that need 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%)	Community Services (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%)	Community Services (41.8%)	Community Services (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 connections (2009)	68.3%	64.0%	71.8%	82.1%	81.4%	68.6%	76.0%

% 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

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 as 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.

Completed Projects during 2013/14:

- SMME Policy that will guide the support and participation of all SMMEs within NDM in the future;
- SMME Database – it is linked to the SMME policy as a guiding tool in terms of selection of SMMEs capacity building and recommendation for participation in various programmes supported by NDM

On-going Projects for 2013/14:

- Support for the establishment of Steel and Metal Fabrication Hub in Steve Tshwete Municipality;
- Support for the construction of the Welding Institute in STLM;
- Training and Monitoring of SMMEs in all six LMs within NDM.

Suggested New Projects

1	Establishment of Community Park in Dr. JS Moroka Local Municipality (EPWP)	Wards 3 and 5	R10.000.000.00
2	Establishment of a Flea Market in Dr JS Moroka	Wards 3,4 and 5	R10 000 000.00
3	Training and Capacity Building for informal motor car mechanics within Dr. JS Moroka and Thembeisile Hani LMs	All Wards	R 1 000 000.00
4	Facilitation of the establishment and functioning of LED structures in all six LMs within NDM	All Wards	R 600 000.00
5	Facilitation and support for the Development of all LED related policies and strategies for all LMs in NDM	All Wards	R 2 000.000.00

In terms of completed projects in 2013/2014, in tourism support and development:

- Regional Tourism indaba 2013 and September Month Celebration event at Kwa-Mhlanga;
- Regional Tourism Tour;
- Cooperatives Policy.

Regarding ongoing projects in 2013/2014:

- 7920/14 Upgrading of 3G Abattoir;
- 5908/14 Construction of Crafters market stall(s);
- 4710/14 Construction of a Mini Transfer Taxi Rank;
- 6909/14 Refurbishment of the Chalets in the Witbank dam;
- 2913/14 Renovation of Tourism site in Emakhazeni (Geluk Farm);
- 1914/14 Crafters Market Stall(s) Victor Khanye LM;
- Annual Tourism Indaba.

New Projects 2014/15:

1. Franchise and Business Opportunities R1 510 000.00;
2. Annual Tourism Indaba 2015 R600 000.00;
3. District Tourism Indaba R1 510 000.00;
4. Rural Development, Co-operatives Development and Agricultural Indaba 2014 R1 500 000.00;
5. SMMEs and Cooperatives Training and Mentoring R4000 000.00;
6. Construction of Cultural Village in Emakhazeni local municipality R2 000 000.00;
7. Upgrading of Rock Climbing Tourism Site in Waterval Boven R5 000 000.00;

8. Building of Tourism Crafters Market in Wonderfontein R1 500 000.00;
9. Erection of two LAPAs and landscaping and upgrading of community park in Phola R800 000.00;
10. Construction of Cultural and Entertainment Centre (Witbank Dam) R4 000 000.00;
11. Feasibility and Business Plan (Cultural Centre) in Emalahleni R1 500 000.00;
12. Upgrading of King Goerge and Eadie street main entrance R3 000 000.00;
13. Training and capacity building of Tourism SMMEs R1 500 000.00.

In terms of agriculture and rural development the following inputs and projects are given below:

1. Planning to host a 3-day Rural Development, and Agricultural Indaba 2014 in order to assist small-scale farmers with critical contacts to help them achieve the quantum leap to commercial farmer status; and to bring together relevant stakeholders in the agriculture infrastructure domain to network, brainstorm and deliberate on key developmental issues regarding rural infrastructure and investments pertaining to Agriculture Development.
2. The South African Government adopted a National Infrastructure Plan (NIP) in 2012 with the aim to transform the country's economic landscape while simultaneously creating significant numbers of new jobs, and strengthening the delivery of basic services. The Indaba will focus on Strategic Integrated Projects (SIP 11) of the NIP which is Agri-logistics and rural infrastructure- to help improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including facilities of storage (silos, fresh-produce facilities, packing houses); transport links to main networks (rural roads, branch train-line, ports), fencing of farms, irrigation schemes to poor areas, improved R&D on rural issues (including expansion of agricultural colleges), processing facilities (abattoirs, dairy infrastructure), aquaculture incubation schemes and rural tourism infrastructure.
3. Cooperatives Development: Training, mentorship and support of cooperatives per sector (construction, manufacturing, services and agriculture). This includes the incubation and sub-contracting to established businesses.
4. **Projects:**
 - **Establishment of a Feed Mill** -tender advertised for consultant to conduct feasibility study – pending appointment.
 - **Greenhouse Tunnels** – to be advertised in the first week of January 2014.
 - **Conducting a Specialised Training for Poultry Meat Inspectors (Agro-processing)** – to be advertised in the first week of January 2014.

4.6 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Financial viability and sound financial management are key elements 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

4.6.1 Issue 3: Financial Viability

4.6.1.1 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.
- Contribute towards in-house capacity building to achieve Operation Clean Audit.

The critical areas of the NDM and its six Local Municipalities include amongst others:

- Deterioration of audit outcomes
 - Effective financial management
 - Fully functional Internal Audit Units and Audit Committees
 - High vacancy rate in key positions
- Declining growth in RSC Levy Replacement Grant
- Increase in NDM operational cost negatively impacting on allocations to local Municipalities
- Compliance with legislative requirements e.g. Municipal Budget and Reporting Regulations, Supply Chain Regulations, Generally Recognised Accounting Principles etc.
 - Effective management of debt and revenue collection:
 - Non-payment of Services;
 - Tariffs which are not cost-reflective;
 - Rising electricity cost and Inclining Block Tariff implementation;
 - Higher water purification cost due to pollution;
 - Implementation of free basic service (Indigent);
 - Growing dependency of intergovernmental fiscal grants, for everyday operations;
 - Low and underutilization of revenue base;

- Macro-economic factors and challenges outside control of Municipalities;
 - Credibility of billing data;
 - Issues of Licensing – Function done at LMs (Function of Province). Research has to be done by Steve Tshwete Local Municipality and NDM in respect of allocation licensing income;
 - Allocation to NDMs by the Province (to be explained and criteria used) and the new Grant allocation formula;
 - Registration of companies – Transport company's undertaking work in Dr JS Moroka /Thembisile Hani Local Municipalities to be done in the respective LMs as opposed to Gauteng.
-
- Elimination of irregular, unauthorised, fruitless and wasteful expenditure;
 - Credible budgeting aligned with IDP and performance objectives;
 - Responsible asset-, cash- and investment management;
 - Improvement of distribution losses;
 - Implementation of Standard Chart of Accounts;
 - Adherence to minimum competency levels;
 - Inadequate procurement and contract management;
 - Implementation of Supply Chain Management policies to create jobs and stimulate local economy;
 - Lack of demand management and procurement plan.
-
- Budget implementation to achieve service delivery:
 - Improved project management and multi-year planning;
 - Shrinkage of repairs and maintenance budget.
 - Expectations of communities exceeds the capacity of Municipalities.

Revenue: The elimination of the Regional Service Council (RSC) levies as affected 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. On-going consultation and research is being undertaken with several role players including SALGA, COGTA, 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, which is tasked with the responsibility of ensuring implementation, monitoring and evaluation of the impact of the Council's SCM Policy. One of the primary 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 revised SCM policy makes provision for targeted procurement regarding locality, co-operatives and SMME's.

4.6.1.2 Recommended Interventions and Strategies

It is therefore recommended that the following be implemented:

- Financial analysis of local Municipalities to determine sustainability over medium to long term;
- Strengthening of District Finance Forum participation;
- 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;

- Payment of invoices be done within a minimum of 7 days and maximum of 30 days upon presentation of correct invoices – elimination of 2.5% discount for early payment;
- Labour intensive projects be allocated for implementation by co-operatives;
- The budget for co-operative projects be capped at a pre-determined amount as determined by the Budget Steering Committee;
- Contractors not be allocated more than four projects within a given financial year without firstly assessing the capacity of such contractor;
- A policy be developed for the appointment of consultants, and thresholds for allocation of projects be capped at a pre-determined amount per annum;
- Projects not identified in the procurement plan not be implemented;
- Legislated in-year reports be signed off by CFO and MM and submitted to Executive Mayor, National and Provincial Treasury;
- SCM training and clean audit workshops for both Councillors and Officials be undertaken by May 2013 (Steve Tshwete to lead the training);
- Incomplete projects and roll overs for the previous financial years be identified and completed in the 2013/14 financial year;
- Planning be undertaken in the 2013/14 financial year for all new projects to be implemented in 2014/15 and 2015/16 (multi year budgeting);
- Compliance to with legislative in-year reporting requirements;
- Implementation of proposed Standard Chart of Accounts (SCOA);
- Facilitate attainment of clean Audit Reports by the District and Local Municipalities;
- Assist Municipalities with implementation of GRAP standards;
- The investment policy of the District be reviewed (Investments vs NDM risk and the acceptable level of investment);
- Local Municipalities be requested to submit 5 year project plans with full scope;
- The cash flow projections (analysis) be undertaken on all incomplete projects and a report submitted to the Budget Steering Committee;
- A combination of individual placement of internal auditors at LM's and co-sourcing where necessary and when the need arises;
- 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;
- 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 councillors to effect credit control and debt collection;
- Linking LED with financial viability by enhancing own revenue;
- Improved access to pay points;
- Clamping down on illegal connections and meter tempering;
- Indigent management.

4.7 KPA 5: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

This KPA 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.

4.7.1 Issue 6: Health

4.7.1.1 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. At the District level, Health refers to Municipal Health Services as well as Primary Health Services.

Municipal Health Services

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.

It is in the above context that the NDM has entered into a formal Service Level Agreement with the Department of Health and Social Services and the affected local municipality in respect of the rendering of Municipal Health Services. NDM is currently in the process of transferring the affected Environmental Health Services staff and to organise other logistics in relation to the rendering of Municipal Health Services.

The Service Level Agreement is meant to assist the process of transferring MHS staff from the affected local municipalities and the DoH to Nkangala District Municipality as it also foster cooperation between the two authorities. It further enable the NDM to properly plan for receiving the function and to allow the local municipalities to be able to plan for the continued rendering of services that have been traditionally attached to Environmental Health Services (such as refuse collection operations, etc).

The NDM committed as part of the Service Level Agreement to take responsibility for the funding of water quality monitoring improvement programme in partnership with the current MHS providers. To that end NDM has procured MHS water sampling equipments that amongst others include lovibond comparators, GPS MIO(Global Positioning System), Gas Powder Blow Torch, PH Indicator Strips, Chlorine Test Strip with Colour.

The District appointed service provider of the Water Quality Monitoring Laboratory to facilitate the implementation of Municipal Health Services. Their services include key amongst others, laboratory analysis of water samples for a list of identified indicators, the provision of sampling containers, sampling submission forms and analysis reports for the specified municipal Officials from all the six (6) local municipalities within Nkangala District Municipality to ascertain safe and or acceptable microbiological and chemical status of water sources.

Municipal Health Services priorities:

- NDM entered into a Service Level Agreements with the affected service providers (Department of Health and the local municipalities currently rendering the service;
- Rendering of Implementation of the effective and efficient Municipal Health Services (all elements of MHS including disposal of the dead) in all the local municipalities including appropriation of Budget for the Financial Year 2014-2015;
- Developed a district-wide Municipal Health Services Procedure Manual and Operational Plan that is aligned with local circumstances of each of the six local municipalities;
- Developed a district-wide Municipal Health Services By Laws that are aligned with local circumstances of each of the six local municipalities;
- Entered into negotiations with the Department of Health and Social Services and the affected local municipalities in respect of the MHS equipment, office accommodation and 35 potential employees to be transferred to the NDM;
- Developed a MHS organogram at the end of the MHS staff transfer process;
- Implementation of the NDM Water Quality Monitoring Programme including a dedicated School Water Quality Monitoring Programmed for schools using boreholes and farm schools as part of implementation of MHS;
- Implementation of the environmental health and environmental management awareness campaigns in all the local municipalities.

Primary Health Care Services

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. 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 of learners awarded bursaries studying medicine in Nkangala be provided.

Furthermore, the following challenges were identified during the NDM Executive Strategic Lekgotla held in March 2013:

- Lack of access to clinics;
- Lack of enabling documents for welfare purpose;
- Dept of Home Affairs not attending LM meetings (outreach, IDP etc);
- Lack of monitoring on welfare programmes;
- No shelter for pensioners when collection social grants;
- Teenage pregnancy – allegedly due to social grants;
- Growth in drug and alcohol abuse;
- No rehabilitation centres in the District.

4.7.1.2. HIV AIDS

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

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, see **figure 22**.

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

Figure 22a: Estimated HIV and AIDS numbers in Nkangala, 1990-2011

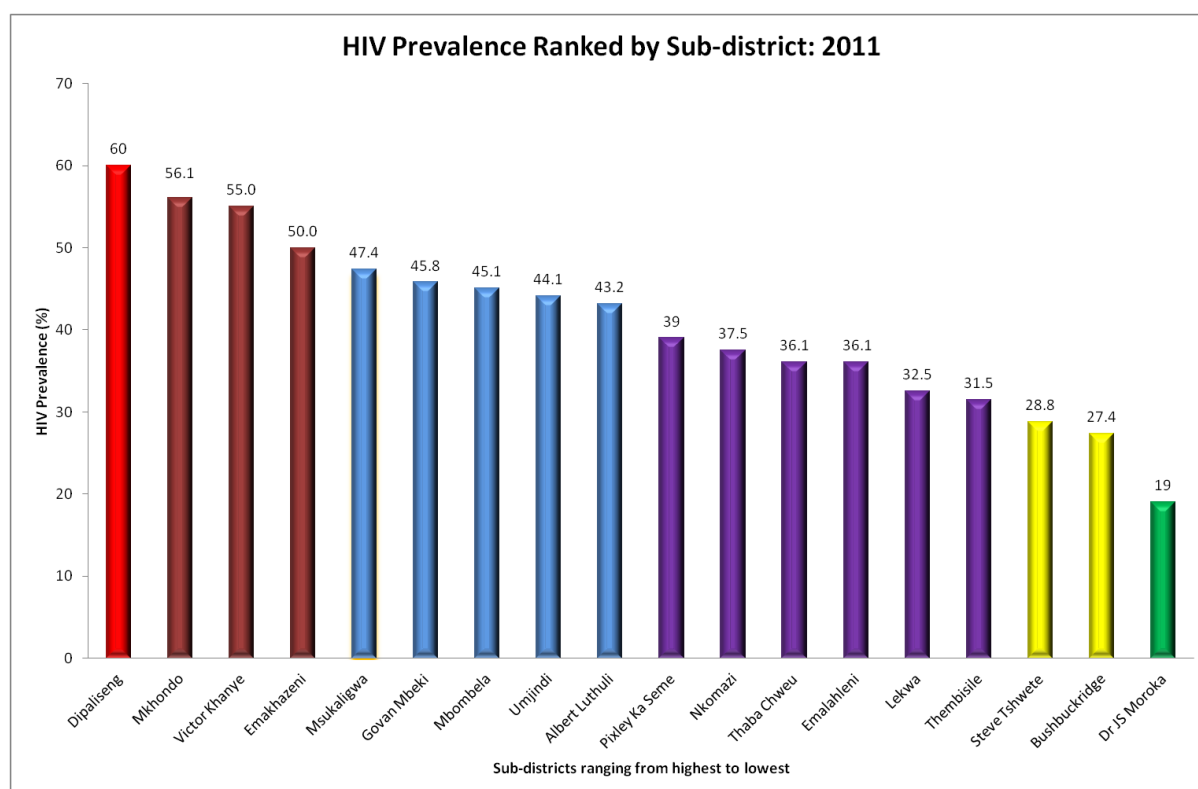


Figure 22b: HIV and AIDS growth rates in Nkangala, 1997-2009

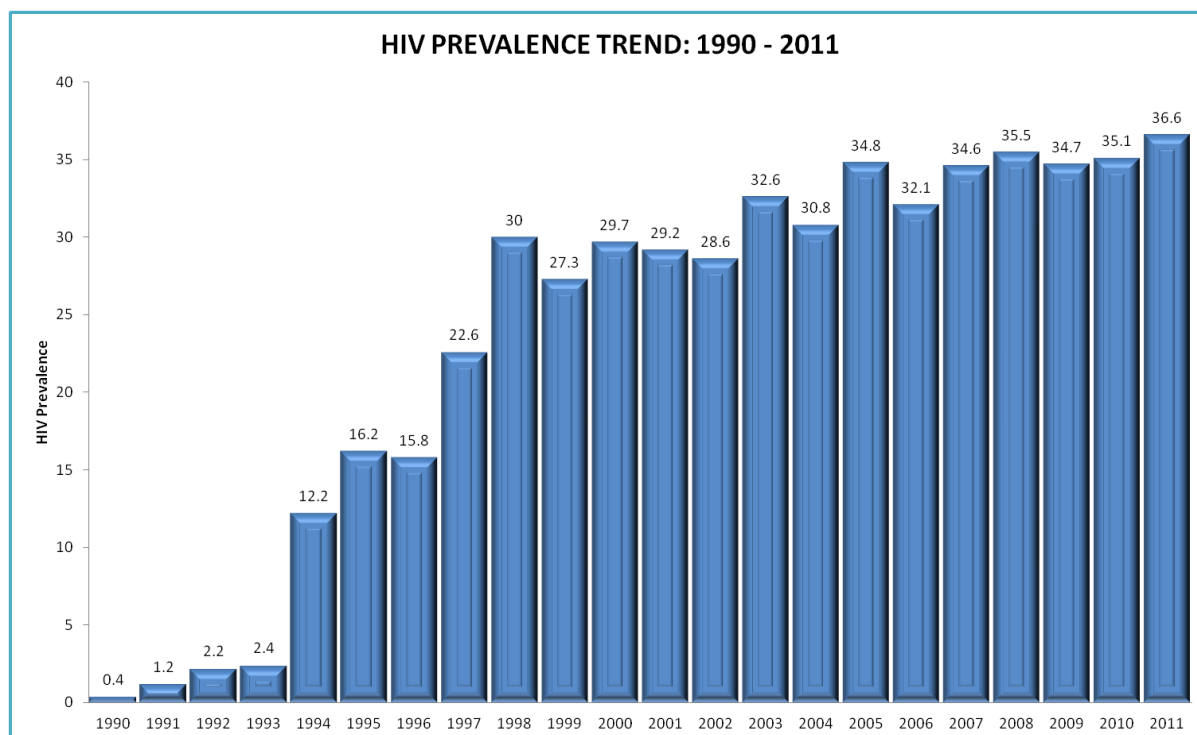


Figure 22c: HIV Prevalence Age Group 2006-2011

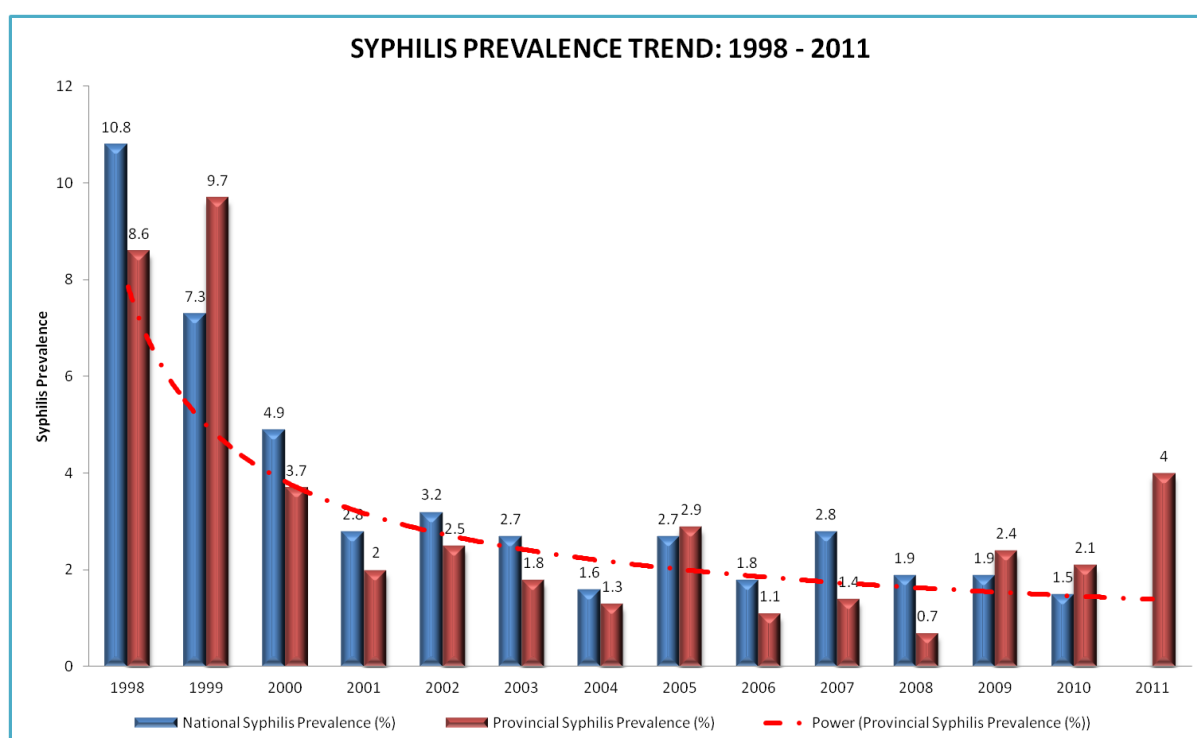


Table 23: Trends in HIV prevalence for Mpumalanga, Nkangala and its local municipalities between **2009 – 2011**

Age Group (Years)	2006 HIV Prev (CI 95%)	2007 HIV Prev (CI 95%)	2008 HIV Prev (CI 95%)	2009 HIV Prev (CI 95%)	2010 HIV Prev (CI 95%)	2011 HIV Prev (CI 95%)
≤ 19	13.7	14.3	14.9	12.7	17.4	14.1
20 – 24	33.1	35.7	35.1	33.2	32.0	32.7
25 – 29	44.0	45.6	48.4	47.2	46.1	48.9
30 – 34	46.8	48.1	50	49.8	53.6	53.8
35 – 39	32.3	32.1	36.8	48.6	38.7	52.3
≥ 40	14.9	25.9	29.6	26.3	31.7	33.3
MDG (15-24)	24.7	26.9	26.7	25	25.6	25

Emanating from IDP Community Outreach, these issues were raised:

- A massive HIV testing campaign;
- 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, traditional leaders and traditional healers, etc) at all levels of society and accelerate implementation of the HIV/AIDS and STI plans;
- HIV/AIDS and culture dialogues;
- Identification and training of wellness champions for LM's and District;
- Development of workplace HIV/AIDS policies and strategies;

- Coordinate and facilitate the HIV/AIDS Local Strategic Plans of the LM's;
- One day education and awareness session for employees;
- Awareness campaign on HIV/AIDS through communities ;
- Discrimination of people living with HIV/AIDS and disabilities.

Nkangala District Municipality has institutionalised the District Aids Council which consists of representatives from the various local municipalities as well as sector departments. The DAC meets quarterly and considers reports and make recommendations to Council. Furthermore, NDM signed an agreement with GIZ for technical support to the committees.

Emanating from the District AIDS Council Plan of Action 2013/2014, the following programmes will be implemented in order to strengthen the functionality of the Aids Councils and bring meaningful change to the community:

- Monthly secretariat meetings and attendance of Local Aids Council's (LAC) to identify capacity needs and support throughout the region;
- Mobilisation of resources to enable allocation of an HIV AIDS technical support to Victor Khanye local municipality;
- Assessment of the level of involvement of sectors at DAC and LAC level;
- Training of sectors, CBOs and NGOs on their roles and responsibilities in AIDS Councils (**GIZ-sponsored / SANAC**) and Codes of Conduct for AIDS Council's members;
- Integration of SANAC, MPAC, DAC and LAC priority programmes and campaigns (Zazi Campaign, World AIDS Day commemoration, Prevention of Mother to Child Transmission (PMCT);
- Strengthen programmes aimed at prevention by providing HIV Counselling and Testing (HCT) in all LAC's , Medical Male circumcision, TB and STI;
- Facilitate the hosting of Community dialogues on various drivers of HIV/AIDS in communities such as some cultural practices and religious believes perpetuating the pandemic.

In an endeavour to enhance its effectiveness in providing Services to communities across the District, the Department of Health rolled out, and will continue to roll out Mobile Clinics as indicated in Table 24 below.

Table 24: 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 Tweefontein 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 Ward 8, 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 that 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;
- Transfer of Municipal Health Services to the District municipality as per the Health Act;
- Capacitate and implement the Batho Pele Principles in the public care facilities;
- Finalise the Provincialization of primary Health Care facilities in the remaining two municipalities namely Steve Tshwete and Emalahleni;
- NDM to engage with LMs and DoH to ensure mobile clinics are available to farm /rural areas.

4.7.2 Issue 7: Education

4.7.2.1 Background and Problem Statement

At the start of its current term, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The District has a total of 573 schools spread in 20 circuits within the 6 local municipalities of the District Municipality of which 54 are farm schools located largely in Emakhazeni and Victor Khanyemunicipalities. There are only 8 Special Schools which cater for learners with special educational needs in Dr JS Moroka, Emakhazeni, Thembisile Hani and Emalahleni. The District had an enrolment of 289 103 learners as per the 2013 10th day of school reopening snap survey. Enrolments are decreasing in other parts of the district such as in Dr JS Moroka Local Municipality, whilst increasing towards Emalahleni, Steve Tshwete, Thembisile Hani and Victor Khanye Local Municipalities. The highest concentration of learners is in the areas that are perceived to be having opportunities such as Emalahleni, Steve Tshwete, Victor Khanye and some parts of Thembisile Hani Municipality (Moloto and Kwamhlanga areas) with an average of 1510 learners. The implication of this high concentration of learners creates idling capacity of facilities whilst a huge demand for new facilities is created. 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). It also becomes difficult to plan for provision of physical facilities as most of these farm schools are not sustainable

According to the Department of Education, there are no mud schools or schooling under trees in Nkangala. The Department of Education noted a number of challenges confronting schools such as social to economic matters, hampering service delivery as summarised in table below:

4.7.2.2. 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 much to be desired.

Issues	Number of Schools
<i>Storm damaged schools</i>	5
<i>New schools to be constructed</i>	9
<i>Schools with overcrowding</i>	11
<i>Unsafe structures</i>	11
<i>Schools needing rehabilitation and upgrading</i>	59
<i>Schools needing Grade R facilities</i>	25
<i>Schools needing kitchens</i>	27
<i>Special schools needed</i>	1
<i>Schools without water and sanitation</i>	33
<i>Schools without fencing</i>	24

4.7.2.3. 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. 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.

4.7.2.4. 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.

4.7.2.5. Further Education Training

Nkangala District currently have four (4) FET Colleges located in the following local municipalities, namely, Steve Tshwete, Emalahleni, Dr. J. S Moroka and Emakhazeni. It is worth noting that of these FETs there is still a need to facilitate re-alignment of the WatervalBoven FET College in Emakhazeni Local Municipality in accordance with the municipal demarcation boundaries. Furthermore, in order to ensure that the FETs contribute to the skills gaps in the region, a retention strategy in the form of amongst others, bursaries, workplace opportunities and internship programmes need to be agreed to with private sector.

Although the above-named challenges have been noted, 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 examinations;
- 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;
6. Emalahleni area in Klarinet and Kwaguqa Exts;
7. Parts of Steve Tshwete in Ext 24 & 18 and Rockdale;
8. 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 utilised 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 (SijabuleMapogo, 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 Motlounge).

4.7.2.6. Grade 12 Performance per Province

The 2012 grade 12 results for the country depicts a great improvement in that in 2008 the pass rate was 51.8.5%, which in turn dropped to 47.9% in 2009 and steadily increased from 56.8% to 64.8% and 70 in 2012. In 2013, the results further improved to 77.6 %. According to the Mpumalanga Department of Basic Education (MDoBE)'s records, Nkangala had 147 public schools, which sat for grade 12 examinations. In terms of the geographic spread of these schools a majority thereof (41 and 45) are located in Thembisile Hani and Dr J S Moroka municipality respectively. This spread is in line with the population spread of these areas.

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

Table 25: Provincial Performance in descending order for the past five years:

PROVINCES	2008	2009	2010	2011	2012	2013
W CAPE	78.7	75.7	76.8	82.9	82.8	85.1
GAUTENG	76.3	71.8	78.6	81.1	83.9	87
N WEST	67.9	67.5	75.7	77.8	79.5	87.2
FREE STATE	71.6	69.4	70.7	75.7	81.1	87.4
N CAPE	72.7	61.3	72.3	68.8	74.6	74.5
KZN	57.2	61.1	70.7	68.1	73.1	77.4
MPUMALANGA	51.8	47.9	56.8	64.8	70	77.6
LIMPOPO	54.7	48.9	57.9	63.9	66.9	71.8
E CAPE	50.6	51.0	58.3	58.1	61.6	64.9
NATIONAL %	62.2	60.6	67.8	70.2	73.9	78.2%

In terms of the above national performance, the country has been masking steady growth with all provinces showing a positive achievement except for Western Cape, which obtained the same rate as in 2011. Mpumalanga province achieved better results than Limpopo and the Eastern Cape only.

TABLE 26: District Performance for Mpumalanga Province: 2011, 2012 and 2013

Regions/District	Total Wrote 2011	Total Achieved 2011	% achieved in 2011	Total Wrote 2012	Total Achieved 2012	% achieved in 2012	Total Wrote 2013	Total Achieved 2013	% achieved in 2013
Bohlabela	11915	6274	52.7	10258	6330	62.5 %	11057	7966	72
Ehlanzeni	13938	10047	72.1	14580	10782	74%	14586	12079	82.8
GertSibande	10703	7005	65.4	10451	7208	69%	10992	8396	76.4
Nkangala	11579	7861	67.9	11628	8492	73%	13418	10395	77.5
Mpumalanga	48135	31187	64.8	46917	32807	70%	50053	38836	77.6

Data source: Department of Basic Education, Report on the National Senior Certificate Examination Results (2013).

Nkangala region registered the second highest performance rate in the Mpumalanga Province at **77.5 %** following Ehlanzeni at 82.8 %. In comparison to the 2012 results, Nkangala District recorded an improvement of 4.5%.

The overall performance of Nkangala region is attributed thereto by the performance of the schools located in constituent local municipalities as reflected in the **table 27** below:

Table 27: Performance of schools per local municipalities under Nkangala District Municipality

AREA	NUMBER OF SCHOOLS	2011PASS %	2012PASS %	2013 PASS %
Victor Khanye LM	6	71.7	76.7	82.9
Emakhazeni LM	8	75.5	74.8	71.3
Steve Tshwete LM	21	72.1	77.4	84.5
Emalahleni LM	27	71.9	72.0	83.2
Thembisile Hani	39	65.7	69.6	73.0
DR JS Moroka	44	59.7	70.6	74.0
TOTAL	145	69.4	73.0	77.5

In terms of the table above, all municipalities except Emakhazeni had a positive movement with schools in Emalahleni surpassing all others with an 11.2 % improvement when compared to 2012. The results of Emakhazeni showed a drop of -3.5% when compared to 2013. Although Steve Tshwete has the highest pass rate, all municipalities obtained more than 70% and more rates. .

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.

Due to the development of Extension 3 in Botleng, three (3) primary schools have been rendered redundant and others are over populated since parents prefer schools near the community. The Victor Khanye Local Municipality have subsequently applied for a satellite Further Education and Training which is still under considered on condition that the municipality provides accommodation for the FET.

Dr JS Moroka Local Municipality

- Need for refurbishment of schools (ward 14, 21, 25 and 30);
- Shortage of educators (ward 21 and 25);
- Insufficient administration blocks in some schools, with specific reference to ward 29;
- School feeding programme not effective (ward 25);
- Need for a library (ward 15);
- Inaccessibility of ABET programmes (ward 15);
- Need for skills development initiatives/programmes (ward 15);

- Sijabule Primary School at Maphotlha – contractor appointed;
- Vumazonke Primary School at Mthambothini- contractor appointed;
- Mabhoko Primary School at Mthambothini - contractor appointed;
- Malapalama Combined School has been approved for refurbishment, is located in the Comprehensive Rural Development Programme (CRDP), and is awaiting appointment of contractors. External service providers are being sourced to repair the storm damages.

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;
- The new school (Coronation Secondary School) will be constructed at Klarinet and the site has been procured for the school. Independent Development Trust (IDT) is busy with planning of the project. Hence, that will relieve overcrowding at Pine Ridge Combined (English Medium Secondary School) and Alex Mampane Primary which is an English school Pine Ridge. It is envisaged that the school will start operating in 2014;
- Ilanga Secondary in Duvah Power Station is to be relocated to Tasbert Park Ext 6 (Uthingo Park), a new site was handed over to the contractor for construction of Ilanga Secondary. It is envisaged that the school will start operating in 2014.

There is a need for a new site at Tasbet Park Extension 6 for the relocation of the Duvha Primary School from the power station. On the other hand, the relocation of Springvalley primary seem to be having challenges due to the apparent need to have schooling in this area.

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).

Parents prefer that their children be enrolled at the Middelburg Mine School (MMS) and these results in congestion at the school. The MMS is the only English school and is presently over populated. As a result an English school has since been opened in Mhluzi which would serve to relieve the MMS.

A new school in Aerorand has been prioritised and would be funded by BHP Billiton. As a temporary solution, mobile classrooms have been set up at MMS for enrolments of 2013.

Thembelesile Hani Local Municipality

- Refurbishment and completion of schools (i.e. Nyabela, Buhlebenfundo, Bhundu, Kgantso, Rorhopane School);
- During the rainy days the classrooms are flooded (ward 11);
- There is a need for a school in Zenzele (ward 13) as learners are traveling long distances to school;
- Rorobhani Combined School is an abandoned project, and the community requested the project to be completed. All interested stakeholders had visited the school and the matter is receiving attention with Public Works department. Temporary structures have been made available;

- Contactors have been appointed to replace the unsafe structures (Hlalisani primary and Mzimhlophe secondary schools) and are on site. Site handed over to the contractors.

Emakhazeni Local Municipality

- Morelig combined school- There is a need for an admin block, six (6) classrooms, one (1) laboratory and one (1) library. Mobile classrooms have been issued;
- Lack of Abet centres in Emakhazeni.

Broadly speaking the challenges in this municipality relates to farm schools which have low enrolments and are forced to do multi grade teaching, making it difficult to provide quality education hence a process to do away with farm schools.

A boarding school is therefore prioritised to be constructed in Machado Emthonjeni and is planned to commence in 2014. At Siyifunile, 3 classrooms and admin block were burnt down and it could not be verified as to the cause of the fire.

The Department of education has prioritised the construction of the Emakhazeni boarding school which aims to attract learners from various farm schools from Emakhazeni. The project was initially planned to be constructed at Belfast (Emakhazeni) however, the site was since relocated to Emthonjeni. The relocation has affected the project time line since other investigation such as geo-technical studies had to be re-conducted. The project is therefore behind schedule and was planned to be completed by March 2014.

Challenges Emanating

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:

- Confront 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 versus 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;
- Shortage of teachers for Mathematics and Physical Science in high schools;
- School libraries and laboratories remains a challenge in many schools, both in terms of physical buildings and books, chemicals, cubics and related resources,
- Curriculum not responding to our societal and skills needs;
- Problem on scholar transport compromise education;
- Lack of proper career guidance;
- Youth who did not complete Grade 12 are left without option of completing in some parts of the region.

Education Priorities

- Convene a District Education Indaba or summit;

- Create awareness about the 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;
- To engage Nkangala FET colleges to address the skills gap especially in mining;
- Engage the Department of Education on Scholar Transport;
- Facilitate for the establishment of advisory and career guidance services in the region;
- Capacitate educators on the importance of career guidance;
- Mainstream and align the implementation of Career expo's in the region;
- Engage NYDA to support programs aimed at encouraging youth to complete grade 12;
- Report on schools built and or renovated in the Nkangala region to Council.

4.7.3 Issue 8: Welfare

4.7.3.1. 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, and pension-pay-points 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, pensioners, orphans and the homeless are some of the key areas of work located within Welfare Service.

Protection of Children: Over the past decade, there has been increasingly more attention paid to children, globally, regionally and nationally with the realisation that they are more vulnerable when confronted with poverty, live hoods securities, social ills and health pandemics,

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.

Challenges facing children

- The protection of children's rights in a safe environment as well as ensuring the schooling thereof;
- Identification and support to orphans, vulnerable children require special support;
- Emphasize the promotion and protection of children abuse through campaigns;
- Compilation of a database for early childhood Centre;
- *Problem of abandoned children;*
- *Adoption of vulnerable children by leaders in the community;*
- The promotion and protection of Orphans and Vulnerable children;
- Capacity building of the vulnerable groups on human rights;
- Establishment of service points for the children in conflict with the law Department of Welfare;
- Lack of a platform where children's issues can be discussed.

Issues from Community Outreach

- *Child headed families in the result of HIV/AIDS;*
- *Children with disabilities not taken careof.*

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.

Issues from Community Outreach :

- 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;
- Promotion of healthy life and stop the violence against against Senior Citizen: to promote gender equality;
- Give support to needy aged especially on Mandela Day.

4.7.3.2. Access to Services

In terms of access to social services grants, SASSA's records as reflected in the table 28 below indicates that Thembisile Hani and Dr J S Moroka municipality have by far recorded the majority of beneficiaries as per the September 2013 statistics reflected below:

Table 28: Access to Services

Grant Type	Emalahleni	Emakhazeni	Steve Tshwete	Dr JS Moroka	Thembisile Hani	Victor Kanye	Total
Old Age	13630	2952	8218	24169	19204	2460	70633
War Veteran	2	0	4	4	1	0	11
Permanent Disability	6278	1,851	2,459	4003	4848	816	20255
Temporary Disability	495	290	170	1286	1171	150	3562
Foster Care	2547	673	1638	1955	1866	600	9279
Care Dependency	648	127	351	543	718	48	2435
Child Support Grant (0-7)	27805	4,406	13336	31304	38476	5238	120565
Child Support Grant (7-9)	7892	1306	4052	8514	10774	1146	33684
Child Support Grant (9-11)	7224	1162	3534	7683	9449	1044	30096
Child Support Grant (11-14)	10105	1769	5278	10979	13851	1602	43584
Child Support Grant (14-15)	3151	618	1763	3643	4668	477	14320
Child Support Grant (15-16)	3051	529	1671	3621	4520	416	13808
Child Support Grant (16-17)	2771	444	1553	3618	4341	414	13141
Child Support Grant (17-18)	1215	232	540	2063	2528	200	6778
Grant in Aid	94	11	19	646	106	6	882
District Total	86908	16370	44586	104031	116521	14617	383 033

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.

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.

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.

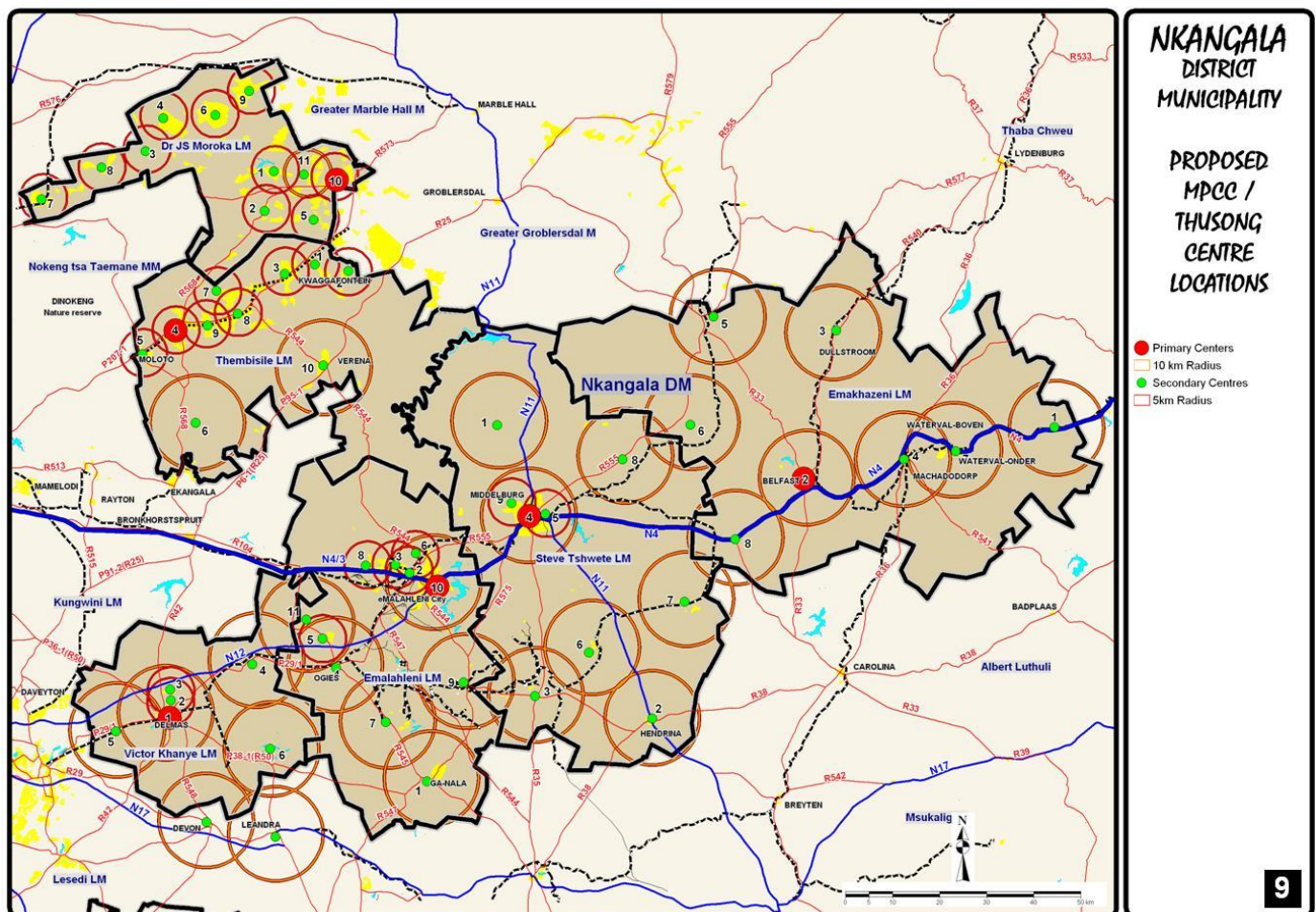
4.7.3.2. Hierarchy of service centres

Figure 23 depicts the hierarchy of service centres in the Nkangala District. Middelburg and Emalahleni City fulfil the function of primary service centres, offering the highest order and widest range of goods and services to other towns and settlements as well as the rural areas.

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

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

Figure 24: Proposed Thusong Services Centres (TSC)

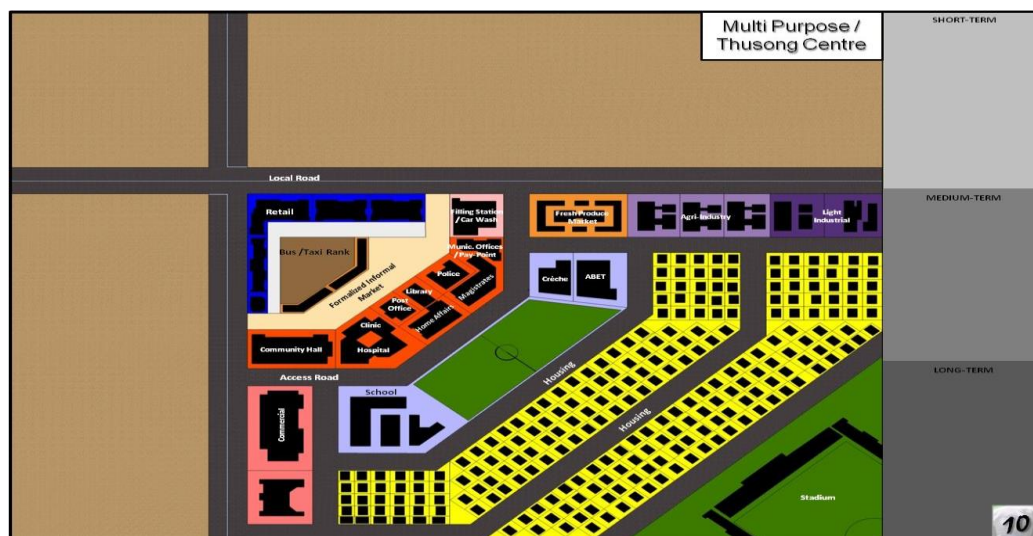


A fourth order of service delivery centres is in the form of Multi Purpose Community Centres. The Multi Purpose Centre Development concept was introduced in the NDM area in the 2001 NDM Spatial Development Framework, whereafter it was incorporated in the NDM LED Strategy of 2004 (reviewed in 2006) as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

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 25 below which graphically depicts the Thusong Centre Concept).

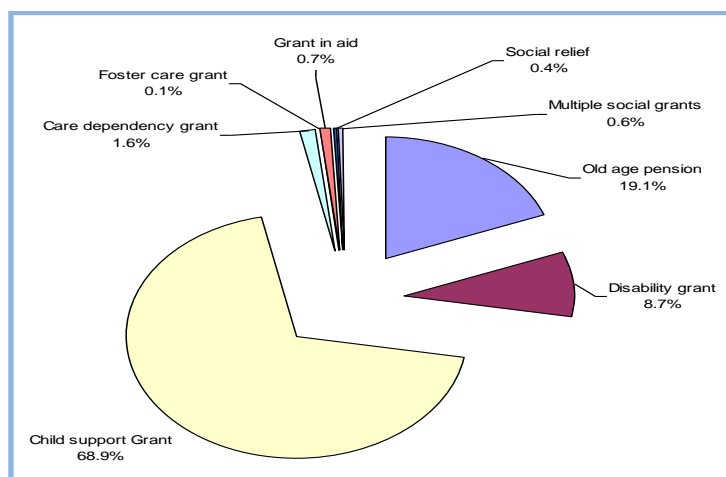
Figure 25: Multi Purpose/Thusong Centres



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

Disability: The Statistics South Africa Community Survey of 2011 show that 297 521 people were beneficiaries of various government grants as per the breakdown in figure 26. Overall 6.2% of the population in Nkangala (63 000) indicated some form of disability in 2001.

Figure 26: Access to social welfare grants



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 Stakeholder's Forum whose aim is specific to ensuring accessibility of Identity Documents which are fundamental to access to social security . Notwithstanding all the aforementioned successes achieved by the District, there are still challenges to be addressed during the Medium – Long Term of Council, viz:

- People living with disability continue to be marginalized in that programmes such as sporting tournaments' are hardly created to embrace these groups.
- Lack of basic facilities such as water, shelter, waiting areas and sanitation facilities at various social security pay-points;
- The high dependency on Welfare grants within the District
- Programmes aimed at integrating people living with disabilities to be implemented

In addition to the above, during Outreach Programme, communities 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.
- Disability centres be renovated

In order to fully appreciate the issues affecting persons with disability, NDM held a Disability Summit in October 2013 and resolved on the following issues that:

- The Department of Education must within the ABET centres, provide for Deaf people;
- Strategic documents especially regarding services from sector Department of SASSA and Home Affairs should be available in all local languages;

- Working together with SASSA, communities should identify people living in the streets that qualifies for social security;
- Community facilities to be user friendly for people with disability;
- NDM to install voice prompt/taking devices in the elevators;
- Indigenous languages must be used in the next summit for all participants to understand for a full participation;
- Increased implementation of programmes aimed at people with disability;
- Increase public awareness and understanding of disability;
- People with disability to participate on EPWP programme;
- Department of Human Settlement to consider disability factors when providing housing;
- Provide a lesson of sign language for staff members;
- Department of Social Service to intervene on the process of disability grant application and reviewal;
- Develop appropriate tools and fill the research gap;
- Ensure that data provided is disaggregated to reflect disability issues.

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 Thembezi 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.

Further Challenges:

Provide proper shelter for the pensioners when receiving social grant.

Advocate for the establishment of rehabilitation centres and special schools in the region.

4.7.4 Issue 9: Culture, Sport and Recreation

4.7.4.1 Background and Problem Statement

During its 2013, Strategic Lekgotla and the 2013 IDP Indaba NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District.

4.7.4.2 Sports and Recreation

The Regional Sports and Recreation Master Plan noted as follows that:

- 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.

From the Nkangala Sports and Recreation Master Plan 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.

4.7.4.3. Cultural Historic Heritage Sites

Emanating from the district-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 initiated and completed a study on the formalisation of Historic and Heritage Sites with the objective of identifying all sites that have a historical and cultural significance. The study recommended that Council should prioritise, preserve and develop sites of importance. The study recommended that:

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 (Formalization of Cultural and Historical Sites), a business plan for development of 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 involved 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.
- Development of the Delmas Magistrate Court Treason Trials 1985-1989

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.

Development of the Delmas Magistrate Court Treason Trials 1985-1989

In 2012, the District Municipality resolved to implement a memorial monument in Delmas in recognition of the Delmas Treason Trials 1985-1989. To that extent, research on the Delmas Treason Trials 1985-1989, was conducted, the plan of the Delmas Treason Trials Commemoration Plaque was developed, designed and erected within the premises of the Delmas Magistrate Court. This site is significant in the legal history of South Africa. 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. The trial tested the apartheid legal machinery to the limit and marks a turning point in the history of the struggle for democracy. It is valued as a site of an important event in that it stands against injustice.

Objectives of the project were:

- To preserve the 1985 and 1989 political struggle trials in a form of memorial structure;
- To declare the Delmas Magistrate Court as an historical heritage site following its role as a host to above political trials;
- To conduct research and preserve the archival record of the struggle trials in a form of legal materials and documents, including the auditory and pictorial records of the trial;
- Parallel to the above carries out the necessary applications to declare the Delmas Magistrate Court as a National Heritage Site.

The memorial plaque inspired by Mandela's call from Robbin Island Prison, following the landmark 1976 Soweto Uprising “Unite, Mobilise, and Fight on! Between the Anvil of united mass action and the Hammer of the armed struggle, we shall crush apartheid”. The site was officially unveiled on 03 March 2012. The municipality is busy with the processes to have the site declared as a heritage site.

Figure 27: The memorial plaque inspired by Mandela's from Robbin Island Prison



Delmas Magistrate Court Treason Trials 1985-1989 memorial stone

Phase 2: Cenopath

Following the public participation process, the second phase of enlisting the names for inclusion on the cenotaph was completed and 137 names of fallen heroes and heroines of the struggle against apartheid were approved by council. The names had to satisfy the criterion of the Department of Culture Sports and Recreation in that:

- Cause of death must have been in keeping with the fight for liberation;
- Accidental death or death by natural causes were not considered;
- The death should have occurred before 27 April 1994 (cut-off date).

The approved names were subsequently engraved at Lynville Park which forms part of the Church street upgrading precinct, thus giving the Park a facelift with all the attributes 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. As a result of the rigid criteria for inclusion of the names on the cenotaph, many people who were freedom fighters could not be included, thus the idea of the Regional Freedom Park was conceived and council resolved that it be investigated further. To that, NDM commits to research the concept of the Regional Freedom Park in terms of the form, location, costs and qualifications.

4.7.4.4. 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. Notwithstanding this, the usage of new names remains a challenge hence a need to ensure that new names are promoted. The integration of the new names into municipal spatial planning, GIS, LED, surveying and deeds office remains a challenge. The signage on most National and Regional routes still reflects old names.

Some of the notable name changes for settlements, public buildings and roads which were gazzeted during the 2011/2012 period includes amongst others the following:

Table 29: Notable name changes for settlements, public buildings and roads

NEW NAME	PREVIOUS NAME	FEATURE	MUNICIPALITY
Emakhazeni	Belfast	Town	Emakhazeni
Emgwenya	WatervalBoven	Town	Emakhazeni
entokozweni	Machadodorp	Town	Emakhazeni
Piet Tlou	Doornkop	settlement	Steve Tshwete
Sydney Choma Police Station	Middleburg Police Station	Public Building	Steve Tshwete
Somaphepha	New name	Settlement	Steve Tshwete
Madlayedwa	Pieterskraal	Settlement	Dr Moroka

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 District-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 SSkhosana 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 2012/13 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 communities as well as maintenance of Alfred Mahlangu Park (Ward2) raised the need for sport facilities in ward 4.

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 DCSR. 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.

Library Infrastructure: The construction of new libraries in Emthonjeni, Libangeni and Klarinet is in progress. Middleburg library has also been renovated and upgraded into a regional library in the financial year 2011/2012.

The NDM in partnership with the MDCSR in fostering Social Cohesion and acknowledging cultural diversity and promoting unity by affirming, conserving and celebrating people's way of life while striving for moral renewal of our society will continue to honour the events and celebrations of the following National Days:

- 21 March Human Rights Day;
- 27 April Freedom Day;
- 24 September Heritage Day;
- 16 December Day of Reconciliation;
- 31 December Crossover Day in recognition of Moral Regeneration.

Over and above these national events, the district will continue to work closely with Amakhosi and support the heritage and cultural work that is done in the region. In order to celebrate the various cultural diversity, a cultural festival aimed at stimulating growth and preservation of tradition and culture has become necessary. A policy on the support granted to Amakhosi will be developed to guide administration in the quest for heritage support and conservation.

Challenges currently identified:

- Poor maintenance of facilities;
- District to participate in the sports councils;
- Weak sports federations;
- Lack of participation in National Sports competitions;
- Lack of coordinated sports development initiatives;
- Lack of transformation of the landscape in the townships and some town in so far as the availability of recreational facilities such as community parks and children playing facilities;
- Lack of support for the elderly (Gogos) in sport;
- Lack of recreational facilities in communities;
- Non-attendance of classes due to traditional school;
- No involvement of traditional leaders in cultural activities;
- Lack of support on cultural activities;
- Shortage and unutilised taxi ranks;
- Shortage of community parks and recreational facilities;
- Unutilised Thusong centres.

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 strengthen 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 DrMoroka, Thembisile Hani and Emakhazeni;
- Establish facilities for training and performance arts;
- Strengthen partnership among Municipalities, DCSR, Sports Councils and Sports Federations;
- Facilitate the construction of multi-sports complex that will include facilities for cricket, rugby, hockey, tennis and baseball especially in DrMoroka, Thembisile Hani, Emakhazeni and Victor Khanye;
- Organize District Mayoral games and tournaments to enhance mass participation (including for people with disability) in various sporting codes;
- Local Municipalities to prioritise the maintenance and good upkeep of sporting facilities;
- Promoting, supporting and participating in the region events such as cultural, musical, sports, arts and recreation including SALGA Games (if and whenheld) and other national and provincial programmes;
- Construction of community parks and child facilities in the various local municipalities;
- Developing a guiding policy for the support and participation of the municipality on the programmes implemented by Amakhosi;
- Support NDM Mayoral Games to be an annual event and align these with local municipal mayoral games;
- LMs to engage with SASSA on elderly (Gogos) recreational programs and to include the elderly and people with disabilities;
- Facilitate the establishment of the combo courts;
- Engage with traditional leaders on issues of culture including funding thereof;
- Host a Cultural Festival in order to brand the NDM;
- Develop parks, recreational facilities;
- Promote utilisation of Thusong centres.

4.7.5 Issue 10: Safety and Security

4.7.5.1 Background and Problem Statement

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

The responsibility to ensure provision of safety and security lies with the South African Police Services (SAPS). The Constitution of the Republic of South 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 2012 Community Outreach meetings by the NDM, crime and safety related issues were amongst the issues brought to the attention of the District. It is however note worthy that crime was raised because of lack of electricity and or motivation thereto in the following areas:

Thembisile Hani: Formation of CPF to prevent stock theft, Fight drug problem and Crime prevention.

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

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

Emalahleni LM: Formation of CPF'S, Lack of visibility of the police, Drug problem, Poor functioning of the police station.

Dr Moroka LM: High mast lights to prevent crime.

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

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

The National Crime Statistics Released for March 2013 revealed that crime was one of the escalating statistics in the country further confirmed these issues. **Table 30** below provides the reported criminal cases per police station in Nkangala District (Indicator Crime Categories):

Table 30 Crime statistics per Municipality

Local Municipality	Police Station	TYPE OF CRIME(2011/12)					
		Murder	Total Sexual Crimes	Burglary at Residential Premises	Robbery with aggravating circumstances	Drug Related Crimes	Driving under the influence of Alcohol or Drugs
Emakhazeni	Belfast	5	25	169	30	40	77
	Dullstroom	0	2	84	3	22	11
	WatervaalBoven	2	15	68	9	32	12
	Sub Total	7	42	321	42	94	100
Steve Tshwete	Middelburg	12	87	1164	206	119	419
	Blinkpan	3	9	42	21	39	25
	Hendrina	7	34	149	22	38	153
	Mhluzi	21	85	599	87	136	233
	Sub Total	43	215	1954	336	332	830
Emalahleni	Kriel	9	29	445	47	50	24
	Ogies	11	27	219	95	79	29
	Vosman	35	185	803	270	440	186
	Witbank	24	110	1468	476	240	320
	Sub Total	79	351	2935	888	809	559
Victor Khanye	Delmas	14	58	336	98	111	63
	Sub Total	14	58	336	98	111	63
Thembisile Hani	Kwaggafontein	14	48	122	43	38	68
	KwaMhlanga	18	109	624	175	105	101
	Tweefontein	8	33	144	40	110	24
	Verena	4	19	65	37	28	13
	Sub Total	44	209	955	295	281	206
Dr.JS Moroka	Mmametlake	10	60	153	64	75	13
	Siyabuswa	15	145	287	148	168	43
	Vaalbank	10	58	129	66	20	45
	Sub Total	35	263	569	278	263	101
NDM total		222	1138	7070	1937	1890	1859

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 361 to 222. Victor Khanye and Emakhazeni are following at lesser figures of 64 and 36 respectively.
- Drug related crimes follow the same pattern with Emalahleni taking the lead at 570 and driving under the influence of alcohol at 641 followed Steve Tshwete at 537.

Further challenges emanating from the 2013 NDM Executive Lekgotla includes:

- No engagement with the SAPS;
- LMs not part of the safety and security forum;
- Illegal taverns;
- Taverns situated near schools and churches;
- Lack of workshops for CPFs.

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

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

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

Moving forward, the District will need to:

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

- Facilitate the neighbourhood watch campaign.
- LMs to engage with the Commissioner of Police on safety issues and capacitating of CPF
- Engage DEDET regarding provision of liquor licenses

4.7.6 Issue 11: Emergency Services

4.7.6.1 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 31: 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		X	X	X	X	X
Aircraft Accidents			X	X		

Animal disease	X	X	X	X		X
Cold Snaps			X			
Dam failure	X	X	X	X		
Deforestation	X	X	X		X	X
Desertification		X	X			
Drought	X		X		X	X
Earthquake/Ground Motion			X			
Endangered species		X	X			X
Environmental degradation	X					X
Groundwater pollution	X	X	X	X		X
Hazmat spillage	X	X	X	X	X	X
Heat waves	X		X			X
Human disease	X	X	X	X		X
Illegal dumping	X	X	X	X	X	X
Land degradation	X	X	X			
Fog			X			
Railway Incidences			X	X		
River/flash flood	X	X	X	X	X	X
Road accident	X	X	X	X	X	X
Severe storms	X	X	X	X	X	X
Sewerage/drainage failure	X	X	X	X	X	X
Sinkholes			X			X
Strong winds	X	X	X	X		X
Structural fire	X					
Subterranean fires			X			
Tornado			X			
Veld fires	X	X	X	X	X	X
Water pollution	X	X	X	X		X
Water table flood			X	X	X	X

The above highlighted hazards points to the priority areas, risks and danger that the institutions should equip themselves in the eventuality that respond becomes necessary. From the above table, it can be confirmed that parts of the community of Nkangala continues to suffer damages especially those caused by hailstorm. In October 2012, the hail damaged 400 houses (mainly RDPs) in Buhlebesizwe (Vlaaklagte no.2) Bundu, Machipe, Mathyzensloop, Bookenouthoek, Vrieschgewagt and some classrooms under Thembisile Hani. A similar incident was reported at Emakhazeni whereby due to continuous rainfall, a mud house collapsed.

Mining is one of the key economic drivers in the Nkangala region however due to the lack of rehabilitation of old mining sites the district is beginning to encounter serious challenges of some parts of the area being unsuitable for human habitation. Massive sinkholes and underground fires are evident in Corronation and threaten public safety. The district has since estab-

lish a Forum that is tasked to develop an integrated approach towards sinkhole management. The Forum is chaired by Councillor Hadebe and meets quarterly.

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 completed the establishment of a Disaster Management Centre has been equipped with state of the art information technology systems to be in a position to carry out its mandate in line with section 44 of the Act. The Disaster Centre will integrate the call centre currently set up in Thembisile Hani Fire Station so that emergency calls are reported and response is dispatched from the centre. Equally, the centre aims to assist low capacity municipalities who do not have a 24 hour call centre in that emergency calls should received at this point. To that end, the District would need to appoint additional 4 staff members so as to enable the operations of the centre to run 24hours. The availability of infrastructure to transmit this communication would have to be investigated in terms of low capacity municipalities in the district namely Victor Khanye; eMakhazeni; Dr JS Moroka; and Thembisile Hani local municipalities.

Fire and Rescue: In accordance with the then MEC’s determination of 2003, Nkangala district is responsible for fire fighting and rescue services in Thembisile Hani and Dr. J. S Moroka municipalities. The district therefore took over the function together with staff (22 firemen) that was attached to this function. The district has since completed and commissioned the Kwa-Mhlanga Fire Station phases 1 & 2, which services both municipalities albeit the challenges of slow response in Dr Moroka due to distance. The district has therefore resolved to construct a Fire Station in Dr Moroka and a site was availed in Mbibane by the local authority. The entire town planning functions and the designs were completed. As at the time of crafting the IDP, it was envisaged that the station would be completed in August 2015. The District has appointed additional staff members who are based at Kwa- Mhlanga fire station, that is, Chief Fire Officer, four (4) leading fire fighters, five (5) fire fighters and eight junior fire fighters, bringing the staff complement to thirty seven (37). Currently, the Fire and Rescue service is provided from Kwa-Mhlanga station through the four (4) shift system. The phase three (3) project of Kwa- Mhlanga Fire station has commenced and will bring the station to completion. The fire station for Dr JS Moroka is under construction.

Fire Prevention and Response Strategy: The District has adopted a draft Fire Prevention and Response Strategy that aims to provide strategic issues and priorities in the provision of the service. The strategy focuses on the management of veld, mountain and other fires in the region and aims to minimize the impact of fires where occurrences cannot be prevented, to determine the various key role players and provide guidance on the provision of fire fighting services and provide a standard regulation through by-laws for the prevention, management and controlling of fires in the region.

Based on the quick response principle, the draft strategy highlights the need to construct additional 19 fire stations/satellite points in the region as well as procurement of purpose made equipments and vehicles to enable effective response. These gaps are important and were subsequently confirmed by the community during the outreach meetings especially in Dr JS Moroka.

Procurement of Fire Fighting Equipments: NDM continuously play a supportive role to the local municipalities by equipping them with purpose made vehicles and equipments. In the period of 2013/14 provision of the following plants and equipments in support to local municipalities was made:

Table 32: Essential emergency vehicles procured per Municipality

PROJECT	BENEFITING MUNICIPALITY
<ul style="list-style-type: none"> • 1 Rapid Response vehicle • 1 Small Pumper 	Steve Tshwete
<ul style="list-style-type: none"> • One Medium Rescue Pumper • Two Off Road Response vehicle with skid unit • BA compressor 	Emalahleni
<ul style="list-style-type: none"> • One set of Rescue tools • One Rapid Response Vehicle • Two Off Road Response Vehicle with Skid Unit 	eMakhazeni
<ul style="list-style-type: none"> • 2 sets of rescue tools (Jaws of life) • BA compressor • 1 Medium Pumper 	Victor Khanye
<ul style="list-style-type: none"> • Disaster Response Vehicle 	Thembisile Hani
<ul style="list-style-type: none"> • Rescue Vehicle • One Rapid Response Vehicle • Two sets of Rescue Tools • Small Pumper 	Nkangala District Municipality

In addition to the above plants and equipment, disaster relief material consisting of 2000 blankets and 100 tarpaulins was provided for in the budget.

Fire Prevention Associations: The District has established Fire Protection Associations (FPA) in Dr Moroka and Thembisile Hani with the registered process of the latter being completed. The FPA's will be equipped and empowered to handle minor fires which often get out of control during fire break seasons whilst awaiting back-up from the respective Fire Station. Due to the small scale farming that is practised in the western municipalities, the need to capacitate FPA's is eminent. The District will ensure the signing of SLA's with neighbouring municipalities as a way of mobilising support for preparedness and response.

Achievements:

- Installation of two-way radio communication system in the response vehicles;
- Appointment of female Fire Fighter by the Nkangala District Municipality;
- Provision of training to the Fire Fighters.

4.7.6.2 Challenges emanating:

- Shortage of fire stations and or satellite offices nearer to communities;
- Shortage of fire fighting vehicles and equipments;
- Lack of capacity in responding to incidents;
- Lack of access to equipped fire & rescue vehicles in low capacity LMs.

4.7.6.3 Enhancing NDM capacity

To enable adequately response to all the Emergency incidents in the short to medium term, the District will focus on amongst others the following interventions:

- Construction of Dr Moroka Fire Station;
- Recruitment and training of personnel in preparation for the operations of Fire Station in Dr Moroka;
- Completion of Kwa-Mhlanga Fire Station;
- Building fire fighting and rescue capacity at local municipalities;
- Putting in operation the Disaster Management Centre;
- Capacitating the Fire Protection Associations;
- Provide alternatives to communities living in vulnerable areas;
- Investigate the construction of a response station at Emakhazeni particular, Machadodorp;
- Diversify the procurement of relief materials;
- Establishment of a Task team/Forum to look at the unsafe sites in Emalahleni (Coronation);
- Support LM's by procuring the emergency vehicles and equipments;
- To ensure that the Fire Prevention and Response Strategy is approved by Council;
- Develop programs and policies to recruit and sustain volunteers;
- Conducting of awareness campaigns continuously will assist communities on how to reduce the risks of fire;
- Conduct fire inspections will be done continuously to make that institutions comply;
- Establishment of partnership with stakeholders.

4.7.7 Issue 12: Water and Sanitation

4.7.7.1 Background and Problem Statement

Development, operation and maintenance of infrastructure are critical to the process of economic growth and development therefore reducing poverty. 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 development and 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. However, a decision of doing away with Ventilated Improved Pit latrines (VIPs) have been taken collectively with the Provincial government posing a strain of water supply. Unsustainable water supply continues to be a challenge because the western highveld scheme is being operated in isolation. 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 33 : Basic service delivery in South Africa, Mpumalanga and Districts, 1996 - 2009

Indicator	National		Mpumalanga	Gert Sibande	Nkangala	Ehlanzeni
	Level	2014/15 target				
% of households with formal housing	72.4%	–	79.8%	70.0%	74.7%	90.0%
Formal housing backlog	3 711 528		203 480	84 772	76 957	41 752
% of households with hygienic toilets	69.1%	100%	54.1%	75.7%	44%	42.9%
Sanitation backlog	4 156 325	–	462 029	68 774	116 563	239 189
% of households with water at/above RDP level	78.8%	100%	77.1%	84.5%	86.0%	67.8%
Water backlog	2 847 569	–	230 978	43 995	29 148	135 101
% of households with electrical connections	80.2%	92%	82.3%	81.0%	74.0%	81.3%
Electricity backlog	2 659 153	–	178 115	53 860	54 266	78 464
% of households with formal refuse removal	61.0%	75%	45.9%	59.9%	42%	34.6%
Formal refuse removal backlog	5 247 071	–	544 327	113 581	119 206	274 091
Infrastructure index	0.69	–	0.65	0.70	0.66	0.60

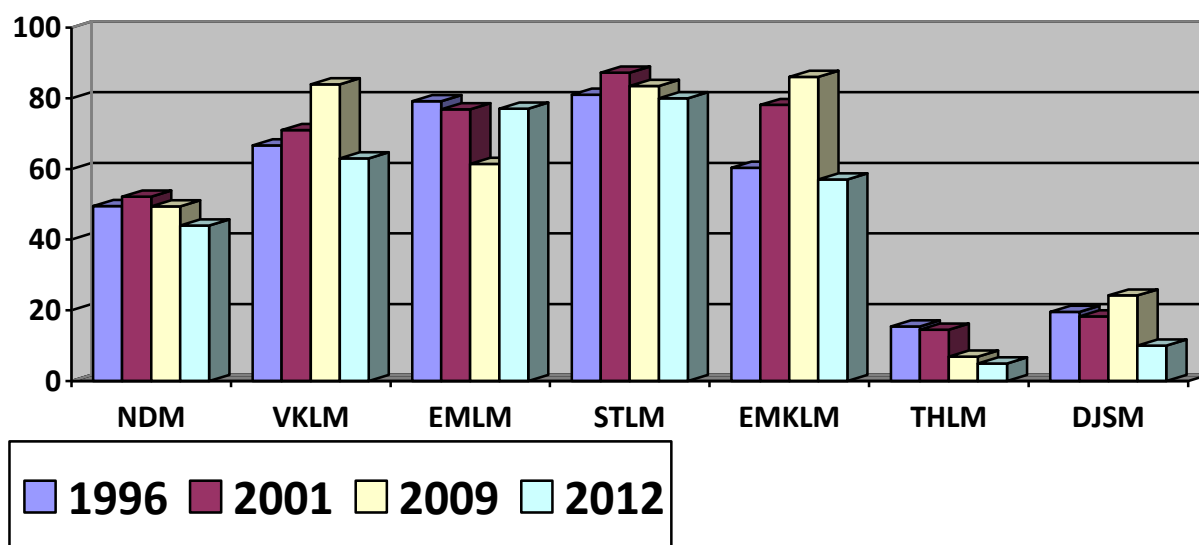
Source: Global Insight – ReX, September 2010

Table 33 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 28 that Nkangala showed a slight decrease in the percentage of households with hygienic toilets from 49.5 % in 1996 to 44 % in 2012. Nkangala registered 44 % of households with hygienic toilets that are higher than the Provincial percentage (34 %). This is lower than the 2014 national target of 100 %. In 2012, the lowest percentages of households with hygienic toilets were recorded in Thembisile (5 %), Dr JS Moroka (10 %) and Emakhazeni (57 %), whereas the highest percentages were registered in Emalahleni (77 %), Victor Khanye (63 %) and Steve Tshwete (80 %).

Households without hygienic toilets in the District were recorded at 116 563 making it 26 % of the Provincial backlogs in 2012. Emakhazeni recorded the lowest backlog in the District with 3 927 households without sanitation and Thembisile had the highest in the District with 44 764 households.

Figure 28: Percentage of households with hygienic toilets in Nkangala and its local Municipalities, 1996 – 2009



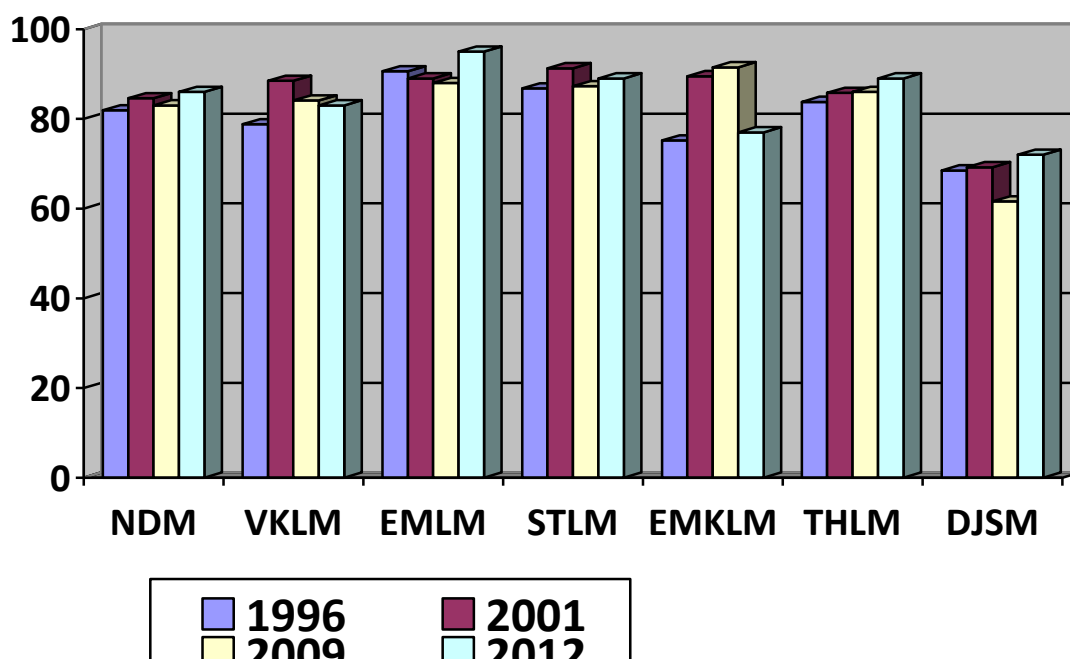
Source: Global Insight – ReX, September 2010

Households with piped water at/above RDP level: Figure 29 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 % in 1996 to 86 % in 2012, thus represents an increase of 4.1 percentage points Nkangala recorded a percentage above the Provincial average of piped water at or above RDP-level at 83 % during the period under review.

Among six local Municipalities in Nkangala, Emalahleni (95.0 %) managed to register the highest percentage of households with piped water at/above RDP level followed by Steve Tshwete and Thembisile (89.0 %) whereas Dr JS Moroka (72.0 %) recorded the lowest percentage.

Households without piped water at or above RDP-level in Nkangala were recorded at 29 148 households in 2012 and contributed 25 % to the Provincial backlog of 114 666 households. Victor Kanye recorded the lowest backlog with 2 140 and Dr JS Moroka had the highest backlog of 13 350 households without water.

Figure 29 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

1. There are areas without water (ward 3, 5 and 7);
2. Bucket sanitation system is utilised in some areas (wards 4 and 7) and toilets are not cleaned as required;
3. Water supply to the Community is frequently interrupted and sometimes for longer periods of time (ward 4 and 7);
4. Some water meters are leaking (ward 7);
5. In some areas 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 within 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 34: Status of FBW Provision

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

(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.

4.7.7.2. 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, 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.

The **tables 35** below indicates the recommended training for the water sections and water competency criteria against which water employees could be measured:

Table 35: 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 / Maintenance	Employees must gain formal qualifications so they can gain understanding on how the plant works and be able to perform preventative maintenance programmes. They will know the pumping capacity of the plant, they will know what causes early aging and when t	Certified Operator Training Course
Water Purification	Employees to be encouraged to enter into this field	Water Purification Certificate
Water Demand Management	Superintendents must know how to identify supply and demand of water and sanitation Services in order to effectively manage this demand	Water Demand and Supply Course
Water Distribution	Water distribution and pump maintenance and operation is critical to continuous water supply	Advanced Course in Water Distribution
Leak Detection Programme	Training in this field is strongly recommended, as most leak detection is done by external consultants	Leak Detection and Repair Certificate
Motor / Equipment Mechanics	Assets depreciate and become obsolete in workshops because there are no trained mechanics	Basic Certificate in Motor Mechanics
Quality Control and Water Testing	Quality control is a critical aspect and it is recommended that those who function in the water purification areas are registered for a course in water quality control and testing of water samples	Certificate in Quality Management Control and Sampling
Advanced Driving Skills	Drivers need to know how to navigate through remote areas to deliver water tanks	Advanced Driving Programme
First Aid Course	It is very important that employees be trained in basic first aid. The reason is that they work as a team and in areas that are likely to be dangerous to them or their colleagues. They need to respond to injured colleagues before formal help is sought.	Basic First Aid Course (Introductory)
Technical Management	Most supervisors or technical managers are just taken from the technical filed and promoted to management positions with no training in management and thus cause human relations problems which could affect performance of staff	Management Programme for Technicians
Health and Safety Awareness	All employees need to have knowledge of health and safety risks in their workplace. So this programme must be implemented as part of compliance to the Occupational Health and Safety Act within the region	Introduction to Basic Health and Safety Inspections Certificate
HIV / AIDS	The effects of the pandemic on the skills is well-recoded	HIV / AIDS Awareness Training

4.7.7.3. 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:

- Development of Water Services Development Plan (WSDP) of a Regional water Master Plan (RWMP) in 2007;
- NDM is currently assisting local municipalities with the review of WSDP in the current financial year. After completion of the WSDPs a RWMP will be reviewed;
- NDM is currently doing a feasibility study on possible water abstraction from Moses River/Loskop Dam to Thembisile Hani Local Municipality for the intended water treatment works;
- A feasibility study on Kwa-Mhlanga & Tweefontein K oxidation ponds have been completed;

In July 2007, NDM developed a RWMP as a document to guide development on water Services delivery in the area of jurisdiction. The Water Services backlogs in 2007 were as indicated in the table 36 below and it should be noted that these backlogs did not include bulk infrastructure:

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

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

(Source: NDM Water Master Plan - 2007)

The NDM RWMP 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 37 below:

Table 37: 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 45.8% to the District backlog and 11.6% to the Provincial backlog. Thembisile Hani local Municipality had the largest sanitation backlog, contributing 10 % to the District backlog and 10.1% to the Provincial backlog. In relation to the District and Provincial backlogs, Victor Kanye local Municipality had the smallest water backlog and contributes only 7.3 % to the District backlog and 1.9 % to the Provincial backlog.

- 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 38):

Table 38: Main Dams in NDM per Catchments area

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

Table 39 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 39: Water Resources for the Schemes

LM	Scheme	WTW/ Source of Potable water Source	Current Use	Future Use	Current Surplus or Shortfall
		WTW	(mill m ³ / a)	2010 2015	
		Allowable Abstraction			

				(mill m ³ / a)				(mill m ³ / a)
Victor	Delmas-Botleng	-	Boreholes	3.345	5.206	6.176	7.880	-0.565
Khanye	Eloff-Sundra	-	Rand Water	1.296				
Emalahleni	Witbank	Witbank	Witbank Dam	27.375	31.025	38.690	50.005	-5.100
	Phola & Ogies	WTW			1.453	1.800	2.117	
	Kriel-Thubelihle	Kriel WTW	Jericho Dam	6.200	2.299	2.510	2.738	3.901
	Wilge	Kendal Power Station		0.07	0.07	Not Available		0
	Rietspruit	Rietspruit	Rietspruit	1.095	1.095	Not Available		0
		WTW	Dam					
Steve Tshwete	Middelburg-Mhluzi	Vaalbank WTW	Middelburg Dam	13.300	9.920	12.3	15.49	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	Pullenshope WTW	ESKOM	0.547	0.406	Not Available		0.141
	Komati	Komati WTW	ESKOM	0.547	0.248	Not Available		0.299
	Presidentsrus	Presidentsrus WTW	Olifants River	0.117	0.034	Not Available		0.083
	Doornkop CPA	-	Boreholes	0.039	0.039	Not Available		0
	Doornkop 2	-	Boreholes	0.091	0.091	Not Available		0
	Belfast - Siyathuthuka	Belfast WTW	Belfast Dam	3.073	1.460	Not Available		1.613
Emakhazeni	Machadodorp	-	Machadodorp Weir	0.532	0.730	Not Available		-0.198
	Emthonjeni	WTW						
	Dullstroom	-	Dullstroom	0.536	0.730	Not Available		-0.194
	Sakhelwe	WTW	Dam					
	Waterval Boven	-	Waterval	0.198	1.095	Not Available		-0.897
	Emgwenya	Boven WTW	Weir					
Thembisile	Regional scheme: DWAFF Scheme	Bronkhorstspuit WTW	Bronkhorstspuit Dam	14.400	5.475	Not Available		8.925
	KwaNdebele-Bronkhorstspuit	Rand Water Pipeline	Rand Water	11.000	Not Applicable			
Dr JS Moroka	Regional scheme: DWAFF Scheme	Weltevreden Weir	Rhenosterkop Dam	9.650	22.00	Not Available		-12.35
	KwaNdebele-Rhenosterkop		Kammelvriervier					

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 (95%). 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 (72%), 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 45.8% to the District backlog and 11.6% 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 7.3% to the District backlog and 1.9% 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 40: CS2011 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 (%) Province total
Nkangala District Municipality	29148	86	99	25.4
Victor Khanye Local Municipality	2140	83	7.3	1.9
Emalahleni Local Municipality	2709	95	9.3	2.4
Steve Tshwete Local Municipality	3731	89	12.8	3.3
Emakhazeni Local Municipality	2154	77	7.4	1.9
Thembisile Local Municipality	5065	89	17.4	4.4
Dr. JS Moroka Local Municipality	13350	72	45.8	11.6

As shown in the **table 40** above, Nkangala District Municipality accounts for 26.4% of the Provincial RDP sanitation backlog. Thembisile local Municipality (MP311) has the largest RDP sanitation backlog of 38% which accounts for the District backlog and 10% of the Provincial backlog. Emakhazeni local Municipality (MP315) has the smallest RDP sanitation backlog with 3.4% of the District backlog and 0.9% of Provincial backlog.

The statistics show that 44% of the households in Nkangala District Municipality have access to sanitation. The Community Survey of 2012 indicates that Thembisile local Municipality (MP311) has the lowest RDP sanitation service levels in the District. Only 5% of the households have access to sanitation. More than half of the households in these Municipalities have access to sanitation. Steve Tshwete local Municipality (MP315) has the highest RDP sanitation service levels in the District, with 80% of its households having access to sanitation.

Table 41 CS2011 service levels for the core function – sanitation

Municipality	RDP Sanitation levels CS2007	RDP Sanitation service levels %	RDP Sanitation backlog %	RDP Sanitation backlog as % of Province
Nkangala District Municipality	116563	44	100	26.4
Victor Khanye Local Municipality	4598	63	3.9	1.0
Emalahleni Local Municipality	13072	77	11.2	3
Steve Tshwete Local Municipality	6814	80	5.8	1.5
Emakhazeni Local Municipality	3927	57	3.4	0.9
Thembisile Local Municipality	44764	5	38	10.1
Dr. JS Moroka Local Municipality	43388	10	37	9.8

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 41 on refers to reticulation requirements.

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

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

4.7.7.4. Investments in infrastructure development

Between 2008/9 and 2012/13 financial years the NDM has made significant financial commitments in terms of infrastructure development. An amount of R 234 353 053.78 was being spend during the period under consideration. Despite the enormous capital investments committed as depicted in **table 42** 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 42: NDM Infrastructure Development special interventions – budget spent 2008/9 – 2012/13

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	TOTAL
WATER	R 47 517 985.82	R 41 714 695.26	R 47 635 663.00	R 34 520 000.00	R 80 144 140.18	R 251 532 484.26
SEWERAGE	R 23 306 416.73	R 31 989 501.45	R 49 651 164.62	R 18 500 000.00	R 31 570 000.00	R 155 017 082.80
ROADS & SW	R 19 746 310.82	R 58 905 844.51	R 39 772 311.88	R 82 441 242.28	R 67 493 293.34	R 268 359 002.83
ELECTRICITY	R 2 145 882.12	R 4 749 789.88	R 3 144 630.72	R 25 959 303.34	R 27 311 323.66	R 63 310 929.72
URBAN DEVELOPMENT	R 1 792 477.17	R 548 806.25	R 5 155 866.08	R 0.00	R 7 304 160.00	R 14 801 309.50
WASTE DISPOSAL	R 366 641.12	R 31 477.50	R 406 875.11	R 4 990 000.00	R 4 448 540.00	R 10 243 533.73
OTHER	R 2 859 329.80	R 39 959 920.15	R 42 883 622.89	R 17 576 139.09	R 16 081 596.60	R 119 360 608.53
TOTAL	R 97 735 043.58	R 177 900 035.00	R 188 650 134.30	R 183 986 684.71	R 234 353 053.78	R 882 624 951.37

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 43. 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 43: O&M of Sewage Treatment Plants

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	Delmas STP	110%	Unknown
		Botleng STP	75%	Unknown
Emalahleni	Witbank	Naaupoort STP	50%	Good
		Ferrobank STP	99%	Poor (No de-nitrification or phosphorus removal)
		Riverview STP	100-130%	Very poor
		Klipspruit STP	99%	Sub-standard (nitrates high)
	Ogies	Phola STP	62%	Good
	Kriel-Thubelihle	Kriel STP	130-160%	Very poor
Steve Tshwete	Middelburg	Boskrans STP	60%	Yes
	Hendrina-Kwazamokuhle	Kwaza STP	50%	Yes
	Presidentsrus	Not applicable	Not applicable	Not applicable
	Doornkop	Not applicable	Not applicable	Not applicable

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
Emakhazeni	Belfast - Siyathuthuka	Belfast STP	45%	Conform 80% of the time
	Dullstroom - Sakhelwe	Dullstroom STP	41%	
	Machadodorp - Emthonjeni	Emthonjeni STP	33%	
		Machadodorp STP	To be discontinued	Effluent not good
	Waterval Boven – Emgwenya	Waterval Boven STP	56%	Effluent very good
Thembisile	Regional scheme: DWAF Scheme KwaNdebele-Bronkhorstspuit	KwaMhlanga Oxidation Ponds	Unknown	Unknown
		Tweefontein K STP	More than 150%	Very poor
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele-Rhenosterkop	Siyabuswa STP	Up to 100%	Yes

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

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

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

The situation depicts a lack of planning and budgeting for the upgrading and the O&M of these plants as shown in **table 44**. It is considered to constitute major health risks to downstream communities and negative sources of pollution to the natural environment.

Table 44: Condition of Schemes and Planned Maintenance

WSA	Scheme (WTW)	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	"Life expectancy of equipment and infrastructure is of great concern."		No
Emalahleni	Witbank	Infrastructure more than 30 years old in some cases. O&M not acceptable		No
	Ogies			
	Kriel-Thubelihle	Generally not good with specific items requiring urgent attention.		

WSA	Scheme (WTW)	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Steve Tshwete	Middelburg	In general the existing O&M of the water and sewage infrastructure is satisfactorily		Yes
	Hendrina-Kwazamokuhle			
	Presidentsrus			
	Doornkop			
Emakha-zeni	Belfast – Siyathuthuka	Generally good	Generally good with some sections old and needing replacement	No
	Dullstroom – Sakhelwe	Generally good	Generally good. The plant has been refurbished in the 2009/10 financial year.	Yes
	Machadodorp – Emthonjeni	Generally good	Generally good	No
	Waterval Boven – Emgwenya	Generally good	Poor with leaks and needing replacement	No
Thembisile	Regional scheme: DWAF Scheme KwaNdebele-Bronkhorstspuit	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Moloto Corridor; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No
Dr JS Moroka	Regional scheme: DWAF Scheme KwaNdebele-Rhenosterkop	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Siyabuswa and Libangeni; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No

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

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

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

- Facilitate the review, 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;
- Use of recent data for referencing and planning;
- Synergy with Mpumalanga Vision 2030;
- Recent data on status of FBW provision;
- Eradicate Bucket toilets in VKLM;
- Unsustainable & poor water quality in eMalahleni LM;
- Unsustainable water in DJSM;
- Lack of water in informal settlement and farm areas;
- Bulk water challenges in THLM;
- Aging of infrastructure in all Municipalities;
- Intervention by MEGA not with resources;
- Non expenditure due to single financial year planning;
- Non review of by-laws.

4.7.8 Issue 13: Electricity Supply

4.7.8.1 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, more so that most of the Municipalities, particularly in the District have done a massive amount of work towards eradication of electricity backlogs.

During the 2012/13 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

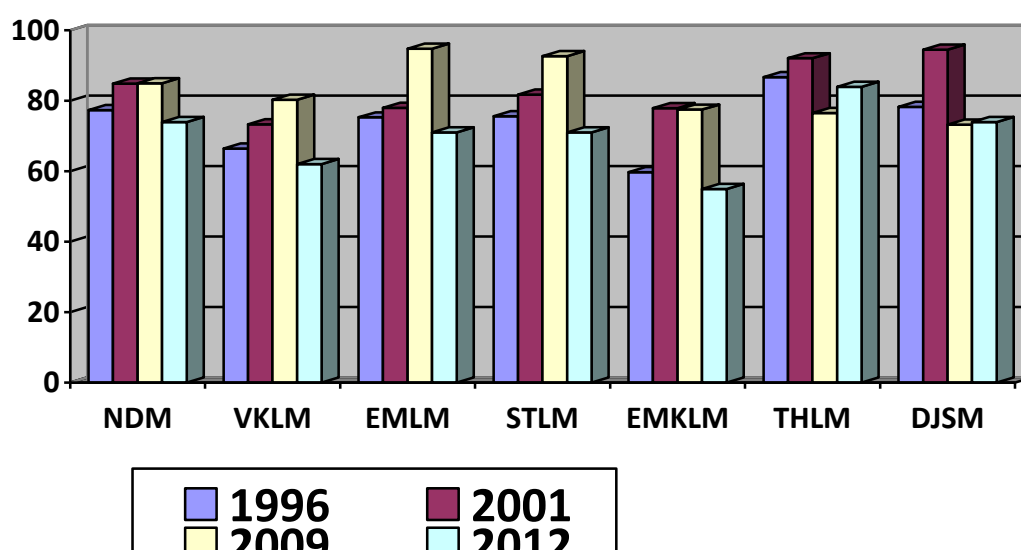
- Lack of electricity (ward 2, Bundu, 11 and 14) in farm areas;
- Need for high mast lights and street lighting (ward 6, 14, 27 29);
- Some schools do not have electricity;
- Clarity is needed regarding the Department of Minerals and Energy's (DMEs) subsidies and funding procedure;
- Varying quality 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 30 below demonstrates the percentage of households with electricity connections in Nkangala and local Municipalities. The percentage of households with electricity connections in Nkangala showed declined from 77.4 % in 1996 to 74 % in 2012. This is, however, higher than the Provincial percentage of households with electrical connections at 52 % and the 2014 national target of 92 %. In 2009, Thembisile Hani showed the highest percentage of households with electricity connections at 84 % and Victor Khanye recorded the lowest percentage at 62 %.

Figure 30: 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 % to the overall Provincial backlog figure of 178 115. Emakhazeni had the lowest electricity backlog with 4106 households whilst Emalahleni recorded the highest backlog with 16247 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;
- DJSM not licensed to provide electricity;
- THLM resolved not to be licensed;
- Programmes from Eskom and Dept of Minerals & Energy not known;
- LM exceeding notified maximum demand;
- Non payment of bulk electricity by LMs;
- Poor electrical skills in LMs;
- Aging infrastructure and high demand;
- Poor revenue collection in LMs;
- Lack of electricity master planning;
- Poor asset management in LM.

4.7.9 Issue 14: Roads and Stormwater

4.9.1 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 Local 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

- **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.
- **THAT** a service provider be appointed to complement the operations of Thembisile Hani Local Municipality in the current financial year and be approved
- **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.

Table 45: Villages in respective clusters

No. of clusters	Cluster Name	No. of villages
1.	2	1. Kwaggafontein A
		2. Kwaggafontein A Ext 10
		3. Kwaggafontein B
		4. Kwaggafontein C

		5. Kwaggafontein D
		6. Kwaggafontein E (Vries)
		7. Topabandu
2.	3	1. Tweefontein E
		2. Tweefontein F
		3. Tweefontein G
		4. Tweefontein H
		5. Tweefontein J
3.	4	1. Zhakheni
		2. Zhakheni Ext
		3. Mountain View
		4. Kwamhlanga
		5. Mandela
		6. Luthuli
		7. Klipfontein
4.	5	1. Verena A
		2. Verena B
		3. Verena C
		4. Verena D
		5. Lankloof
		6. Mzimuhle
		7. Buhlebesizwe
5.	8	1. Moloto South
		2. Moloto North
		3. Moloto RDP

Thembisile Hani Local Municipality further requested NDM to implement Cluster 1 on their behalf. 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:

- **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;*
 - *Both THLM and NDM representatives sign the form.*
- **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.*

- **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 11 and 24);
- Need for stormwater (ward 14).

Apart from the above specific issue, the following is a summary of main problems emanating from the local communities in Nkangala in general:

- Ensure maintenance and upgrading of roads and storm water system to acceptable standards;
- Facilitate the upgrading of roads for accessibility, and improve signage across the District;
- Road maintenance in rural and urban areas;
- Traffic calming measures;
- Stray animals on the roads;
- Lack of public transport roads (i.e. road are too small);
- Upgrading/tarring of rural roads & streets;
- Poor road signage;
- Monitoring of road construction works;
- Proper stormwater system installation during construction of routes;
- Lack of stormwater in townships;
- Regional picture on roads;
- Lack of roads & stormwater master plans;
- Lack of O&M;
- Lack of maintenance plans for plants;
- Theft of paving blocks.

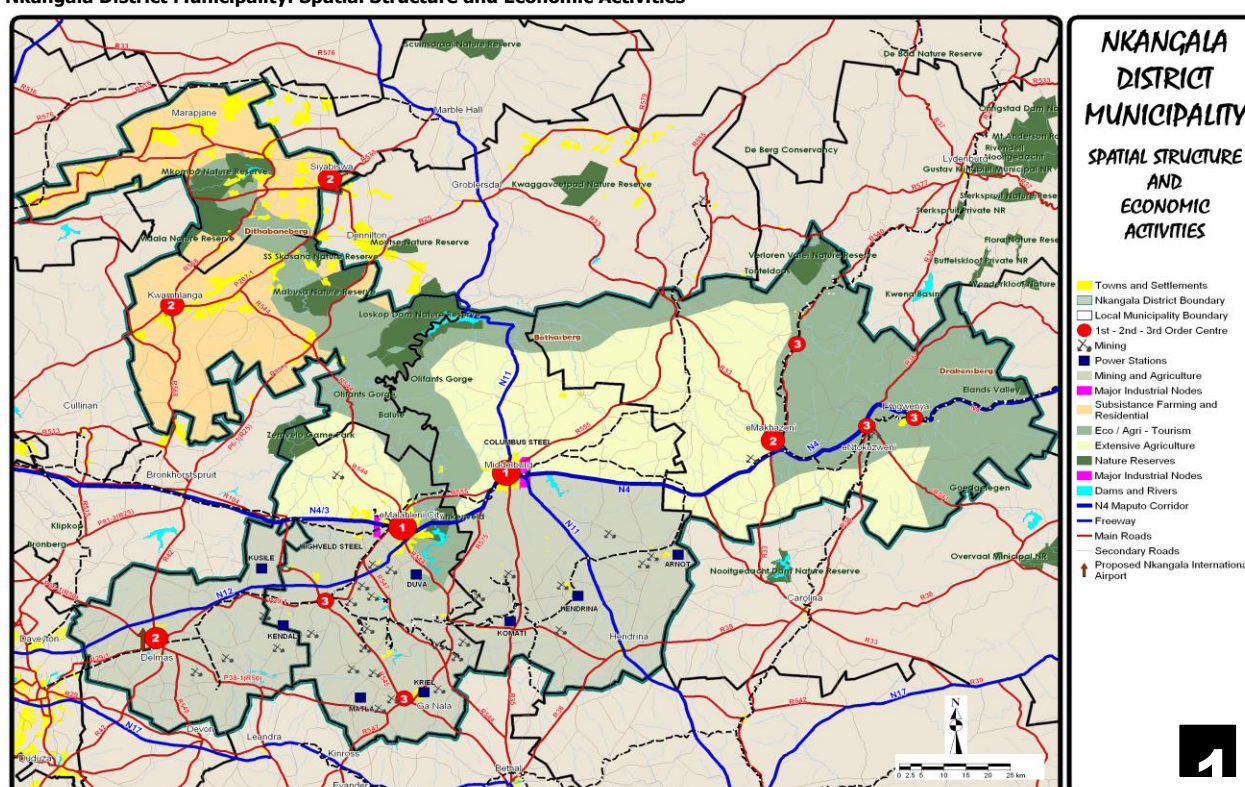
4.8 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONAL

4.8.1 Issue 5: Spatial Restructuring and Service Provision

4.8.1.1 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).

Nkangala District Municipality: Spatial Structure and Economic Activities



Source: Nkangala District Municipality Spatial Development Framework 2011-2016.

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 (as outline in FIG “”). 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. This implies that Nkangala District is full responsible for the spatial

planning of J S Moroka, Emakhazeni, and Thembisile Hani Local Municipalities. Therefore Steve Tshwete, Victor Khanye and eMalahleni municipalities retain municipal spatial planning functions.

The Spatial restructuring in Nkangala District is challenge in terms of provision of services, access to land and public amenities and also to redress spatial patterns. Since 1994 several legislations and policies were introduced by the National, Provincial and also local government to redress the challenges patterning with spatial patterns. The dispersed spatial structure with low population concentration in the Nkangala District is very costly and problematic for the following reasons: Community services and facilities have to be duplicated at a great costly; 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 move between areas. There is so much have been done by Nkangala District to address the spatial challenges, however more still to be done. The summation of all the spatial challenges is as follows:

Township Establishment

The high rate of the population growth in Nkangala District necessitated need for residential stands. Land for residential stands is being identified as a need during the Nkangala community outreach. Residential stands should accommodate RDP stands, middle class stands and high income stands. The middle class group is been identified as priority, due to fact that they cannot be approved by the banks (bond house) and also cannot qualify for RDP houses. A number of township establishments have been approved by the District and local municipalities to address the shortage of residential; however the demand is still higher. In Dr JS Moroka and Thembisile Hani municipalities the challenge is a state land, which deprive the municipalities to plan for new townships, and that i resulted into the mushrooming of informal settlement, illegal allocation of land and the invasion of land.

Informal Settlements and in-situ formalisation: Municipalities are experiencing the challenges on 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 becomes the issue of land invasion and illegal allocation of land. Informal settlements becomes the challenge to local municipalities in the provision of services and the high demand of housing. This informal settlement need policy control measure, a township establishment for relocation, in-situ upgrade and to be formalise accordingly.

Physical Planning functions: The District is responsibility on spatial planning functions for Dr J S Moroka, Emakhazeni, and Thembisile Hani Local Municipalities to manage the land use matters, building capacity on land uses policies and other related matters. The reviewal of the Physical Planning Strategy is completed with the recommendations as follows: Shared services center, capacity building, education awareness and taking back the physical planning function to the local municipalities. However, the District are currently in the process of reverting back the planning functions to Thembisile Local Municipality, as now have been capacited.

Land Use Management Systems (LUMS): Land UseSchemes 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 scheme. The introduction of SPLUMA Spatial Planning and Land Use Management Act which mandates the amendments of the current Land Use Schemes.

District has completed 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 e.c.t (where appropriate) when they are adopted.

Geographical Information Systems (GIS): District have established a GIS, the intention to expand it to local municipalities. Steve Tshwete municipality is the only local municipality in the District, which has the fully functional GIS. The lack of Capacity in terms of the Human Resources and GIS resources are local municipalities face the challenges. 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.

Spatial Development Framework: The 2010 stats, National Development Plan and other sector plans influenced the review of the District Spatial Development Frameworks (SDF's) and the five Local Municipalities for next five financial year periods. Emalahleni local municipality are not part of the current review, because they have just reviewed the Spatial Development Framework.

Objectives

- Facilitate formalisation of informal settlements.
- Facilitate and monitor the Land Reform programme
- To establish a fully operational GIS and to support local municipalities.
- To identify and designate land for Integrated Human Settlement.
- Facilitate the integration of human settlement programme within the District.
- To promote integrated spatial planning, land use management and land development in District.

Strategies

- To identify and procurement of land for new township establishment and cemetery establishment in the District;
- To subdivide and rezone strategic development area;
- To facilitate the development of economical nodal point;
- To ensure the formalisation of informal settlements;
- To update the Land Use Schemes to be in line with the new promulgated act: Spatial Planning and Land Use Management Act and the Regulation thereof;
- Facilitate the integration of human settlement programme within the District;
- Review and implementation of the NDM GIS Strategy by providing hardware/software resources, HR resources, and training for all local municipalities;

4.8.2 Issue 16: Land Reform and Land Administration

4.8.2.1 Background and Problem Statement

Land is an important and sensitive issue to all South Africans. It is a finite resource that binds all 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 agribusinesses whilst their black counterparts were predominantly confined to subsistence and small farms and micro agribusinesses, and lived largely by selling labour to commercial farms and agribusinesses. Therefore, in response of the above the government came with the Land reform programme constitutes. This has three aspects: **redistribution; land restitution; and land tenure reform.**

- 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 report, permanent and sustainable accommodation for evicted farm workers, strategy towards the establishment of rural agri-villages, need for upgrading of tenure in tribal areas, speedy processing of land claims in terms of the Communal Land Rights Act, lack of cadastral information for the former homeland areas and impact on the coordination of planning and land use management in those areas.

According 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.

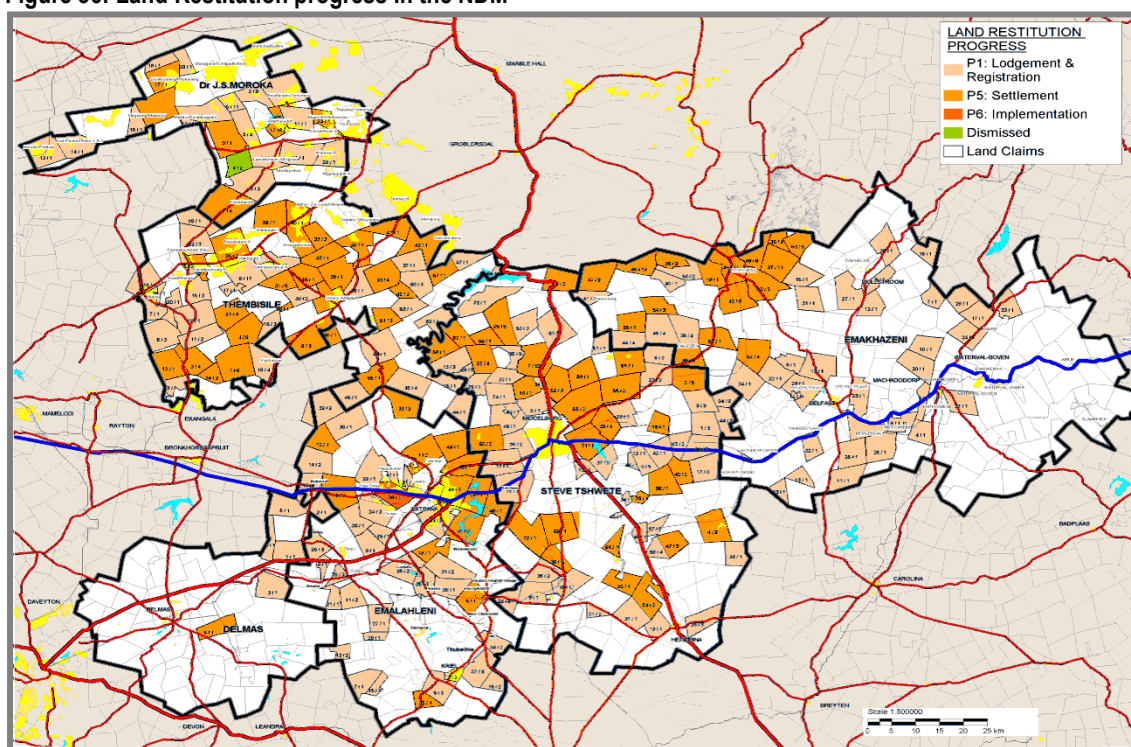
The status of each of the various land claims in the district is also illustrated in **Table ???**. In some instances, claims have only been lodged and registered (Phase 1) while many of the claims are at present in the settlement phase, which is Phase 5 of the restitution process.

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

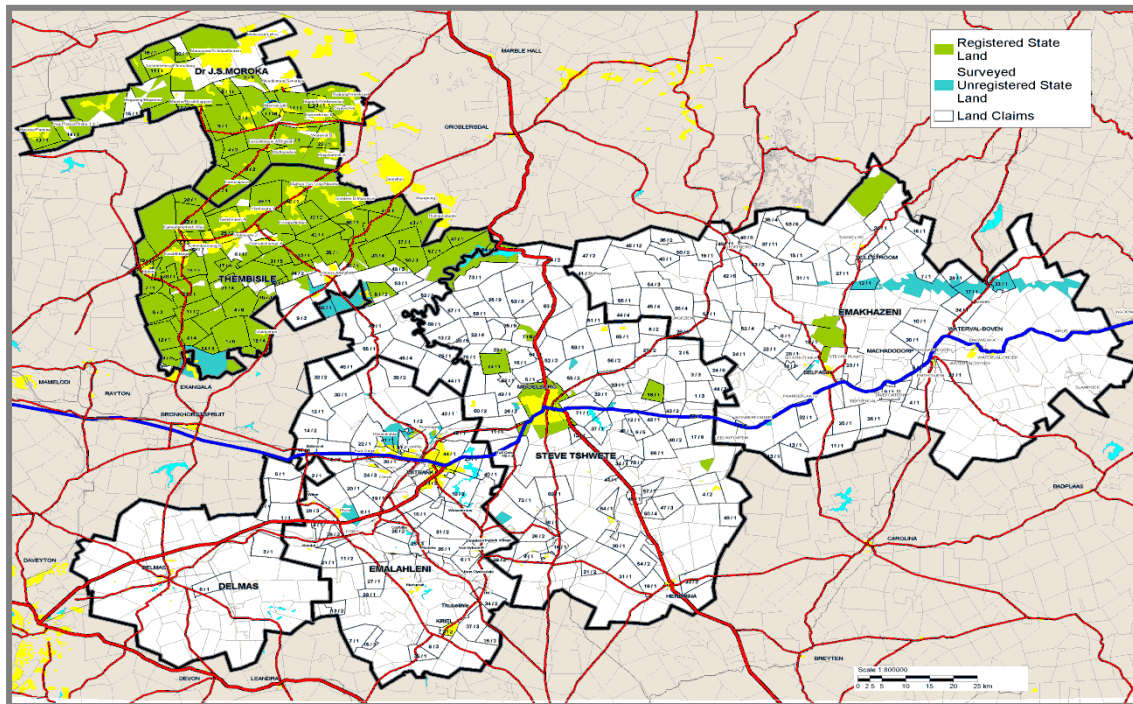
Figure 36: Land Restitution progress in the NDM



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

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

Figure37 : State Land and Land Claims



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

During the District community outreach meetings in September 2013 and February 2014, 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.
- Farms workers are denied for burial of their family members and have to travel long distance for burial.
- Community from Victor Khanye, Steve Tshwete and Emakhazeni have the raised the issues on Land claims that are taking long to be finalised and no feedback received from the respective Department.

Upgrading of Land Tenure settlement

Nkangala District Municipality is face with the backlog of incomplete 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 on the state land and the capacity within the relevant Department to approve such applications is being identified as the major challenge. However, the District has conducted a land tenure strategy in order to address the challenge pertaining with the long process of upgrading of land tenure. Three milestones have been proposed by the strategy: State Land Realise, Formalisation of settlement and Conveyancing. The major challenge which delay and stagnate the process of formalisation is the State land and traditional land. The District has already appointed the consultants to assist with the State Land release in Dr JS Moroka and Thembisile Hani Municipalities.

4.8.3.1.2. Land tenure reform

NDM commissioned a revision of its Land Tenure Strategy during the 2011/12 Financial Year, whereby the deliverables of the revision were:

- Provision of practical solutions supported by rigorous scientific analysis; and
- A clear Action Plan to address the Land Tenure upgrade process, within the parameters of the existing development planning framework.

The overarching long-term goal is to ensure that every household within NDM consists of absolute security of their residents and property. The tenure security approaches will be applicable and will rely on both administrative and legal mechanisms to provide protection against evictions. Once greater tenure security is in place for the residents, opportunities increase for access to the economy, infrastructure Services, social Services and micro-Finance

In terms of table 47 below, 62% of the residents in the District have full ownership of their property, with Dr JS Moroka at 72% and Thembisile Hani at 70% being the Municipalities with the highest ownership therein.

Table 47: Land Tenure Status in the District

Municipality	Owned		Rented		Occupied Rent-Free		Total	
	Actual	%	Actual	%	Actual	%	Actual	%
MP316: Dr JS Moroka	38621	72	1124	2	13838	26	53583	100
MP314: Emakhazeni	5019	52	1925	20	2779	28	9723	100
MP312: Emalahleni	41044	55	16216	22	17657	23	74917	100
MP313: Steve Tshwete	20833	58	10941	30	4455	12	36229	100
MP315: Thembisile Hani	40485	70	1265	2	15798	28	57548	100
MP311: Victor Khanye	6905	51	2197	17	4325	32	13428	100
DC31: Nkangala	152908	62	33669	14	58851	24	245429	100

Steve Tshwete, Emalahleni and Emakhazeni Local Municipalities respectively comparatively have high rates of rental among communities in the District, this is partly because most of the people in these Municipalities, particularly Steve Tshwete and Emalahleni are in these Municipalities for either business or work related purposes, and permanently residing elsewhere. Hence, a need for more rental stock in these Municipalities.

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 in partnership with its Social Partners, there are still challenges to be addressed during this Term of Council, viz:

- Permanent and sustainable accommodation for evicted farm workers;
- Intensify 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.
- District must facilitate the engagements between DM, LMs and the Department of Rural Development on the issues of Land Claims and other related matter.

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

Objectives:

- To insure permanent and sustainable accommodation for evicted farm workers.
- To promote the establishment of rural agri-villages.
- To facilitate the speedily completion of land claims.
- To facilitate more land for farming and farm grazing.

Strategies:

To engage the Department of Rural Development and Land Reform and Land Claims Commission to speed up of finalisation of land Claims.

Facilitate and monitor the Land Reform programme

4.8.3 Issue 17: Human Settlements

4.8.3.1 Background and Problem Statement

Human Settlement is not just about providing houses but, are geared towards creating integrated communities where people reside, work, access education and health Services and, participate in cultural and leisure activities. Hence it is correctly referred to as Integrated Sustainable Human Settlements.

This NDM shall achieve by facilitating planning and building human settlements in an integrated, coordinated and holistic way. These must be places where people can play, stay, and pray. They should be green, landscaped communities, pleasant places, where people live, learn and have leisure.

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 order to identify the informal settlements within respective local Municipality it is important to also investigate the existing formal settlements registered in the Deeds Office. According to the Deeds Office, Municipalities in NDM respectively have *registered human settlements* within their area of jurisdictions as depicted in table 48 below. According to the depiction in the table, Dr JS Moroka, Emalahleni and Thembisile Hani Local Municipalities have the highest number of nformal dwelling in the District, and the peculiarity of these informal settlements vary as per Municipality.

The fact that Emalahleni is more urbanised than Dr JS Moroka and Thembisile Hani is therefore indicative of the fact that the manner in which we should respond in formalization of informal settlements in the three Municipality warrants for deffenriated approach.

Table 48: Existing Registered Formal Settlements and Informal dwellings within NDM

Municipality	No Registered Townships	No of Registered Stands	No of Informal Dwelling Units
Dr JS Moroka	31	21 413	64 842
Emakhazeni	38	21 455	1 541
Emalahleni	270	256 371	27 722
Steve Tshwete	73	214 291	6 075
Thembisile Hani	66	73 857	24 101
Victor Khanyi	36	26 117	2 529
Nkangala DM	514	613 504	126 810

Source: Deeds Office Register, Windeed, 2012

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.

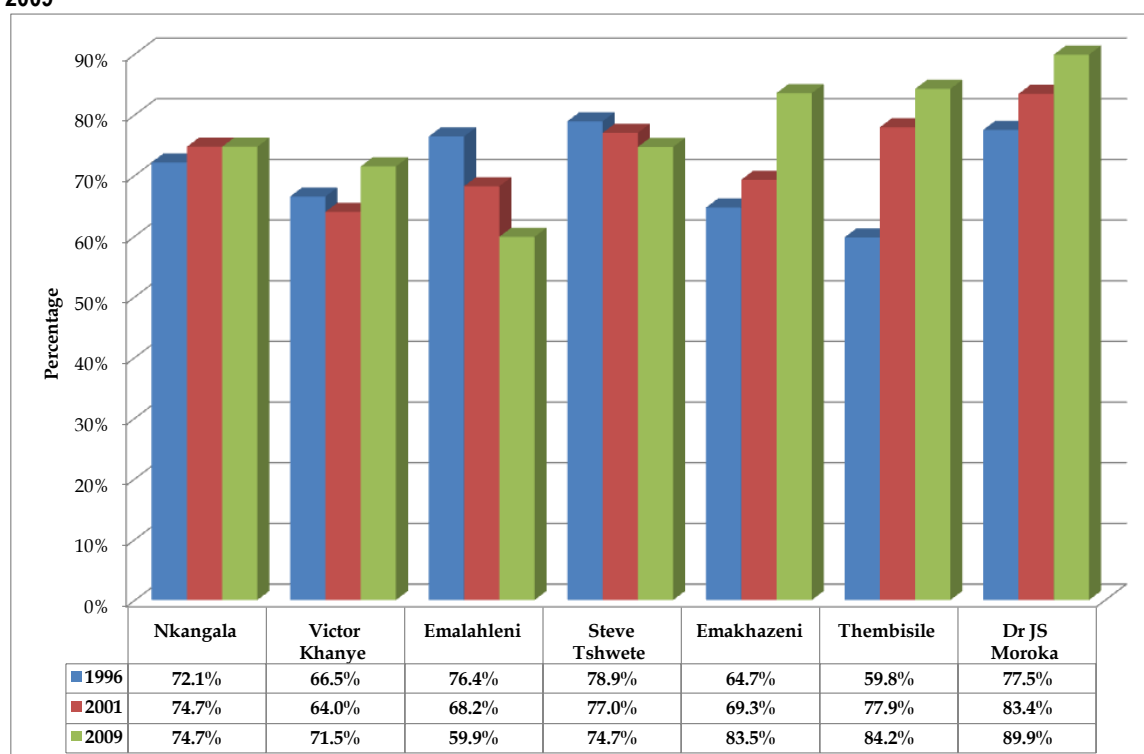
The provision of housing is one of the key mechanisms through which the rate of service delivery can be fast-tracked. The NDM is cognisant that phrase 'housing' is much broader than a 'house'. Housing encapsulates the physical structure, which is the house, as well as the Services that go with it, water 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 incompleteness 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 35 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 %. Among the six Local Municipalities in Nkangala, Dr JS Moroka managed to register the highest percentage of households with formal housing (89.9 %) whilst the lowest percentage of 59.9 % was recorded in Emalahleni in 2009.

Households without formal housing were recorded at 76 957 for Nkangala in 2009 and thus forms 37.8 % 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 35: 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 co-operatives and ensure that Provincial and local government allocate land for this purpose and building skills;
- Encourage people to build their houses based on their own plans and choices and provide people with building skills;
- Spearhead a programme for the allocation of building materials to rural communities for purposes of self-building and provide people with building skills;
- Conduct a land Audit;
- Purchase of Land by Municipality for Development;
- Implementation of Human Settlement Strategy and Informal Settlement Strategy;
- Purchase Land for Human Settlement;
- Transfer of Public Works Properties to local Municipalities.

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 (SO₂) 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.

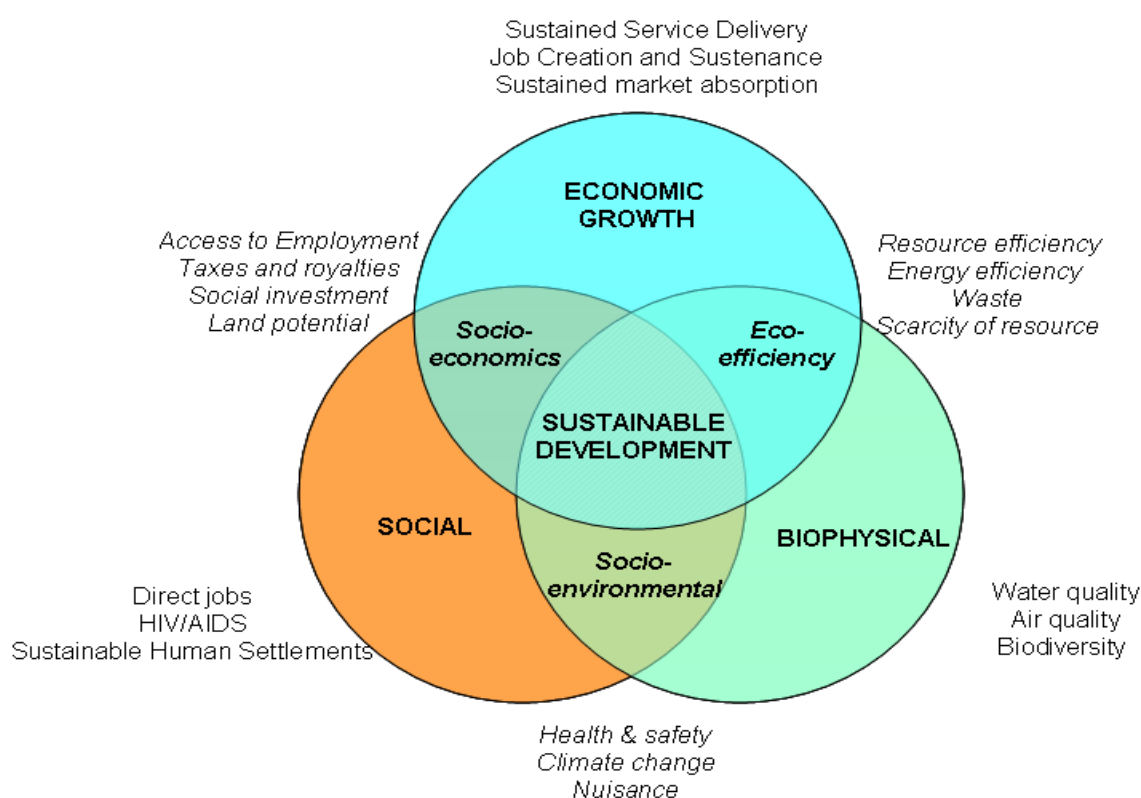
4.8.4 Issue 18: Environmental Management

4.8.4.1 1 Background and Problem Statement

Nkangala District Municipality is regarded to have a high eco-tourism potential, which requires the protection, rehabilitation and enhancement of its attractive natural resources. 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 36** outlining Sustainable Development Dimension below.

Figure 36 outlining Sustainable Development Dimension



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.

4.8.4.2. 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 (NO_x);
- 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 none of the ambient air quality monitoring stations are allocated within the boundaries of these municipalities.

4.8.4.2.1 Atmospheric Emission Licensing Function Project

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 has conducted and approved a Section 78 Investigation and the development of a Strategic Plan for the provision of the Atmospheric Emission Licensing function (new function). Through **Council resolution DM86/05/2012**, Council decided as follows:

- **THAT** the NDM Draft: Atmospheric Emission Licensing (AEL) Report & Implementation Plan be noted and approved.
- **THAT** the internal mechanism option of Atmospheric Emission Licensing service delivery be adopted.
- **THAT** the Acting Municipal Manager be authorized to deal with all matters incidental to the Atmospheric Emission Licensing (AEL) Section 78 Assessment Report & Implementation Plan.

Following the adoption of the Atmospheric Emission Licensing (AEL) Section 78 Assessment Report & Implementation Plan in May 2012, NDM appointed an Assistant Manager: Pollution Control who will therefore be technically responsible for the implementation of the AEL Section 78 Assessment Report & Implementation Plan that will include the following key functional areas:

Milestone 1: Designation of the Air Quality Officer for the NDM;

Milestone 2: Approve AEL Fee Calculator mechanism;

Milestone 3: Approval of required Budget for NDM ALA commencement;

Milestone 4: Legislate the Implementation Plan and AEL fee Calculator mechanism;

Milestone 5: Appoint personnel;

Milestone 6: Undertake required training of personnel with respect to air quality management functions as well as compliance and enforcement;

Milestone 7: Appoint of Environmental Management Inspectors EMIs in terms of NEMA S31 of NEMA;

Milestone 8: Officially open ALA for service delivery;

Milestone 9: Actions and support in achieving the objectives of the Highveld Priority Area (HPA) Air Quality Management Plan (AQMP) Goal 1;

Milestone 10: Actions and support in achieving the objectives of the HPA AQMP Goal 2;

Milestone 11: Actions and support in achieving the objectives of the HPA AQMP Goal 3 – 7 of the HPA.

As of the 1st of July 2013 Nkangala District Municipality have started to carry out the Atmospheric Emission Licences Function. The NDM has in the meantime signed a Memorandum of Understanding with the Department of Economic Development, Environment and Tourism to finalise all the EAL application. Furthermore, the National Departments together with the provincial departments of Environmental Affairs and the District/Metropolitan municipalities have completed the development of the Highveld Priority Area (HPA) Air Quality Management Plan (AQMP) and Nkangala District Municipality is in the process of developing the District Air Quality Management Plan and its by-laws.

4.8.4.2.2 COMPLIANCE MONITORING

Purpose of the Compliance and Enforcement Strategic Inspections is aimed at checking compliance against environmental legislation by various competent authorities at national, provincial and local government officials at local in terms of their various environmental mandates.

The objectives include:

- To raise level of compliance through administrative enforcement actions;

- Assist and build capacity on how the permits and licences are developed and improve on drafting ; testing the efficacy of legislation;
- Building internal capacity to conduct inspections;
- Test whether or not an enforcement action can be taken and to learn from the process.

Hence, joint inspections that were mainly lead by the Department of Environmental Affairs (DEa) were conducted at Duvha Power Station, Komati Power Station, Aveng Granikar Asphalt Plant, Trans Alloys (Emalahleni Local Municipality) for various purposes.

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, in response to the above need to monitor the quality of both water and sewage treatment works discharges to the main watercourse. The NDM has appointed a professional water analyser laboratory for quality water monitoring to service all the local municipality to deal with amongst others:

- 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.
-

Some of the challenges raised in the SoeR and subsequent Environmental Management Policy and Environmental Management Plan:

- 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.

4.8.4.2.3 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. Northern 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 extent the government of South Africa is responding through its National 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 resilience 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 anthropogenic 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 the District developed a Climate Change Mitigation and Response Strategy that sought 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.

The following are some of the key recommendations derived from the NDM Climate Change Mitigation and Response Strategy:

2. ADAPTATION TO THE IMPACTS OF CLIMATE CHANGE

KEY CHALLENGES	RECOMMENDED ADAPTION INTERVENTIONS
<ul style="list-style-type: none"> • Land degradation • Acid Mine Drainage • Dust • Roads systems within the district damaged by coal hauling trucks 	<ul style="list-style-type: none"> • Provide short- term time frame mining licenses that are renewable on compliance, • Good rehabilitation plans attached to conditions to the mining licences. • Legislate punitive measures to non-compliance. • By-laws, proper enforcement, promote IGR among spheres of government. • Strengthening monitoring by government agencies and proper reporting by the mines.
<ul style="list-style-type: none"> • Poor quality of drinking water • Unnecessary loss of water within the water infrastructure supply system 	<ul style="list-style-type: none"> • Encourage reuse of water by mines. • Improve the efficiency of water infrastructure supply system. • By-laws to preserve water.

3. CLIMATE CHANGE MITIGATION RESPONSES

KEY CHALLENGES	RECOMMENDED ADAPTION INTERVENTIONS
<ul style="list-style-type: none">• Mass coal burning industries, households• Carbon emission from vehicles• Air pollution• High consumption of energy – electricity	<ul style="list-style-type: none">• Use of Renewable energy.• Educate communities on Climate Change.• Encourage the implementation of Basa-njengo Gogo which has less emissions at the domestic front.• Look into usage of solar energy system• LMs develop monitoring systems• Encourage usage of public transport• Usage of energy saving bulbs• Solar heating energy• LMs to enforce monitoring electricity usage• Household + industry to reduce electricity consumption by 10%• LMs to encourage the switch off of lights at night in all government buildings including municipalities

4. TECHNOLOGY DEVELOPMENT AND APPLICATION/GREEN ECONOMY

KEY CHALLENGES	RECOMMENDED ADAPTION INTERVENTIONS
<ul style="list-style-type: none">• Country dependent on coal-based generation• Poor waste recycling• Poor management of waste sites• Unauthorized waste sites• Unavailability of land for landfill sites• Lack of waste reclamation site	<ul style="list-style-type: none">• Use of renewable energy that minimizes sulphur emissions• Embark on education and awareness campaigns.• Use of cooperatives / SMMEs in management of waste sites• Embark on education and awareness campaigns.• Waste sorting programme
<ul style="list-style-type: none">• Housing not environmentally friendly	<ul style="list-style-type: none">• Use of polystyrene in house construction• Plant trees in the yards

4.8.4.5 Strategies (Action Plans);

- Licensing of Section 21 Listed Activities as per National Environmental Management: Air Quality Act 39 of 2004.

- Consider the appeal and variation of Atmospheric Emission Licences as per National Environmental Management Act: Air Quality Act;
- Compliance Monitoring of the Atmospheric Emission Licence;
- Participate and comment on the Environmental impact assessment listed activity;
- Implementation of the HPA Air Quality Management Plan through, NDM HPA Implementation Task Team, MSRG, Provincial Air Quality Forum, NDM Air Quality Forum;
- Implementation of the Environmental Inspector Designation;
- Undertake appropriate Air Quality capacity building courses and in-service training;
- Development (extrapolate) the Nkangala District Municipality Air Quality Management Plan (AQMP);
- Develop and implement in an in-house greening program (Identify interventions (e.g. electronic recycling, paper shredding, efficient lighting,) aimed at reduced carbon footprint for NDM municipal building;
- Monitoring of water quality in respect of 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;
- Monitor the water quality for the presence of faecal coli form bacteria and other micro-biological test in some waste water, samples and sanitation management systems;
- To fully understand the impact of acid mine drainage as a result of Mpumalanga Coal Fields especially around Nkangala region;
- Explore the use of Cooperatives in Environment Management initiatives.

4.8.5 Issue 19: Waste Management

4.8.5.1. Background and Problem Statement

Waste management has not, historically, been regarded as priority environmental concern in South Africa (DEAT, 2000). There has been a lack of a co-ordinated approach towards integrated waste management (IWM), with waste management activities having been primarily reactive (DEAT, 2000). In addition, most "municipalities operate waste management facilities in contravention of the DWA Minimum Standards and the National Environmental Management: Waste Act 2008 with regard to the permitting of waste management sites (i.e. landfill sites, transfer stations, etc.). The majority of municipalities' permitted waste disposal facilities do not comply with the Minimum Requirements for Waste Disposal by Landfill (Department of Water Affairs & Forestry)." (DPLG, 2005). This has led to a number of associated environmental and human health issues within the Region.

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 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 %	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
Thembelesile 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 50** 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: Emalaheni	Permit Status
Emalaheni Leeuwpoot landfill	Permitted on 22 September 1994 by DWAF
Phola Ogies landfill	Not permitted/licensed, application was submitted for closure

For that reason Nkangala District Municipality developed a District wide Integrated Waste Management Plan. When an initial assessment was done it was discovered that 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: Percentage of the Waste collection vehicle fleet in each Municipality

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%

4.8.5.2 Waste Management Equipment

In its intention to assist in the refuse collection backlog the NDM has as part of the capital projects in the financial year 2013-14 procured the following waste collection equipment to assist the local municipalities:

Table: : Waste Management Equipments

Waste Management Equipment	Beneficiary	Budget
Supply, delivery and Registration of Two(2) 22 M ² Refuse Compactor Truck	Thembisile Local Municipality	R4 000 000.00
Supply, delivery and Registration of Three(3) Refuse Compactor Truck		R998 640.00
Supply, delivery and Registration of five(5) Refuse Collection Trailers		R541 500.00
Supply, delivery of six(6) Refuse Skid Bins		R1 504 800.00
Supply, delivery and Registration of Four(4) 22 M ² Refuse Compactor Trucks	Emalahleni Local Municipality	R8 477 817.48

6.19.3 Establishment of Waste Disposal Sites within the NDM

As part of an effort to assist in improving the status of waste disposal facilities in the region the NDM has begun the process of the establishment of a landfill site (hereby referred to as Western Eastern Landfill Site) at Thembisile Hani Local Municipality. To date the feasibility studies that include sites are being completed. Hence, once the site identified is cleared of any land claim and is available and affordable, then other studies including the EIA will be proceeded with.

6.19.3.1 Nkangala Regional Waste Disposal Site Project

Within the Mpumalanga Province currently there are a few private owned Hazardous Waste Infill Sites. 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. Hence, 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 results in a situation where very few or none of these facility/facilities are necessarily managed according to the DWAF minimum standards.

The intended regional facility for Nkangala district will serve the waste disposal needs of Emalahleni and Steve Tshwete Local Municipalities together in a more environmentally, healthier and economically friendly manner 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 identify the best location for the centralized waste disposal facility to serve both Emalahleni and Steve Tshwete Local Municipalities, the Environmental Impact Assessment of the selected site, the design for the new facility and application for a permit in terms of the applicable legislation.

Moreover, communities have also 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.

6.19.3.2. Waste Recycling Initiatives

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.

6.19.3 (a) Nkangala District Municipality Workplace Waste Recycling Project

As part of the implementation of some of the NDM Climate Change Mitigation and Response Strategy the NDM has developed and implemented an in-house greening programme (Identify interventions (e.g. electronic recycling, paper shredding, efficient lighting.) aimed at reduced carbon footprint for NDM municipal building. To that end Nkangala District Municipality Workplace Waste Recycling Project was approved through Council Resolution DM 178/01/2014. The project will

focus on waste generated at the workplace such as paper, plastic and tins and will be implemented in partnership with cooperatives dealing with recycling. It is envisaged that through the recycling project, consciousness and promotion of sustainable development will be attained. In order for the NDM to reduce the carbon footprint, a pilot waste recycling project has been initiated within the building in order to recover and reduce the amount of waste ending up in the waste disposal site. Waste recycling will be the first phase of the NDM Carbon Footprint Reduction Strategy implementation and the other parts of the strategy such as the strategy such as energy usage will gradually be phased in, hence the main focus currently is waste generation within the building.

Waste as an important contributor to carbon emissions. Reducing waste can lead to big emission savings and lower land fill requirements (which is very high on capital investment for government), with consequent reduction in air and land pollution. Waste not only discharges CO₂ and methane into the atmosphere, it can also pollute the air, groundwater and soil.

4.8.5.6 Expanded Public Works Programme on Environment and Culture

The Expanded Public Works Programme (EPWP) on Environment and Culture sector involves creating work opportunities in public environmental programmes e.g. (Working for Water and Land Based sustainable programmes) including the waste management on programmes such as Waste for Food . The Sector Champion in Mpumalanga is the Department of Public Works in collaboration with the Department of Economic Development, Environment and Tourism. Hence the NDM needs to investigate the possibility of the establishment of an Expanded Public Works Programme (EPWP) on waste management.

6.19.3 (c) Environmental Protection and Infrastructure Programme (EPIP)

The NDM Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP) provides for the investigation of the use of cooperatives in Environmental and Waste management programme and other Expanded Public Works Programme (EPWP) initiatives. In order to achieve the above purpose, the NDM is participating in Department of Environmental Affairs (DEA) EPIP. The purpose of the report is to inform the council about DEA Environmental Protection & Infrastructure Programme and that includes the projects where the NDM is directly involved.

Since the 1999/2000 financial year, the Department of Environmental Affairs has been Implementing programmes aimed at conserving natural assets and protecting the environment. Over time this programme has evolved and has also grown from a budget of R28 million in the 1999/2000 financial year to more than R750 million in 2012/2013. In this period the programme has seen introduction of new methods of doing things and has also changed names from Poverty Relief Programme to Social Responsibility Programme and it is now called the Environmental Protection and Infrastructure Programme (EPIP) funded by DEA.

The programme's mandate is to manage the identification, planning and implementation of programmes that mirror and support the mandate of the department whilst at the same time creating the well needed job opportunities. The sub-programmes are as follows:

- Working for Land;
- Working for the Coast;

- Working on Waste;
- People & Parks;
- Wildlife Economy;
- Greening and Open Space Management.

6.19.4 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 Committee;
- Implementation of the Nkangala District Municipality Workplace Waste Recycling Project.

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:

6.19.3 Priority Projects

- Raise funds internally (through capital projects allocation) and externally (big business) to procure waste management, refuse removal trucks and other equipments in order to tackle refuse removal backlogs;
- Establishment of the Western Eastern Landfill Site at Thembisile Hani Local Municipality;
- Development and implementation of an in-house greening program (Identify interventions (e.g. electronic recycling, paper shredding, efficient lighting.) aimed at reduced carbon footprint for NDM municipal building;
- Investigate the possibility of the establishment of an Expanded Public Works Programme (EPWP) on waste management in partnership with appropriate stakeholders;
- Support local municipalities in waste management initiatives such as fencing of landfill sites, development of strategic documents and procurement of various equipments;
- Implementation of the Environmental Protection and Infrastructure Programme (EPIP) in collaboration with DEA.
- Support the DEDET Regional Waste Disposal Site initiative.

CHAPTER FIVE

5.1 NDM'S Development Priorities, Objectives, Strategies, KPI per KPA and Projects.

This section is constituent of the following aspects:

- 6 Strategic Goals informed by the Objects of Local Government under Section 152 (1) of the Constitution of RSA;
- 6 Key Performance Indicators (KPAs) of Local Government;
- NDM's Development Priority Issues;
- NDM's Development Strategies;
- Key Performance Indicators (KPIs) per Developmental objective;
- NDM Performance Targets for the 2014/15 Financial year per Quarters;
- Responsible Department; and
- KPAs and Projects per Priority Issue.

Strategic Goals per Key Performance Area:

KPA 1:	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT
GOAL 1:	TO PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES
KPA 2:	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
GOAL 2:	TO ENCOURAGE THE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANISATIONS IN THE MATTERS OF LOCAL GOVERNMENT
KPA 3:	LOCAL ECONOMIC DEVELOPMENT
GOAL 3:	PROMOTION OF ECONOMIC DEVELOPMENT
KPA 4:	MUNICIPAL FINANCIAL VIABILITY
GOAL 1:	TO PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES
KPA 5:	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
GOAL 5:	TO PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES (CONST 152(1)(a))
GOAL 6:	TO ENSURE THE PROVISION OF SERVICES TO COMMUNITIES IN A SUSTAINABLE MANNER
GOAL 7:	TO PROMOTE SOCIAL DEVELOPMENT (CONST. SEC 152(1)(c)).
KPA 6:	SPATIAL DEVELOPMENT ANALYSIS AND RATIONAL
GOAL 8:	SUSTAINABLE MUNICIPAL PLANNING THROUGH INTEGRATED SPATIAL PLANNING

5.1.1 KPA 1: Institutional Development and Municipal Transformation: Development Objectives and Strategies

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	KPI Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible Department
STRATEGIC GOAL 1: TO PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES													
Powers, Duties and Functions	To ensure that all Municipalities within the District are empowered to render Services that are within their powers and functions by 2015	MTID 1	Request the MEC COGTA to transfer the Town Planning Function from the NDM back to Thembekele Hani LM	Transfer of the Town Planning Functions from the District to Thembekele Hani LM by Dec 2015	KPI 1	Council Resolution on Transfer of Town Planning Functions from the District back to THLM accompanied by the Gazette	Town Planning Functions for THLM, Emakhazenu and Dr JS Moroka LMs performed by NDM	Town Planning Functions transferred from the District to Thembekele Hani LM	-	Town Planning Functions transferred from the District to Thembekele Hani LM	-	-	Deputy Manager: DPU
Organizational Restructuring and Transformation-	To facilitate creation of ethically efficient, effective, excellent, sustainable and vibrant Organization.	MTID 2	Develop, review and implement all the requisite Policies.	No of Policies Developed, reviewed and implemented by June 2015	KPI 2	Council Resolutions on approval of reviewed Policies							Manager Corporate Services
			Review the Organizational Structure in line with staff establishment regulations	Revised Organizational Structure approved by Council by March 2015	KPI3	Approved and funded Organizational structure aligned with the IDP and Budget	Organizational Structure approved in March 2014	Revised Organizational Structure approved			Revised Organizational Structure approved		Manager Corporate Services
				Number of posts filled as per the approved staff establishment by June 2015	KPI4	Report on Staff establishment submitted to Council	164 posts filled as per the approved staff establishment	X posts filled as per the approved staff establishment				X posts filled as per the approved staff establishment	Manager Corporate Services
				Number of critical posts filled	KPI5	Approved and funded Organizational structure aligned with the IDP and Budget	Of the 5 Senior Management Posts 3 Posts were filled and 2 were vacant	All Senior Management Posts filled	All Senior Management Posts filled				Municipal Manager
				Number of employees employed in accordance		Report on employees employed in accordance	50% of Females employed as S56	50% of females employed in the first 3				50% of females employed in the first 3	Municipal Manager

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	KPI Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible Department
				with the EEP targets		with the EEP targets	Managers	levels of management				levels of management)	
				Number of Local Labour Forum meetings held by June 2015		Copies of the Minutes	-	4 Local Labour Forum meetings held	Local Labour Forum meetings held	Local Labour Forum meetings held	Local Labour Forum meetings held	Local Labour Forum meetings held	Manager: Corporate Services
			Empower Councillors and Employees through focused and continuous Professional/ Skills Development Training defined in the WSP	100% of staff trained on their individual/group skills gaps by 30 June 2015	KPI 6	Report on the training of staff and submitted to council	40% of trained staff	100% of staff to be trained				100% of staff to be trained	Manager: Corporate Services
				100% of staff and 60% of councillors trained by 30 June 2015.	KPI 7	Report on the training of Councillors and submitted to council	80% of councillors councillors	100% of Councillors to be trained				100% of Councillors to be trained	Manager: Corporate Services
			Report on the workplace skills plan submitted to LGSETA annually	Workplace skills plan submitted to LGSETA by 30 June		Copy of Workplace skills plan submitted to LGSETA	2013/14 Workplace skills plan	Workplace skills plan submitted to LGSETA				Workplace skills plan submitted to LGSETA	Manager: Corporate Services
				Number of Internships and learnership opportunities created									Manager Corporate Services
				Performance Management Policy Framework approved by Dec 2014	KPI 8	100% compliance with chapter 6 of the MSA	Draft PMS Policy Framework	Performance Management Policy Framework approved		Performance Management Policy Framework approved			Manager Corporate Services
				Seamless OPMS developed and implemented	KPI 9	Council Resolution accompanied by progress	Draft PMS Policy Framework	Seamless OPMS Developed and				Seamless OPMS Developed and	Manager Corporate Services

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	KPI Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible Department
Organizational Restructuring and Transformation-	To ensure responsive, accountable, effective and efficient Organization	MTID 3	Ensure development and functionality of effective accountability and Performance Management mechanisms for Councillors and Officials	by June 2015		Report on development of an automated PMS		implemented				implemented	
				Approved 2015/16 SDBIP aligned to IDPs and budget by June 2015	KPI10	Signed copy of the SDBIP approved by the Executive Mayor within 28 days after the budget approval	Approved 2014/15 SDBIP aligned to IDPs and budget	Approved 2015/16 SDBIP aligned to IDPs and budget				Approved 2015/16 SDBIP aligned to IDPs and budget	Manager Corporate Services
				Number of Signed performance agreements in terms of section 57 of the MSA within prescribed timeframe	KPI 11	Performance agreements for existing S54 and S56 signed within 30 days in terms of section 57 of the MSA	4 Performance Agreements signed for the 2013/14 F/Y	5 Performance Agreements signed	5 Performance Agreements signed				Manager Corporate Services
				Number of quarterly performance reviews conducted by June 2015	KPI 12	Quarterly reports aligned to SDBIP with early warning on performance produced	-	4 individual quarterly performance reviews	1 st quarter individual performance reviews for all S56 Managers	2 nd quarter individual performance reviews for all S56 Managers	3 rd quarter individual performance reviews for all S56 Managers	4 th quarter individual performance reviews for all S56 Managers	Manager Corporate Services
				Number of individual(section 54/56 managers) performance reviews conducted by June 2014	KPI 13	4 Reports on Individual Quarterly Performance Reviews	-	4 Individual(section 54/56 managers) performance reviews conducted	Individual (section 54/56 managers) performance reviews conducted	Individual(section 54/56 managers) performance reviews conducted	Individual(section 54/56 managers) performance reviews conducted	Individual(section 54/56 managers) performance reviews conducted	Manager Corporate Services
				2014/15 Annual municipal performance Report compiled in compliance	KPI14	Council Resolutions accompanied by Annual municipal performance Report	2014/15 Annual municipal performance Report	2013/14 Annual municipal performance Report compiled	2013/14 Annual municipal performance Report compiled				Manager Corporate Services

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	KPI Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible Department
				with section 46									
				Compile Oversight Report by 30 March 2014 in terms of Section 129 of MFMA	KPI 15	Council Resolution accompanied by Municipal Council Oversight Report	Municipal Council oversight report for 2012/13	Municipal Council oversight report for 2013/14 approved		Municipal Council oversight report for 2013/14 approved			Manager Corporate Services
				Compile Annual report by January 2014 in terms of Section 127 of the MFMA		Council Resolutions accompanied by Annual Report	2012/13 Annual report	2013/14 Annual report			2013/14 Final Annual Report		Manager Corporate Services
Organizational Restructuring and Transformation- Information Communication and Technology (ICT)	To ensure an integrated responsive ICT service by 2015.	MTID6	Alignment of the ICT strategy to NDM business strategies	Implementation of Year 1 targets		Quarterly report with supporting evidence	Approved ICT Strategy	Implemented Year 1 ICT Strategy targets	Implemented Year 1 ICT Strategy targets	Implemented Year 1 ICT Strategy targets	Implemented Year 1 ICT Strategy targets		Assistant Manager: Information Communication & Technology
Organizational Restructuring and Transformation- Integrated Development Planning (IDP)	To ensure effective co-ordination of integrated Planning implementation, monitoring and evaluation across the District.	MTID7	Adopt IDP planning processes to guide IDP Review Processes throughout the District	2015/16 IDP review Framework Plan approved by May 2015		Council Resolution accompanied by a copy of the Final 2015/16 IDP Review Framework Plan	Approved 2014/15 IDP review Framework Plan	Approved 2015/16 IDP review Framework Plan				Approved 2015/16 IDP review Framework Plan	Deputy Manager :DPU
Organizational Restructuring and Transformation- Integrated Development Planning (IDP)	To ensure effective co-ordination of integrated Planning implementation, monitoring and evaluation across the District.	MTID7	Adopt implementable IDPs and budget, which are responsive to the developmental aspirations of the populace of the entire District.	Draft 215/16 IDP tabled before Council for adoption by February 2015		Council Resolution on adoption of 2015/16 Draft IDP	Draft 2014/15 adopted by Council	2015/16 Draft tabled to Council for adoption			2015/16 Draft tabled to Council for adoption for adoption		Deputy Manager :DPU
				1 advert issued inviting communities to inspect the Draft IDP and submit written comments within 21 days		A copy of the advert inviting communities to inspect the Draft 2015/16 Draft IDP and submit written comments extracted from Print Media	A copy of advert	An advert requesting written comments of the Public on the 2014/15 Draft IDP issued.			An advert requesting written comments of the Public on the 2014/15 Draft IDP issued.		Deputy Manager :DPU

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	KPI Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible Department
				2014/15 Final Draft IDP approved by Council by March 2014		Concil Resolution on approval of the 2014/15 Final Draft IDP	2014/15 Final IDP	2014/15 Final Draft IDP submitted to Council for approval			2014/15 Final Draft IDP submitted to Council for approval		Deputy Manager :DPU
				2014/15 Final budget approved by 30 May 2014		Council resolutions accompanied by approved budget	Approved 2014/15 budget	Approved 2014/15 budget				Approved 2014/15 budget	CFO
				2014/15 Final SDBIP approved by the Executive Mayor by 29 June 2014		Approved 2014/15 SDBIP	Approved 2014/15 SDBIP	2014/15 Final SDBIP approved				2014/15 Final SDBIP approved	Deputy Manager :DPU
Organizational Restructuring and Transformation- Integrated Development Planning (IDP)	To ensure effective co-ordination of integrated Planning implementation, monitoring and evaluation across the District.	MTID7	Adopt implementable IDPs, which are responsive to the developmental aspirations of the populace of the entire District.	MEC COGTA notified 10 upon approval of the 2014/15 Final IDP 10 days upon the seating of Council		A copy of approved IDP and the letter send to MEC COGTA	A letter to MEC COGTA on approval of 2013/14 Final IDP	Send a comunique to MEC COGTA on approval the District's 2014/15 Final IDP				Send a comunique to MEC COGTA on approval the District's 2014/15 Final IDP	Deputy Manager :DPU
				1 Advert n approval of 2014/15 Final IDP issued by 14 days upon approval by Council		Copy of the advert extracted from print media	A copy of advert for the 2013/14 IDP	An advert on approval of 2014/15 issued				An advert on approval of 2014/15 issued	Deputy Manager :DPU

5.1.2 KPA 2: Good Governance and Public Participation: Development Objectives and Strategies

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
STRATEGIC GOAL 2: TO ENCOURAGE THE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANISATIONS IN THE MATTERS OF LOCAL GOVERNMENT													
Good Governance and Communication: Internal Audit	To facilitate achievement of Clean Audit Outcomes by 2014.	GGPP1	Convening of shared Audit committee meetings as per the approved schedule.	4 Audit Committee meetings convened as per the approved schedule by June 2015		Copies of minutes and attendance register of the Shared Audit Committees meetings with evidence	4 Audit Committee meetings convened	4 Audit Committee meetings convened as per the approved schedule	1 Audit Committee meeting convened as per the approved schedule	1 Audit Committee meeting convened as per the approved schedule	1 Audit Committee meeting convened as per the approved schedule	1 Audit Committee meeting convened as per the approved schedule	Chief Audit Executive
			Convening of District Risk and Internal Audit Forum meetings	4 Audit District Risk and Internal Audit forums convened as per the approved schedule by June 2015		Copies of minutes and attendance register of the District Risk and Internal Audit forum	4 District Risk and Internal Audit forum meetings convened	4 District Risk and Internal Audit forum convened as per the approved schedule	1 District Risk and Internal Audit forum convened as per the approved schedule	1 District Risk and Internal Audit forum convened as per the approved schedule	1 District Risk and Internal Audit forum convened as per the approved schedule	1 District Risk and Internal Audit forum convened as per the approved schedule	Chief Audit Executive & Chief Risk Officer
			Quarterly progress reporting to the Audit Committee	.4 progress Reports on Internal Auditing submitted to the Audit Committee by June 2015		Quarterly report to the Audit Committee	.1 progress Reports on Internal Auditing submitted to the Audit Committee	.4 progress Reports on Internal Auditing submitted to the Audit Committee	1 progress Report on Internal Auditing submitted to the Audit Committee	.1 progress Report on Internal Auditing submitted to the Audit Committee	.1 progress Report on Internal Auditing submitted to the Audit Committee	.1 progress Report on Internal Auditing submitted to the Audit Committee	Chief Audit Executive
			Quarterly reporting to the Council by the Audit Committee.	4 reports of the Audit Committee on its work submitted to Council by June 2015.		Council resolutions of the quarterly reports of Audit Committee to Council	4 reports of the Audit Committee on its work submitted to Council	4 reports of the Audit Committee on its work submitted to Council	1 report of the Audit Committee on its work submitted to Council	1 report of the Audit Committee on its work submitted to Council	1 report of the Audit Committee on its work submitted to Council	1 report of the Audit Committee on its work submitted to Council	Chief Audit Executive
			Quarterly reporting to the Accounting Officer by Internal audit unit.	4 Internal audit quarterly reports submitted to the Accounting Officer by June		Copies of the Reports submitted to the Accounting Officer	4 Internal audit quarterly reports submitted to the	4 Internal audit quarterly reports submitted to the	1 Internal audit quarterly report submitted to the Accounting Officer	1 Internal audit quarterly report submitted to the Accounting Officer	1 Internal audit quarterly report submitted to the Accounting Officer	1 Internal audit quarterly report submitted to the Accounting Officer	Chief Audit Executive

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
				2015			Accounting Officer	Accounting Officer					
			Develop and periodically review Internal Audit Methodology/Manual.	Internal Audit Methodology/Manual reviewed by December 2014		Council Resolution on approval of Internal Audit Methodology/Manual.	Approved Internal Audit Methodology/Manual	Internal Audit Methodology/Manual reviewed		Internal Audit Methodology/Manual reviewed			Chief Audit Executive
			Develop and periodically update Internal Audit Charter.	Internal Audit Charter developed and updated by December 2014		Council Resolution on adoption of the Internal Audit Charter.	Approved Internal Audit Charter.d	Internal Audit Charter developed and updated		Internal Audit Charter developed and updated			Chief Audit Executive
			Develop and periodically update Audit Committee charter.	Audit Committee charter developed and updated by December 2014		Council Resolution on adoption of the Audit Committee Charter.	Approved Audit Committee charter	Audit Committee charter developed and updated		Audit Committee charter developed and updated			Chief Audit Executive
Good Governance and Communication: Youth Affairs	To facilitate the upbring of skilled healthy and vibrant Youth in the District	GGPP2	Support and strengthen all the Youth units at the LMs within the District	Number of Youth Units supported and strengthened by December 2013		Report on support and capacitation of all the Youth Units in the District	nil	All the Units at the six constituent LMs supported and strengthened		All the Units at the six constituent LMs supported and strengthened			Assistant Manager: Youth Affairs
	To facilitate development of all Youths in the District	GGPP3	Create a database of young unemployed graduates and submit it to Industries.	Youth Skilled Audit undertaken by 31 December 2013		Council Resolution accompanied by Youth Skills Audit Report	nil	Youth Skills Audit Undertaken		Youth Skills Audit Undertaken			Assistant Manager: Youth Affairs
				Comprehensive Database on Status of Youth in the District developed by 30 March 2014		Report on development of Database on status of Youth in the District with evidence.	nil	Comprehensive Database on Status of Youth in the District developed			Comprehensive Database on Status of Youth in the District developed		Assistant Manager: Youth Affairs

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
	To deepen participation of Youth in the District activities through ensuring effectiveness of their Governance structures by June 2014	GGPP4	Ensure that SAYC structure is effective and functional to advance youth development.	SAYC launched by 30 September 2013		Resolutions of SAYC with evidence	Disfunctional SAYC	SAYC launched	SAYC launched				Assistant Manager: Youth Affairs
Good Governance and Communication-Transversal	To facilitate and promote gender equality and empower women	GGPP5	Holding a Women Assembly for the assesement the Implementation of resolution taken from the previous Women Summits	1 Women Assembly held by August 2013		Council Resolution accompanied by the report of the Assembly	0	1	1	-	-	-	Assistant Manager: Transversal
	To deepen empowerment of women through participation in Local Government initiatives	GGPP6	1 Women Caucus Convened July 2013	Women Caucus launched		Council Resolution accompanied by the report of the Women Caucus	0	1	1	-	-	-	Assistant Manager: Transversal
	Create awareness on issues of women and children violence	GGPP7	Hold aCommunity march were a memerandum will be submitted to a Police Station	1 Community march held by 30 November 2013		Signature of the commissioner who received the memorandum	0	1 Community march held	-	1 Community march held	-	-	Assistant Manager: Transversal
Good Governance and Communication: Risk Management	To minimize the level of District's Risk exposure.	GGPP8	Identify and Monitor exposure to risk and improvements of risk management and internal control systems.	Risk Management Strategy reviewed by 30 December 2014		Council Resolution on adoption of Risk Management Strategy	Risk Management Strategy	Revised Risk Management Strategy		Revised Risk Management Strategy			Chief Risk Officer
			Review the fraud and corruption prevention policy	Fraud and corruption prevention policy re-		Council Resolution on the revised Fraud and	Approved Fraud and corruption	Revised Fraud and corruption			Revised Fraud and corruption		Chief Risk Officer

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
				viewed by 31 March 2015		Corruption Policy with evidence	prevention policy	prevention policy			prevention policy		
			Review the fraud and corruption plan and strategy	Fraud and corruption plan and strategy reviewed by 31 March 2015		Council Resolution on the revised Fraud and Corruption Plan and strategy with evidence	Fraud and corruption plan and strategy	Revised Fraud and corruption plan and strategy			Revised Fraud and corruption plan and strategy policy		Chief Risk Officer
			Review the whistle blowing policy	Whistle blowing policy reviewed by 31 March 2015		Council Resolution on the revised whistle blowing policy with evidence	Approved Whistle blowing policy	Revised Whistle blowing policy			Revised Whistle blowing policy		Chief Risk Officer
			Monitor the level of Risk within the District	4 Risk management monitoring reports submitted by June 2015		4 sets of Quarterly reports submitted to Risk Management Committee	4 Risk management monitoring reports submitted	4 Risk management monitoring reports submitted	1 Risk management monitoring reports submitted	1 Risk management monitoring reports submitted	1 Risk management monitoring reports submitted	1 Risk management monitoring reports submitted	Chief Risk Officer
			Convene Risk Management Committee meetings	4 Risk Management Committee meetings convened by June 2015		Copies of signed minutes of the Risk Management Committee meetings.	4 Risk Management Committee meetings convened	4 Risk Management Committee meetings convened	1 Risk Management Committee meetings convened	1 Risk Management Committee meetings convened	1 Risk Management Committee meetings convened	1 Risk Management Committee meetings convened	Chief Risk Officer
			Quarterly progress reporting to the Risk Management Committee	4 Progress reports on Risk Management submitted to Risk Management Committee by June 2015		Quarterly report to the Risk Management Committee	4 Progress reports on Risk Management submitted to Risk Management Committee	1 Progress reports on Risk Management submitted to Risk Management Committee	1 Progress reports on Risk Management submitted to Risk Management Committee	1 Progress reports on Risk Management submitted to Risk Management Committee	1 Progress reports on Risk Management submitted to Risk Management Committee	1 Progress reports on Risk Management submitted to Risk Management Committee	Chief Risk Officer
			Develop and periodically review Risk Management Committee Charter.	Risk Management Committee Charter reviewed by 20 December 2014		Council Resolution on the reviewed Risk Management Committee Charter.	Approved Risk Management Committee Charter	Revised Risk Management Committee Charter		Revised Risk Management Committee Charter			Chief Risk Officer
			Develop and periodically review	Risk Management		Council Resolution on the	Approved Risk	Revised Risk		Revised Risk Management			Chief Risk Officer

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
			Risk Management Policy	Policy reviewed by 20 December 2014		reviewed Risk Management Policy	Management Policy	Management Policy		Policy			
			Development of three-year risk based plan.	Three-year risk based plan developed by 30 September 2014		Council Resolution on adoption of three-year risk based plan.	Approved Three-year risk based plan	Three-year risk based plan developed	Three-year risk based plan developed				Chief Audit Executive
Good Governance and Communication	To ensure clean and accountable governance in the District by 2016	GGPP9	Coordinate functioning of Council oversight structures	4 Council meeting held by June 2014 as per the Legislation		4 sets of Council resolution registers with evidence	12 Council meetings held in 2012/13 FY	4 Council meetings	1 Council meeting	1 Council meeting	1 Council meeting	1 Council meeting	Manager: Corporate Services
				Functional Section 79 Committees by June 2014		Quarterly report with supporting evidence	Established committees	Functional Section 79 Committees	Functional Section 79 Committees	Functional Section 79 Committees	Functional Section 79 Committees	Functional Section 79 Committees	Manager: Corporate Services
			Ensure functional District IGR Structure	Number of Mayors and Municipal Managers' Forum meetings held by June 2014		4 Set of Mayors Forum and Municipal Managers' Forum minutes respectively	4 Mayors Forum and 4 Municipal Managers' Forum	4 Mayors Forum and 4 Municipal Managers' Forum held as scheduled	1 Mayors Forum and 1 Municipal Managers' Forum held as scheduled	1 Mayors Forum and 1 Municipal Managers' Forum held as scheduled	1 Mayors Forum and 1 Municipal Managers' Forum held as scheduled	1 Mayors Forum and 1 Municipal Managers' Forum held as scheduled	Manager: Corporate Services
Good Governance and Communication-Community Participation	To ensure optimal participation of all Stakeholders in the IDP and LED processes of the District.	GGPP10	Ensure functional IDP/LED Represented Forum	4 meetings of the IDP/LED Represented Forum held by June 2015		Minutes of the IDP/LED Representative Forum	4 meetings of the IDP/LED Represented Forum held	4 meetings of the IDP/LED Represented Forum held	1 meetings of the IDP/LED Represented Forum held	1 meetings of the IDP/LED Represented Forum held	1 meetings of the IDP/LED Represented Forum held	1 meetings of the IDP/LED Represented Forum held	Deputy Manager: DPU
Good Governance and Communication-Community Participation	To Strengthen Participatory Governance throughout the District.	GGPP11	Encourage communities through print and electronic Media to participate in the District Outreach Programme.	12 Community Outreach meetings held by June 2015		2 Comprehensive Community Outreach Reports, inclusive of evidence	12 Community Outreach meetings	12 Community Outreach meetings convened	6 Community Outreach meetings convened		6 Community Outreach meetings convened		Assistant Manager: Public Participation
			Training of Traditional Leaders	2 Clusters of Traditional		Two (2) Post Training Reports	nil	2 Clusters of			2 Clusters of Traditional		Assistant Manager: Public

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
			on Local Government Governance and Public Participation processes	Leaders in the District trained by June 2015		on Training of Traditional Leaders		Traditional Leaders trained on Local Governance and Public Participation			Leaders trained on Local Governance and Public Participation		Participation
			Hosting of the District Ward Committee Conference	1 District Ward Committee Conference held by 28 th November 2014		District Ward Committee Conference Report	nil	District Ward Committee Conference held as scheduled		District Ward Committee Conference held as scheduled			Assistant Manager: Public Participation
	To facilitate optimal functionality of Ward Committees across the District.	GGPP12	Monitor the functionality of Ward Committees throughout the District.	Functional Ward Committees throughout the District by June 2014		Quarterly analytical Reports on functionality of Ward Committees. inclusive of evidence		Functional Ward Committees	Functional Ward Committees	Functional Ward Committees	Functional Ward Committees	Functional Ward Committees	Assistant Manager: Public Participation
Good Governance and Communication-Communication & Marketing	To promote and enhance internal and external communication by 2015	GGPP13	Develop and implement District Communication Strategy	District Communication Strategy developed		Council Resolution accompanied by Communication Strategy	Draft District Communication Strategy	District Communication Strategy developed		District Communication Strategy developed			Assistant Manager: Public Liaison
			Ensure regular efficient and effective Marketing, branding and communication of NDM's achievements through Print and	140 000 Copies of Distyric Newsletters printed and distributed by June 2014		Appointment Letter with evidence	nil	140 000 Copies of Distyric Newsletters printed and distributed	35 000 Copies of Distyric Newsletters printed and distributed	35 000 Copies of Distyric Newsletters printed and distributed	35 000 Copies of Distyric Newsletters printed and distributed	35 000 Copies of Distyric Newsletters printed and distributed	Assistant Manager: Public Liaison

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
			Electronic Media thereby promoting NDM good Corporate image	4 Sets of Banners branded on NDM Corporate Colours procured by 31 December 2013		Copies of the Specifications and Final Invoices with evidence	5 branded Banners procured	4 Sets of Banners branded on NDM Corporate Colours procured		4 Sets of Banners branded on NDM Corporate Colours procured			Assistant Manager: Public Liaison
				2000 Copies of District Newsletters prinyed and distributed by June 2014		Invoices and Copies of Nesletter	nil	2000 Copies of District Newsletters prinyed and distributed	500 Copies of District Newsletters prinyed and distributed	500 Copies of District Newsletters prinyed and distributed	500 Copies of District Newsletters prinyed and distributed	500 Copies of District Newsletters prinyed and distributed	Assistant Manager: Public Liaison
				4 Interviews arranged for the Executive Mayor with Electronuic Medial by 30 June 2014		4 sets of Copies of Interview transcripts	5 Interviews arranged and honoured	4 Interviews arranged for the Executive Mayor with Electronuic Medial	1 Interviews arranged for the Executive Mayor with Electronuic Medial	1 Interviews arranged for the Executive Mayor with Electronuic Medial	1 Interviews arranged for the Executive Mayor with Electronuic Medial	1 Interviews arranged for the Executive Mayor with Electronuic Medial	Assistant Manager: Public Liaison

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
Good Governance and Communication-Communication & Marketing	To enable creation of vibrant Organization and enhance Inter-governmental Relations (IGR)	GGPP14	Ensure effective co-ordination and functionality of the DCF	All the 6 meetings of DCF took place as scheduled by 30 June 2014		6 Set of the Copies of minutes with evidence	2 DCF meetings held	All the 6 meetings of DCF took place as scheduled	2 meetings of DCF took place as scheduled	1 meetings of DCF took place as scheduled	1 meetings of DCF took place as scheduled	2 meetings of DCF took place as scheduled	Assistant Manager: Public Liaison
				2 Workshops scheduled for the DCF by June 2014		Comprehensive Report with evidence submitted to Council	1 workshop convened	2 Workshops scheduled for the DCF	1 Workshops scheduled for the DCF		1 Workshops scheduled for the DCF		Assistant Manager: Public Liaison
			Effectively participate in the GCF and the PGCF	All the 4 Quarterly GCF meetings attended by 30 June 2014		4 Set of Minutes with evidence	3 GCF meetings attended	All the 4 Quarterly GCF meetings	1 st Quarter GCF meeting attended	2 nd Quarter GCF meeting attended	3 rd Quarter GCF meeting attended	4 th Quarter GCF meeting attended	Assistant Manager: Public Liaison
				All the 4 Quarterly PGCF meetings attended by 30 June 2014		4 Set of Minutes with evidence	3 PGCF meetings attended	All the 4 Quarterly PGCF meetings	1 st Quarter PGCF meeting attended	2 nd Quarter PGCF meeting attended	3 rd Quarter PGCF meeting attended	4 th Quarter PGCF meeting attended	Assistant Manager: Public Liaison
			Ensure participation of all Stakeholders in the Municipal IDP processes through timeously dissemination of information	4 Advertisements issued through Print Media on Community participation in the District IDP processes by 30 June 2014		4 Copies of the adverts with evidence	4 adverts issued through Print Media	4 Advertisements issued through Print Media on Community participation in the District IDP	1 Advertisements issued through Print Media on Community participation in the District IDP processes	1 Advertisements issued through Print Media on Community participation in the District IDP processes	1 Advertisements issued through Print Media on Community participation in the District IDP processes	1 Advertisements issued through Print Media on Community participation in the District IDP processes	Assistant Manager: Public Liaison

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
								processes					
				2 roadshows to Municipalities and Traditional Leaders undertaken by 30 June 2014		Report on roadshows with evidence submitted to Council	nil	2 roadshows to Municipalities and Traditional Leaders undertaken	1 roadshow to Municipalities and Traditional Leaders undertaken		1 roadshow to Municipalities and Traditional Leaders undertaken		Assistant Manager: Public Liaison
				1 Workshop on Communication, IDP and media relations for Councillors, Ward Committees and CDWs undertaken by 30 June 2014		Report on the Workshop conducted with evidence	nil	1 Workshop on Communication, IDP and media relations for Councillors, Ward Committees and CDWs undertaken	1 Workshop on Communication, IDP and media relations for Councillors, Ward Committees and CDWs undertaken				Assistant Manager: Public Liaison
Good Governance and Communication: Research & Development	To enhance institutional capacity to plan and implement Services effectively and efficiently by 2015	GGPP15	Enhance the District's capacity to adequately address all the Service Delivery and Governance issues	Conduct at least 1 Community Satisfaction Survey on the work on the District by June 2014		Council Resolution accompanied by a comprehensive report on the Community Satisfaction Surveys	Community Satisfaction Surveys from previous year	1 Community Satisfaction Surveys conducted				1 Community Satisfaction Survey	Assistant Manager: Research & Development
			Conduct a study on the attitudes of NDM staff & Councillors	Conduct a study on the attitudes of		Council Resolution accompanied by a report on the	0	A study on the attitudes		1		A study on the attitudes of NDM staff	Assistant Manager: Research &

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output Indicator	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Quarter 1 Target	Accountability
			with regard to testing for HIV/AIDS	NDM staff & Councillors with regard to testing for HIV/AIDS by June 2014		attitudes of staff and councillors with regard to testing for HIV/AIDS Surveys		of NDM staff & Councillors with regard to testing for HIV/AIDS conducted				& Councillors with regard to testing for HIV/AIDS conducted	Development
	To ensure an integrated responsive ICT service	GGPP16	1 analysis on Information Technology service standards	1 analysis on Information Technology service standards undertaken by 31 March 2014		Concil Resolution accompanied by a report on analysis on Information Technology service standards	0	1 analysis on Information Technology service standards undertaken			1 analysis on Information Technology service standards undertaken		Assistant Manager: Research & Development

5.1.3 KPA 3: Local Economic Development: Development Objectives and Strategies

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
STRATEGIC GOAL 3: PROMOTION OF ECONOMIC DEVELOPMENT													

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
Transportation	To ensure adequate transport systems for the efficient movement of people & goods.	LED1	Ensure that Public Transport planning and implementation is catered for when new low and middle income housing development.	Implementation of projects from the Local Public Transport Plans		Quarterly Reports on implementation of the Local Public Transport Plans Projects with evidence	Local Public Transport Plans	Local Public Transport Plans implemented	Local Public Transport Plans implemented	Local Public Transport Plans implemented	Local Public Transport Plans implemented	Local Public Transport Plans implemented	Deputy Manager LED
Economic Development and Job Creation	To promote holistic sustainable regional Economic development by 2017	LED2	Mobilize Partners towards the implementation of the Fresh Produce Market in the Western Highveld part of the District.	Planning for the construction of the Fresh Produce Market Feasibility Study implemented by June 2014		Council Resolution on Construction of a Fresh Produce Market	Feasibility Study	Planning for the Construction of the Fresh Produce Market initiated			Planning for the Construction of the Fresh Produce Market initiated		Deputy Manager LED
			Investment facilitation and promotion	LED Strategies for NDM and 6 LMs developed/reviewed by June 2014.		Council Resolution on Developed/reviewed LED Strategies		1LED Strategy for the District and 6 for LMs developed/revised			1LED Strategy for the District and 6 for LMs developed/revised		Deputy Manager LED
				Review of NDM Anchor projects business plans by June 2014		Council Resolution on revised Anchor Projects Business Plans	Anchor Projects Business Plans	Revised Anchor Projects Business Plans				Revised Anchor Projects Business Plans	Deputy Manager LED
			Conduct Impact Assessment of LED projects	Number of Impact assessments conducted		Impact Assessment Report of all the LED Projects within NDM	nil	1 impact assessment of all the LED Projects				Impact assessment of all the LED Projects	Deputy Manager LED

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
			Host an Investment Summit to market the District as an investment destination	Investment Summit held by 30 June 2014		Comprehensive Report on the Investment Summit held with evidence	Nil	Investment Summit held with evidence				Investment Summit held with evidence	Deputy Manager LED
Economic Development and Job Creation	To facilitate enabling environment for optimal participation of SMMEs in the District.	LED3	Implementation of Small, Medium, Micro enterprises Strategy projects	Undertake Feasibility on the establishment of Special Economic Zone (SEZ) in the District by June 2014		Council Resolution accompanied by SEZ Feasibility Study	Nil	Feasibility Study on the establishment of Special Economic Zone (SEZ)				Feasibility Study on the establishment of Special Economic Zone (SEZ)	Deputy Manager LED
	To position Nkangala District as a tourism destination of choice 2017	LED4	Implementation of the Tourism Master Plan	4 Implemented Tourism Master Plan projects		Quarterly reports with supporting evidence	Tourism Master Plan	4 Implemented Tourism Master Plan projects	Implemented Tourism Master Plan projects	Implemented Tourism Master Plan projects	Implemented Tourism Master Plan projects	Implemented Tourism Master Plan projects	Deputy Manager LED
	To Design, supervise and construct Community parks for economic purposes	LED5	Service Provider appointed: Design, supervise and construct Two (2) Community parks with playing facilities	Appointment letter of a Service Provider: Design, supervise and construct Two (2) Community parks with playing facilities		Service Provider for the Design, supervise and construction of Two (2) Community parks	Nil	Two (2) Community parks with playing facilities constructed				Two (2) Community parks with playing facilities	Deputy Manager LED

5.1.4 KPA 4: Municipal Financial Viability and Management: Development Objectives and Strategies

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
STRATEGIC GOAL 1: TO PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES													
Financial Viability	To strengthen and sustain sound administrative and Financial capacity of the District.	MFVM1	Comply with Legal Financial in-year reporting requirements.	All the Monthly Financial Reports prepared and submitted to Council by June 2014		A Set of 12 Council Resolutions	12 Monthly reports	12 Monthly Financial Reports tabled before Council	3 Monthly Financial Reports submitted to Council	3 Monthly Financial Reports submitted to Council	3 Monthly Financial Reports submitted to Council	3 Monthly Financial Reports submitted to Council	CFO
				No of Statutory Quarterly Financial Reports submitted to structures of Council by June 2014		A Set of 4 Council Resolutions	4 Statutory Quarterly Financial Reports submitted to structures of Council	4 Statutory Quarterly Financial Reports submitted to structures of Council	1 Statutory Quarterly Financial Report submitted to structures of Council	1 Statutory Quarterly Financial Report submitted to structures of Council	1 Statutory Quarterly Financial Report submitted to structures of Council	1 Statutory Quarterly Financial Report submitted to structures of Council	CFO
				Compile 1 Section 72 Mid-Year Report and table to Council by January 2014		Copy of the Mid Year Report and Council Resolution	1 Section 72 Mid-Year Report for 2012/13 FY	1 Section 72 Mid-Year Report for 2013/14 FY	Not applicable	Not applicable	1 Section 72 Mid-Year Report for 2013/14 FY tabled to Council	Not applicable	CFO
Financial Viability	To ensure unqualified Audit outcome in respect to Accounting and Financial Reporting by 2014 and beyond.	MFVM2	To compile annual financial statements in accordance with legislation to Intensify Management accountability, adherence to internal controls and responses to internal and external audit queries.	Annual Financial statements completed and submitted to Audit Committee (AC) for audit 31 August 2013		Auditor General acknowledgement letter and the minutes of the (AC)meeting	1 Annual Financial Statements	1 Annual Financial Statements	1 Annual Financial Statements	Not applicable	Not applicable	Not applicable	CFO
				Annual financial statements submitted to Council 31 December 2013		Council resolution accompanied by AFS	1 Annual Financial Statements for 2011/12 FY	1 Annual Financial Statements for 2012/13 FY	Not applicable	1 Annual Financial Statements for 2012/13 FY submitted to Council	Not applicable	Not applicable	CFO
				Audited Financial Statements submitted to council 25 January 2014		Audited Financial Statements accompanied with Council	1 Audited Financial Statement for 2011/12 FY	1 Audited Financial Statements for 2012/13 FY	Not applicable	Not applicable	1 Audited Financial Statements for 2012/13 FY submitted to Council	Not applicable	CFO

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
						Resolution							
				Compile an action plan on issues raised by the Auditor General and table to Council by 25 January 2014		Council resolution	0 Action plan on issues raised by AG	1 Action plan on issues raised by AG	Not applicable	Not applicable	1 Action plan on issues raised by AG	Not applicable	CFO
				Convene 4 Finance Forum meetings 30 June 2014		4 Finance Forum meetings held in 2013/14 FY	4 Finance Forums held in the 2012/13 FY	4 Finance Forums to be held in the 2013/14 FY	1st Finance Forum meeting	2nd Finance Forum meeting	3rd Finance Forum meeting	4th Finance Forum meeting	CFO
Financial Viability	To strengthen and sustain sound administrative and Financial budgeting of the District.	MFVM3	Comply with Budget regulations.	1 Draft Budget tabled to Council by 31 March 2014		Council resolution	1	1	Not applicable	Not applicable	1 Draft Budget tabled to Council	Not applicable	CFO
				1 Final Budget tabled for adoption by 31 May 2014 and approved by Council by 30 June 2014		Council resolution	1	1	Not applicable	Not applicable	Not applicable	1 Final Budget tabled to Council	CFO
Financial Viability	To increase Finance project spending to 80% of projected expenditure by 2015.	MFVM4	Monitoring of variances on actual against projected project expenditure	Not less than 80% spending on projected budget by June 2014		Quarterly expenditure reports on projects	Existing monthly expenditure report	Not less than 80% spending on projected budget				Not less than 80% spending on projected budget	CFO
Financial Viability	To ensure that Local Municipalities are empowered to comply with GRAP standards	MFVM5	Provide support towards the achievement of clean audits	Implement all budgeted GRAP assistance projects by 30 June 2014		Quarterly Reports on Municipalities supported with implementation of GRAP	0	6 local Municipalities supported with implementation of GRAP	Scope of projects submitted by local Municipalities	Advertisement of projects	Appointment of service providers	6 Municipalities supported with implementation of GRAP	CFO
Financial Viability	To ensure that Local Municipalities are empowered to render Services that are within their powers and functions by 2017	MFVM6	Conduct an independent financial analysis of the District and local Municipalities to determine sustainability over medium to long term	Conduct an independent financial analysis of the District and local Municipalities by 30 June 2014		7 Financial Analysis reports	0	7 Financial Analysis reports	Advertisement of project	Appointment of service provider	7 Financial Analysis reports	Final report submitted to Council	CFO

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
Financial Viability	To ensure compliance with the new standard chart of accounts	MFVM7	Upgrade of financial system to comply with new standard chart of accounts	New standard chart of accounts implemented in compliance with National Treasury guidance and prescripts		New standard chart of accounts implemented in compliance with National Treasury guidance and prescripts	0	1	Not applicable	Provide scope of project to service provider of financial system as soon as received from NT	Implement changes to financial system and test	1 Set of Standard Chart of Accounts implemented	CFO
	To ensure Compliance with supply chain regulations.	MFVM8	Optimal implementation of and adherence to the District's SCM Policy and other relevant legal prescripts	District SCM reviewed by June 2014		Council Approved SCM accompanied by Council Resolution.	0	1 reviewed and approved SCM Policy	Not applicable	Not applicable	Not applicable	1 reviewed and approved SCM Policy	MF- ASCM
				100% Reduction of repeat Issues raised by AG in 2012/13 AG report		Reduced repeat Issues raised by AG		100% reduction of repeat AG issues raised in the 2012/13 FY	Not applicable	Not applicable	100% reduction of repeat AG issues raised in the 2012/13 FY	Not applicable	MF- ASCM
				Compile quarterly progress reports on the implementation of SCM Policy		4 quarterly reports	4 quarterly reports	4 quarterly reports	1st quarterly report	2nd quarterly report	3rd quarterly report	4th quarterly report	MF- ASCM
				Compile a procurement plan for all procurement in excess of R200 000		Procurement plan	0	1 procurement plan	1 procurement plan				MF- ASCM

5.1.5 KPA 5: Service Delivery and Infrastructure Development: Development Objectives and Strategies

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
STRATEGIC GOAL 5: TO PROMOTE SOCIAL DEVELOPMENT (CONST)													
Education	To advocate for the achievement of universal access to quality basic education across the District.	SDID1	Support LMs on hosting Education Indaba/ summit	1 District Education Indaba/Summit held by June 2014		Report on Host a District Education Indaba/ summit with evidence	nil	1 District Education Indaba/Summit held				1 District Education Indaba/Summit held	Assisant Manager: Youth Affairs
			Support LMs with the Hosting of the Education Career Expo	6 Education Career Expos held Districtwide by May 2014		Report on Education Career Expos across the District with evidence	District Education Career Expo	6 Education Career Expos held Districtwide			6 Education Career Expos held Districtwide		Assisant Manager: Youth Affairs
			Implement Mayoral Bursary Fund	100% of the Bursary Fund budget allocated to deserving learners by 30 March 2014		Report on Busary Fund allocation with evidence	nil	100% of the Bursary Fund budget allocated to deserving learners			100% of the Bursary Fund budget allocated to deserving learners		Assisant Manager: Youth Affairs
			Convene Mayoral Academic Awards	1 Mayoral Academic Awards by March 2014		Report on Mayoral Academic Awards with evidence	Mayoral Academic Awards	Mayoral Academic Awards held			Mayoral Academic Awards		Assisant Manager: Youth Affairs
			Monitor and support the building of new Schools by participating in needs assessments; identifying appropriate Land; and facilitate zoning and planning processes.	Two (2) New Structures for Thanduxolo & Wolvenkop Special Schools at Emalahleni and Thembisile Hani respectively replaced (constructed)		Council Resolution on the Department of Basic Education (DoBE) Progress Report on the two (2) Special Schools	2012 DoBE Progress Report	Department of Basic Education (DoBE) Progress Report on the two (2) Special Schools [1Reopt]	-	-	1	-	Manager: Social Services

				DoBE Progress Report on identified schools in the District rehabilitated, renovated and refurbished by March 2014		Council Resolution on the Department of Basic Education (DoBE) Progress Report on the identified schools in the District rehabilitated, renovated and refurbished	2012 DoBE Progress Report	DoBE Progress Report on the identified schools in the District rehabilitated, renovated and refurbished [1Reopt]	-	-	DoBE Progress Report on the identified schools in the District rehabilitated, renovated and refurbished	-	Manager: Social Services
Education	To facilitate the upbringing of skilled, healthy and vibrant youth	SDID2	Continuously run a awareness campaign to educate teenagers about sexual studies.	6 awareness campaigns on teenage pregnancy undertaken by June 14		Comprehensive report with evidence	6 awareness campaigns on teenage pregnancy	6 awareness campaigns on teenage pregnancy undertaken		2 awareness campaigns on teenage pregnancy undertaken	2 awareness campaigns on teenage pregnancy undertaken	2 awareness campaigns on teenage pregnancy undertaken	Assisant Manager: Youth Affairs
			Implementation of the Integrated Youth Development Strategy (IYDS)	Implement at least 3 recommendations of the IYDS by June 2014		Report on implementation of the IYDS	Integrated Youth Development Strategy	Recommendations of the IYDS implemented				Recommendations of the IYDS implemented	Assisant Manager: Youth Affairs
			Youth skills analysis to be conducted within the District	1 youth skills analysis to be conducted within the District by September 2013		Council Resolution accompanied by a comprehensive report on the youth skills analysis	HRD Strategy	1 youth skills analysis to be conducted within the District		1 youth skills analysis to be conducted within the District			Assistant Manager: Research & Development

Welfare	To facilitate promotion of Healthy and sustainable well-being of communities within the District.	SDID3	Support, facilitate and monitor the implementation of the Department of Social Development (DSD) Programmes within NDM.	Council Resolution accompanied by the Department of Social Development (DSD) Programmes Progress Report		Department of Social Development (DSD) Programmes Progress Report	2012 DSD Programmes Progress Report	Department of Social Development (DSD) Programmes Progress Report [1Reopt]	-	-	-	1	Manager: Social Services
			Study conducted on the service provision needs of people with disabilities	1 Study conducted on the service provision needs of people with disabilities by September 2013		Council Resolution accompanied by a comprehensive report on the provision needs for people with disabilities	0	1 Study conducted on the service provision needs of people with disabilities		1 Study conducted on the service provision needs of people with disabilities			Assistant Manager: Research & Development
			Conduc a study on factors leading to children living on the streets	1 study to be conducted on factors leading to children living on the streets by December 2013		Council Resolution accompanied by a comprehensive report on the factors leading to children living on the streets	0	1 study to be conducted on factors leading to children living on the streets		1 study to be conducted on factors leading to children living on the streets			Assistant Manager: Research & Development
	To Create awareness on Children Rights and Senior Citezen throughout the District	SDID4	Host a summit focusing on children's issue	1 child summit held by 31 May 2014		Council resolution accompanied by a report on a child summit	0	1 child summit held	-	-	-	1 child summit held	Assistant Manager: Transversal
			Host a fun day for aged people	1 Fun day held by 30 June 2014		Register of participante and a report, photos	0	1 Fun day held	-	-	-	1 Fun day held	Assistant Manager: Transversal
	To facilitate Commemoration of Nelson Mandela Day in the District	SDID5	Renovate six institution (Care Centres) in the six LM's within the District for vulnerable groups	Six institution/care centre renovated by 30 March 2014		Completion certificate, attendance of individuals participated Photos	0	Six institution/care centre renovated	2 institution/care centre renovated	2 institution/care centre renovated	2 institution/care centre renovated	-	Assistant Manager: Transversal

	To facilitate Creation of awarenees on substance abuse	SDID6	Conduct awareness campaign on substance abuse	1 awareness campaign on substance abuse by 30 March 2014		Attendance register and report of the session	0	Substance abuse Awareness held as planned	-	-	Substance abuse Awareness held as planned	-	Assistant Manager: Transversal
	To Creation of awarenees for people with disability and their developmental needs	SDID7	Conduct sporting games for people with disability by October 2013	Sporting Games held as planned by 31 October 2013		Report of the session with evidence	0	Sporting Games held as planned	0	Sporting Games held as planned	-	-	Assistant Manager: Transversal
			Conduct a study on the legal and illegal tarvens within the District by March 2014	1 study to be conducted on the legal and illegal tarvens within the District by March 2014		Council Resolution accompanied by Comprehensive report on of the study	0	1 study to be conducted on the legal and illegal tarvens within the District			1 study to be conducted on the legal and illegal tarvens within the District		Assistant Manager: Research & Development
Safety & Security	To facilitate safe and secured neighbourhoods throught the District.	SDID8	Support, facilitate and monitor the implementation of the Department of Security and Safety (DSS) Programmes within NDM.	Department of Security and Safety (DSS) Programmes within NDM.Implementation Progress Report		Council Resolution accompanied by the DSS Implementation Programmes Progress Report	2012 DSS Programmes Progress Report	DSS Implementation Programmes Progress Report [1Reopt]	-	-	-	1	Manager: Social Services
Health	To contribute towards the Reduction of the prevalence of communicable diseases by 2017	SDID9	Support and monitor the programmes of the Department of Health aimed at addressing all the Health challenges in the District	4 Quarterly Reports on implementation of Health Programmes and Infrastructure in the District by June 2014		4 Quarterly Reports on implementation of Health Programmes and Infrastructure	Department of Health APP	4 Quarterly Reports on implementation of Health Programmes and Infrastructure	1 Quarterly Report on implementation of Health Programmes and Infrastructure	1 Quarterly Report on implementation of Health Programmes and Infrastructure	1 Quarterly Report on implementation of Health Programmes and Infrastructure	1 Quarterly Report on implementation of Health Programmes and Infrastructure	Manager: Social Services

	To ensure that appropriate Municipal health Services are effectively and equitably provided within the NDM jurisdiction	SDID10	Implement Municipal Health Services in terms of the Law	Development of the Municipal Health Services Implementation Procedure Manual		Municipal Health Services Implementation Procedure Manual Developed and approved	Nil	Municipal Health Services Implementation on Procedure Manual developed and approved [1Report]	–	1	–	–	Manager: Social Services
			Implementation of Municipal Health Service	Quarterly Reports on the Municipal Health Services Implementation		Council Resolution Quarterly Reports on the Municipal Health Services Implementation		4	1	1	1	1	Manager: Social Services
				Agreements/contract in respect of in respect of MHS staff conditions of service, employment offers and acceptance and other HR related matters		Report contract in respect of MHS staff conditions of service, employment offers and acceptance and other HR related matters	Nil	4	1	1	1	1	Manager: Social Services
Health	To ensure that appropriate Municipal health Services are effectively and equitably provided within the NDM jurisdiction	SDID10	Appointment of the Water Quality Monitoring Laboratory (Service Provider) to facilitate the implementation of Municipal Health Services	Service Provider: Water Quality Monitoring Laboratory appointment (as Multiple Year Expenditure Framework Project) and ready by July 2013		Appointment letter (Service Level Agreement {SLA}): Provision of Water Quality Monitoring Laboratory Services	Nil	Appointment letter (Service Level Agreement): Provision of Water Quality Monitoring Laboratory Services	1	–	–	–	Manager: Social Services

			Implementation of water quality monitoring programme	5000 Water quality monitoring samples analysed		Council Resolutions accompanied by Quarterly Reports on Water quality monitoring programme.	2000	Council Resolutions accompanied by Quarterly Reports on Water quality monitoring programme. [4 Reports]	1250	1250	1250	1250	Manager: Social Services
			Acquisition of Municipal Health Services (MHS) Food and Water Sampling Equipments	102 (MHS) Food and water Sampling Equipments procured By July 2013		Invoice and delivery note of 102 (MHS) Food and water Sampling Equipments	Nil	102 (MHS) Food and water Sampling Equipments procured	102 (MHS) Food and water Sampling Equipments procured	–	–	–	Manager: Social Services
Health	To reduce the impact of HIV/AIDS in the District	SDID11	Facilitate and support the improvement of District Aids Councils (DAC) and Local Aids Council (LAC) Structures within the NDM	All DAC and LAC functional by December 2013		Report on functionality of DAC and LACs	1	4	1	1	1	1	Assistant Manager: Transversal
			Commemoration of World AIDS Day by December 2013	Commemoration of World AIDS Day held		Council Resolution accompanied by Commemoration of World AIDS Day report	1	1	-	1	-	-	Assistant Manager: Transversal
Culture, Sport and Recreation	To facilitate equitable geographic distribution of Sports, recreation, arts and culture facilities and Services in order to improve accessibility.	SDID12	Support, facilitate and monitor implementation of DCSR programmes within the District	Programmes of the DCSR planned for NDM implemented as scheduled		Council Resolution accompanied by the Report on DCSR programmes implementation within the NDM	2012/13 Strategic Implementation Plan from DCSR	Report on the Programmes of the DCSR planned for NDM implemented as scheduled [1 Report]	–	–	–	Report on the Programmes of the DCSR planned for NDM implemented as scheduled (1 Report)	Manager: Social Services

			Upgrading of priority Sports and recreation facilities in the District in line with the Sports Master Plan	Sport Master Plan recommendations implemented by June 2014 (Emakhazeni Sports Development Project)		Progress Report on implementation of the recommendation of the Sport Master Plan (Emakhazeni Sports Development Project)	Sport Master Plan	Progress Report on implementation of the recommendation of the Sport Master Plan (Emakhazeni Sports Development Project) [1Report]	-	-	-	1	Manager: Social Services
			Host the Mayoral Cup	District Mayoral Cup held by June 2014		Report on District Mayoral Cup with evidence	2012/13 District Mayoral Cup	District Mayoral Cup held [1Report]	-	District Mayoral Cup held [1Report]	-	-	Assisant Manager: Youth Affairs
			Facilitate the establishment and resuscitation of Sports and Arts Council within the District	District Sport and Arts Council resuscitated by December 2013		Report on resuscitation of the District Sport Council as evidence	Provincial Sports and Arts Council Framework	Report on resuscitation of the District Sport Council [1Report]	-	1	-	-	Manager: Social Services
	To expose local talent and brand the NDM	SDID13	Host a cultural musical festival to market and brand the NDM	A Cultural Mucipal Festival hosted		A council Resolution accompanied by a Cultural Musical Festival Report	Nil	Cultural Musical Festival Report [1Report]	-	-	-	1	Manager: Social Services
Culture, Sport and Recreation	To ensure development, conservation and maintenance of heritage sites by 2014	SDID14	Development and Establishment a Regional Freedom Park Investigated	Investigation on the establishment of a Regional Freedom Park undertaken by 30 June 2014		A feasibility study report on the establishment of a Regional Freedom Park	Formalizat ion of cultural and Heritage Sites and Heritage Resource Management Plan	A feasibility study report on the establishment of a Regional Freedom Park	-	-	-	Serice Provider: Investigation, design and supervision of the Establishment t (construction) of a Regional Freedom Park appointed	Manager: Social Services

				Regional Freedom Park Strategic Plan: Investigation, design and supervision of the Establishment (construction) of a completed and approved		Concil Resolution accompanied by a Report on the Investigation, design and supervision of the Establishment (construction) of a Regional Freedom Park	Terms of Reference (ToR): Investigation, design and supervision of the Establishment (construction) of a Regional Freedom Park	Report on the Investigation, design and supervision of the Establishment (construction) of a Regional Freedom Park [1Report]	-	-	-	Report on the Investigation, design and supervision of the Establishment (construction) of a Regional Freedom Park	Manager: Social Services
			Design, supervise and construct Community parks with playing facilities	Service Provider appointed: Design, supervise and construct Four (4) Community parks with playing facilities		Appointment letter of a Service Provider: Design, supervise and construct Four (4) Community parks with playing facilities	Nil	Service Provider for the Design, supervise and construct Four (4) Community parks with playing facilities appointed	-	-	-	4	Manager: Social Services
				Four (4) Community parks with playing facilities, designed and constructed in Emakhazeni, Victor Khanye, Thembisile Hani and Dr Moroka		Practical Completion Certificates for the Four (4) Community parks with playing facilities.	Nil	Practical Completion of the Four (4) Community parks with playing facilities.	-			Practical Completion of for the Four (4) Community parks with playing facilities in the 4 Municipalities	Manager: Social Services
			Coordinate the Regional Moral Regeneration Programme of the District.	2013/14 Regional Moral Regeneration held		Council Resolution on the 2013/14 Report on Regional Moral Regeneration	2012/13 Regional Moral Regeneration Report	2012/13 Regional Moral Regeneration Report [1Report]	-	1	-	-	Manager: Social Services

Emergency Services	To ensure Sustainable coordination of disaster relief and response, fire and rescue Services with other stakeholders.	SDID15	Implementation of Disaster Management Framework and guidelines.	Disaster Relief Material procured and distributed according to needs		Invoice and delivery note of the Disaster Relief Material	2012 Disaster Relief Material	Disaster Relief Material procured	–	Disaster Relief Material procured	–	–	Manager: Social Services
				Disaster Relief Material distributed according to needs		Council Resolution on the Report: Distribution of Disaster Relief Material according to needs	2012 Disaster Relief Material	Report distribution of Disaster Relief Material according to needs [1Report]	–	–	–	Report distribution of Disaster Relief Material according to needs	Manager: Social Services
			Support Municipalities with procurement of Rapid Intervention Rescue Vehicle and equipment	Rescue vehicles and equipment procured for various Municipalities by June 2014		Invoice and delivery note of the procured rescue vehicles and equipment as evidence	2012 Rescue vehicles and equipment procured	Rescue vehicles and equipment procured for various Municipalities	–	–	–	Rescue vehicles and equipment procured for various Municipalities	Manager: Social Services
						Council Resolution accompanied by the Report on the Rescue vehicles and equipment procured and distributed to various Municipalities	2012 Rescue vehicles and equipment procured	Report on the Rescue vehicles and equipment procured and distributed to various Municipalities [1Report]	–	–	–	Report of rescue vehicles and equipment procured and distributed to various Municipalities [1Report]	Manager: Social Services
			Conduct six (6) Disaster management awareness campaigns	Six (6) Disaster management awareness campaigns conducted		Council Resolution accompanied by the Report on the Four (4) Disaster management awareness campaigns conducted	Disaster management awareness campaigns conducted in 2012/13	Quarterly Report on the Four (4) Disaster management awareness campaigns conducted [4 Reports]	1	2	1	2	Manager: Social Services

Emergency Services	To ensure Sustainable coordination of disaster relief and response, fire and rescue Services with other stakeholders.	SDID15	Conduct training on Disaster management to officials and FPA,s for various Municipalities by June 2014	Training on Disaster management conducted to officials and FPA,s for various Municipalities		Council Resolution accompanied by the Report on the Training on Disaster management conducted to officials and FPA,s for various Municipalities	NDM Disaster Management Plan	Report on the Training on Disaster management conducted to officials and FPA,s for various municipalities [1Report]	-	-	-	Report on the Training on Disaster management conducted to officials and FPA,s for various municipalities [1Report]	Manager: Social Services
			To provide for Disaster Management Communication Control Centre maintenance and support Services	A service provider for Disaster Management Communication Control Centre maintenance and support Services appointed.		Appointment letter of a service provider: Disaster Management Communication Control Centre maintenance and support Services	Nil	A service provider: Disaster Management Communication Control Centre maintenance and support Services appointed	A service provider: Disaster Management Communication Control Centre) maintenance and support Services appointed	-	-	-	Manager: Social Services
STRATEGIC GOAL 4: TO ENSURE THE PROVISION OF SERVICES TO COMMUNITIES IN A SUSTAINABLE MANNER													
Water and Sanitation	To ensure sustainable and viable Water Service Infrastructure by 2015.	SDID16	Support LMs with the maintainance and upgrading Water purification works and Waste Water treatment works in line with growing demand.	3 year planning cycle developed and implemented to ensure optimal implementation of all infrastructural projects as planned by Jul 2013		Council Resolution accompanied by 3 year planning cycle	Annual Planning Cycle	3 year planning cycle developed and implemented to ensure optimal implementation of all infrastructural projects	3 year planning cycle developed and implemented to ensure optimal implementation of all infrastructural projects				Manager: Technical Services

				100% appointments of Service Providers to implement projects aimed at upgrading infrastructure with respective LM by September 2013		Copies of Appointment Letters	Appointment of Service Providers	100% appointments of Service Providers to implement projects aimed at upgrading infrastructure with respective LM	100% appointments of Service Providers to implement projects aimed at upgrading infrastructure with respective LM				Manager: Technical Services
			Develop a Blue and Green Drop compliance action plan	Blue and Green drop readiness action plan by September 2013		Council Resolution accompanied by Blue drop readiness action plan	Blue and Green Drop Certificates for some LMs in the District	Blue and Green Drop readiness implementation plan	Blue and Green Drop readiness implementation plan				Manager: Technical Services
	To ensure provision of adequate portable water to all by within NDM by 2015.	SDID17	Facilitate implementation of WSDP and the District's Water Master Plan.	All the recommendations of WSDP implemented by June 2014		Quarterly Progress reports	WSDP	All the recommendations of WSDP implemented	Implementation of WSDP Recommendations	Implementation of WSDP Recommendations	Implementation of WSDP Recommendations	Implementation of WSDP Recommendations	Manager: Technical Services
	To ensure provisioning of adequate and decent Sanitation to all within NDM BY 2015.	SDID18	Support WSAs with the Eradicate all sanitation backlogs by 2015	Implementation of all sanitation Services projects by June 2014		Completion Certificates	Completed Sanitation Projects	All Sanitation projects implemented as scheduled	All Sanitation projects implemented as scheduled			All Sanitation projects implemented as scheduled	Manager: Technical Services
	To promote sustainable and quality service delivery practices	SDID19	Executive Mayor to visit selected strategic projects implemented by NDM	4 Mayoral Project Visit undertaken by June 2014		Report on the Project Visit by the Executive Mayor with evidence.	4 meeting in the 2012/13 F/Y	4 Mayoral Project Visit undertaken	1 Mayoral Project Visit undertaken	1 Mayoral Project Visit undertaken	1 Mayoral Project Visit undertaken	1 Mayoral Project Visit undertaken	Assistant Manager: Office Operations
Electricity Supply	To ensure increased access to electricity by all communities within the District	SDID20	Support LMs with installation of High Mast lights	Number of High Mast lights installed across the District by June 2014		Completion Certificates	High Mast lights installed at larger parts of the District	High Mast lights installed across the District	High Mast lights installed across the District	High Mast lights installed across the District	High Mast lights installed across the District	High Mast lights installed across the District	Manager: Technical Services

Roads and Storm water	To facilitate increased mobility and accessibility across the District.	SDID21	Ensure maintenance of roads and storm water system to acceptable standards within Thembekele Hani LM.	All road maintenance projects implemented as scheduled by June 2014		Completion Certificates	Completed road projects	All road maintenance projects implemented as scheduled					All road maintenance projects implemented as scheduled	Manager: Technical Services
Roads and Storm water	To facilitate accessible, safe and affordable road infrastructure for the movement of people, goods and Services	SDID22	Monitor implementation of Departmental roads projects	All DPWR&T road projects implemented in the District by March 2014		9 month Departmental progress report	Departmental APP	Implementation of Provincial Rad projects	Implementation of Provincial Rad projects	Implementation of Provincial Rad projects	Implementation of Provincial Rad projects	Implementation of Provincial Rad projects	Implementation of Provincial Rad projects	Manager: Technical Services
			Support Municipalities with the development of Roads Master Plans for LMs	Roads Master Plans developed by June 2014		Council Resolution accompanied by Roads Master Plans	nil	Roads Master Plans developed			Roads Master Plans developed			Manager: Technical Services
			Develop Standard Road Specification for all road types (paving blocks as surfacing option for internal streets)	All the roads constructed and upgraded in accordance with the road standards by June 2014		Progress reports on implementation of road standards	Standard Road Specification for all road types	Implementation of road standards in all road projects	Implementation of road standards in all road projects	Implementation of road standards in all road projects	Implementation of road standards in all road projects	Implementation of road standards in all road projects	Implementation of road standards in all road projects	Manager: Technical Services
			Lobby Provincial Government and Private Sector to fund road maintenance programme.	Roads Construction and maintenance funded through PPPs by June 2014		Signed PPP Agreement	Projects done through CSIs of Private Sector	Roads Construction and maintenance funded through PPPs					Roads Construction and maintenance funded through PPPs	Manager: Technical Services

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

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
STRATEGIC GOAL 6: SUSTAINABLE MUNICIPAL PLANNING THROUGH INTEGRATED SPATIAL PLANNING													
Issue 5: Spatial Restructuring and Service Provision	To promote integrated spatial planning, land use management and land development in District	SDAR1	to update the Land Use Schemes	Emakhazeni, Dr JS Moroka and Thembisile Hani Land Uses Scheme Approved by June 2015		Council Resolution for Approval of Land Use Scheme	3 Land Use Schemes	Updating of 3 Land Use Scheme undertaken				3 Land Use Schemes Approved by Council.	Deputy Manager: DPU
		SDAR2	To subdivide and rezone strategic development area	Subdivision and Rezoning Application undertaken by June 2015		Land Use Committee Resolution	3 Subdivision and Rezoning Applications	3 Subdivision and Rezoning Applications undertaken			3 Subdivision and Rezoning Applications LUS Resolution		Deputy Manager: DPU
		SDAR3	To facilitate the development of economical nodal point	Undertake the Development of Precinct Plan by 30 March 2015		2 Precinct Development Plans	2 Precinct Development Plan				2 Precinct Development Completed with completion certificate.		Deputy Manager: DPU
	To establish a fully operational GIS and to support local Municipalities.	SDAR4	Review of GIS Strategy	Review Strategy undertaken by October 2014		Council Resolution accompanied by completed Reviewal GIS Strategy	Review GIS Strategy	1 Review GIS Strategy				Review GIS strategy with Council Committee Resolution	Deputy Manager: DPU
		SDAR5	Purchasing of GIS Hardware and Software	GIS Hardware and Software purchased by Dec 2014		Report on procurement of GIS Hardware and Software with evidence	Existing GIS Infrastructure	GIS Hardware and Software purchased		GIS Hardware and Software purchased			Deputy Manager: DPU

NDM Developmental Priority Issue	Developmental Objective	Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
Issue 16: Land Reform and Land Administration	Facilitate and monitor the Land Reform programme	SDAR6	Identify and procurement of Land for integrated human Settlement	Land purchased for Cemetery and Human Settlement at LMs by June 2015		Report on the purchase of Land for human Settlement and Cemetery.	Existing Cemeteries and human settlements	Land purchased for Cemetery and human settlement				Land purchased for Cemetery and Human Settlement	Deputy Manager: DPU
	Facilitate formalisation of informal settlements.	SDAR7	To ensure the formalisation of informal settlements	Formalisation of various settlements by June 2015.		Report on the formalized settlements	Existing settlements	3 Settlements formalised				Completion Certificates of all completed Formalized Settlements.	
Issue 17: Human Settlements	To ensure the integration of human settlement programme within the District	SDAR8	Feasibility Study for Township Establishment be undertaken	Feasibility Study for Township Establishment be undertaken by March 2015		Comprehensive Report on Feasibility Study on Township Establishment submitted to Council Committee.	Existing settlements across the District	Feasibility Study is done in settlements			Feasibility Study is done in settlements		Deputy Manager: DPU
			Land Surveying	General plans Approved by June 2015		Copies of the approved General plans	Approved General Plans	General plans Approved				General plans Approved	Deputy Manager: DPU
			3 Townships Establishment be undertaken	3 Township Establishment undertaken by March 2014		Report on the township establishment	Approved Township Establishment by LUC	Approved Township Establishment by LUC resolution			Approved Township Establishment Resolution.		Deputy Manager: DPU

NDM Developmental Priority Issue	Developmental Objective		Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
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NDM Developmental Priority Issue	Developmental Objective		Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
Environmental Management	To enhance sustainable use of Natural Resources by 2017		SDAR8	Implementation of the a Climate Change Mitigation and Response Strategy;	600 Trees procured or acquired by June 2015		Proof of acquisition and distribution of 600 Trees across the District	Nil	600 Trees acquired and distributed	–	–	–	600 Trees acquired and distributed	Manager: Social Services
				Implementation of the a Climate Change Mitigation and Response Strategy;	Three (3) Education and Awareness Campaigns (Air Quality) in the Highveld priority area Conducted		Report on the (3) Education and Awareness Campaigns (Air Quality) conducted in the Highveld priority area	Nil	3		1	1	1	Manager: Social Services
	To facilitate protection and enhancement of Environmental sustainability.		SDAR9	Implementation of the NEMA: Environmental Impact Assessment Regulations 2010	Quarterly Reports on the Implementation of the NEMA: Environmental Impact Assessment		Quarterly Reports on the Implementation of the NEMA: Environmental Impact Assessment	Nil	4	1	1	1	1	Manager: Social Services
				To ensure optimal Implementation of the atmospheric emission licensing Section 78 investigation Plan.	Processing of the Ten (10) Atmospheric Emission Licenses (AEL) of listed activities		Report on the Processing of the Ten (10) Atmospheric Emission Licenses (AEL) of listed activities	10	10	3	3	2	2	Manager: Social Services
					Compliance and Enforcement Strategic Inspections conducted in three (3) Listed activity facilities in terms of Air Quality Act 2004		Report of the Compliance and Enforcement Strategic Inspections conducted in three (3) Listed	Nil	3	–	1	1	1	Manager: Social Services

NDM Developmental Priority Issue	Developmental Objective		Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
					subject to DEA schedule		activity facilities subject to DEA schedule							
					Development (extrapolate) an Air Quality Management Plan (AQMP) by 30 June 2014		Council Resolution on Air Quality Management Plan (AQMP)	Nil	An Air Quality Management Plan (AQMP) developed and approved by Council	-	-	-	An Air Quality Management Plan (AQMP) developed and approved by Council	Manager: Social Services
					Development of the Air Quality Management By-Laws		Council Resolution on Air Quality Management By-Laws	Nil	Air Quality Management By-Laws developed [1Set of By-Laws]	-	-	-	1	Manager: Social Services
Waste Management	To facilitate creation of waste free neighbourhoods across the District.		SDAR10	Support LMs with refuse plant and equipment	Four (4) Refuse Compactor Trucks procured and delivered by August 2013 (2012/13 Budget Adjustment)		Copies of the invoice and delivery note for the Four (4) Refuse Compactor Trucks	Two (2) Refuse Compactor Trucks procured to the LMs in 2011/12	Four (4) Refuse Compactor Trucks supplied and delivered	Four (4) Refuse Compactor Trucks supplied and delivered	-	-	-	Manager: Social Services
				Implementation of the a Climate Change Mitigation and Response Strategy in respect of waste management;	The use of Cooperatives in Environmental and Waste Management programmes (Including the establishment of Food for Waste Programme and other EPWP initiatives in the LMs) Strategy and Implementation Plan investigated and developed		Council Resolution accompanied by The use of Cooperatives in Environmental and Waste Management programmes Strategy and Implementation Plan	NDM Climate Change Mitigation and Adaptation Strategy, EMP 2009 & the IWMP 2010	The use of Cooperatives in Environmental and Waste Management programmes Strategy and Implementation Plan [1 report]	-	-	-	The use of Cooperatives in Environmental and Waste Management programmes Strategy and Implementation Plan	

NDM Developmental Priority Issue	Developmental Objective		Objective Code	Strategy	Output KPI	Indicator Code	Unit of Measure & Frequency	Baseline	Annual Target	Q1 Target	Q2 Target	Q 3 Target	Q4 Target	Accountability
				Implementation of the a Climate Change Mitigation and Response Strategy in respect of waste management;	NDM Workplace recycling project approved and implemented		Council resolution on the Workplace recycling implementation project	Nil	Report on the Workplace recycling implementation project approved and implemented [1 report]	–	Workplace recycling implementation project approved and implemented	–	–	Manager: Social Services

5.2 KPAS AND PROJECTS PER PRIORITY ISSUE

5.2.1. KPA 1: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

5.2.1.1 Projects for priority Issue 1: Powers, Duties and Function

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16

5.2.1.2 Projects for priority Issue 2: Organisation Restructuring and Transformation

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate creation of ethically efficient, effective, excellent, sustainable and vibrant Organization.	MTID 2	Conduct Community Satisfaction Survey on Service Delivery	Increased level of satisfaction on the rate and quality of Services provided within the District	NDM	NDM	500 000		
To ensure an optimally functional Organizational Performance Management System (OPMS) by June 2015	MTID 3	Development of automated OPMS for the NDM	Benchmark Municipality on issues of performance	NDM	NDM	500 000	2 000 000	1 000 000
To ensure an integrated responsive ICT service by 2015.	MTID6	Implementation and maintenance of DRP/BCP	Highly vibrant, informative and accessible Organization	NDM	NDM	1 000 000	500 000	
		HR & D automate system	Financially Sound and Sustainable Organization	Victor Khanye	NDM	-	500 000	
		Software upgrades	Financially Sound and Sustainable Organization	Victor Khanye	NDM	-	300 000	
		Wireless upgrades	Financially Sound and Sustainable Organization	Victor Khanye	NDM	250 000		
		Network revamp	Financially Sound and Sustainable Organization	Victor Khanye	NDM	350 000		
		PABX Upgrades	Financially Sound and Sustainable Organization	Victor Khanye	NDM	300 000		
		SCM automate system	Financially Sound and Sustainable Organization	Victor Khanye	NDM	-	500 000	
		Inventory automated system	Financially Sound and Sustainable Organization	Victor Khanye	NDM	150 000		
		Asset automated system	Financially Sound and Sustainable Organization	Victor Khanye	NDM	200 000		
To ensure effective coordination of integrated Planning implementation, monitoring and evaluation across the District.	MTID7	IDP Review for NDM	Effective Planning, Budgeting and informed Decision-making by the District Municipality	NDM	NDM	1 500 000	1 800 000	2 000 000

5.2.2. KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.2.2.1. Projects for priority Issue 4: Good Governance and Communication

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget'r		
						2013/14	2014/15	2015/16
To facilitate the up bring of skilled and vibrant youth in the district	GGPP4	Training of Youth Managers at the 6 LMs on Youth Empowerment initiatives within Local Government	Highly effective Youth Management Structures within the District	Regional	NDM		200 000	
To facilitate and promote gender equality and empower women	GGPP5	Women Assembly	Increased in number of Women playing key roles in society as a result of Women empowerment the initiatives by the District	Emalahleni	NDM	R250 000	00	00
Promote integration of municipal programmes for youth development		Development of Integrated Youth Development Strategy	Highly effective Youth Management Structures within the District	VKLM	NDM	300 000		
To deepen empowerment of women through participation in Local Government initiatives	GGPP6	Launching of Women Caucus	Increased in number of Women playing key roles in society as a result of Women empowerment the initiatives by the District	NDM	NDM	R250 000	R250 000	R250 000
To Strengthen Participatory Governance throughout the District.	GGPP11	District Community Outreach Programme	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Regional	NDM	2 500 000	3 000 000	3 750 000
		Undertake Good Governance Survey throughout the District.	Enhanced knowledge on strengthening Good Corporate Governance	NDM	NDM	500 000		
To promote and enhance internal and external communication by 2015	GGPP13	Compilation and distribution of District -Wide Newsletter	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Regional	NDM	300 000	350 000	350 000
		Advertisement, Publicity, Marketing and Promotion of Media Relations	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Regional	NDM	500 000	320 000	340 000
		Development of Promotional Items and Brochure	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Regional	NDM	200 000	200 000	200 000
		Re-engineering and repositioning of NDM Corporate Brand image	Responsive, Accountable, Effective, Efficient and Inclusive Governance System across the District	Regional	NDM	250 000	250 000	150 000

5.2.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

5.2.3.1 Projects for priority Issue 15: Transportation

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To ensure adequate transport systems for the efficient movement of people & goods.	LED1	Feasibility Study on the construction/ownership of Weighbridge Facility	Increased accessibility and safer roads	Emalahleni & STLMs	NDM	500 000		
		Construction of Extension Two (2) Mhluzi Taxi Rank	Increased accessibility to all destinations in the District through efficient and reliable road network	STLMs	NDM	1000 000	1000 000	
		Ward 31 Pankop - Taxi Rank	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	1 000 000	2000 000	
		Feasibility Study on the roll-out of Integrated Public Transport Network (IPTN)	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni & STLMs	NDM	1000 000		

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

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To promote holistic sustainable regional Economic development by 2017	LED2	Feasibility Study on Special Economic Zone in NDM	Strong economic growth and sustainable job creation.	NDM	NDM	2 000 000		
		Implementation of LED Job Creation initiatives through cooperatives.	Strong economic growth and sustainable job creation.	NDM	NDM	9 000 00		
		Host a Job Flair Summit/ Entrepreneur Seminar	Increased awareness in job and business opportunities	Districtwide	NDM	320 000		
		Construction of pedestrian sidewalk along main street through cooperatives	Strong economic growth and sustainable job creation.	Emalahleni	NDM	600 000		
		Repair and upgrade of sidewalks in the Central business District (CBD) through cooperatives and smmes	Strong economic growth and sustainable job creation.	Emalahleni	NDM	600 000		
		Funding of Vegetable Production Project.	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	500 000		
		Construction of Waste Recycling Centre	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	800 000		
		Brick Manufacturing ProFacilitate Land Availability for ject	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	600 000		
		Funding of Progressive Poultry Abattoir	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	2 000 000		
		Bakery & confectionery	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	200 000		
		Funding of Poultry Production Projects	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	3 000 000		
		Expansion of G3 Abattoir (Red Meat)	Strong economic growth and sustainable job creation.	Steve Tshwete	NDM	500 000		
To promote holistic sustainable regional Eco-	LED2	Integrated Management Plans (Mdala & Mkhombo Dam Nature Reserves)	Strong economic growth and sustainable job creation.	Dr JS Moroka	NDM	500 000		
		Support existing Poultry Projects (Co-ops)	Strong economic growth and sustainable job creation.	Thembisile Hani	NDM	1 000 000		

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
Economic development by 2017		Specialized Training (Poultry Meat Inspector)	Strong economic growth and sustainable job creation.	Regional	NDM	500 000		
		Construction Crafters Market Stalls	Strong economic growth and sustainable job creation.	Emakhazeni	NDM	500 000		
		Tourism Project (Guest Accommodation & Fishing)	Strong economic growth and sustainable job creation.	Emakhazeni	NDM	480 000		
		Construction of cattle handling facilities and fencing of 10,18km at Verena D	Strong economic growth and sustainable job creation.	Thembisile Hani	DARDLA	1 425 000		
		Renovation of store rooms and office at Sybrandskraal	Strong economic growth and sustainable job creation.	Thembisile Hani	DARDLA	1 200 000		
		Borehole, fencing irrigation infrastructure at Kwamhlanga, Zakheni	Strong economic growth and sustainable job creation.	Thembisile Hani	DARDLA	1 100 000		
		Establishment of poultry houses and abattoir at Fundamlimi (Gemsbokspruit)	Strong economic growth and sustainable job creation.	Thembisile Hani	DARDLA	4 000 000		
		Development of irrigation project Lekgwarapa Cattle Project - Matshiding Irrigation phase 2	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	800 000		
		Renovation of layer project - Itereleng Layers	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	100 000		
		Construction of cattle handling facilities - Noka-na Nkgomo Cattle Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 100 000		
To promote holistic sustainable regional Economic development by 2017	LED2	Construction of cattle handling facilities - Senotlelo Cattle Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 100 000		
		Construction of cattle handling facilities - Lekgwarapa Cattle Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 725 000		
		Construction of cattle handling facilities - Lekgwarapa Goat Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	775 000		
		Development of irrigation project - Zejebo Farmers Irrigation	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 800 000		

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
		Development of irrigation project - Barolong Balimi Youth Irrigation	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 900 000		
		Development of irrigation project - Koeduspoort Cooperative irrigation	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 100 000		
		Development of irrigation project - Lehabane Irrigation Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Development of irrigation project - GaMaria Irrigation Project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Development of irrigation project - Gatshweu Irrigation project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Development of irrigation project - Tswelopele Irrigation project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
To promote holistic sustainable regional Economic development by 2017	LED2	Development of irrigation project - Arethusaneng Irrigation project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Development of irrigation project - Kokotwane Irrigation project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Development of irrigation project - Goedvoortles Irrigation project	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	1 000 000		
		Equipping of an animal clinic- Marapyane	Producing and Sustainable Agricultural System	Dr JS Moroka	DARDLA	2 419 000		
		Water Development : Equipping of Boreholes and Water Reticulation (120 boreholes)	Producing and Sustainable Agricultural System	Districtwide	DARDLA	5 000 000		
		Fresh Produce Market: Establishment of Agric hubs	Producing and Sustainable Agricultural System	Districtwide	DARDLA	10 800 000		
		Land Care fencing : The total km for fencing is 52.5 km	Producing and Sustainable Agricultural System	Districtwide	DARDLA	1,300 000		
		Service Provider appointed: Design,supervise and construct Two (2) Community parks for economic purposes	Strong economic growth and sustainable job creation.	Dr JS Moroka Municipality and Thembisile Hani	NDM	2000 000		

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To Design, supervise and construct Community parks for economic purposes	LED5	Inner City Rejuvenation: Upgrade of King George's Park	Strong economic growth and sustainable job creation.	Emalahleni	NDM	1 200 000		
		Upgrade of King George's Park.	Safer and sustainable neighbourhoods	Emalahleni	NDM	1 200 000		
To promote holistic sustainable regional Economic development by 2017		Train 120 Youth for entrepreneurship through SMME workshops	Increased participation of Youth in the Economy of the District	Regional	NDM		300 000	

5.2.4 KPA 4 : FINANCIAL VIABILITY AND MANAGEMENT

5.2.4.1 Projects for priority Issue 3: Financial Viability

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget'R		
						2013/14	2014/15	2015/16
To ensure that Local Municipalities are empowered to comply with GRAP standards	MFVM5	Independent Financial analysis of District and the 6 local	Financially Sound and Sustainable Organization	District wide	NDM	1 500 000		
		Upgrade of systems to accommodate SCOA	Financially Sound and Sustainable Organization	NDM	NDM	2 000 000		
		GRAP Assistance	Financially Sound and Sustainable Organization	District wide	NDM	9 000 000	9 000 000	
		Vending machine x 5	Financially Sound and Sustainable Organization	Victor Khanye	NDM	1 000 000	1 000 000	
		Installations of watermeters	Revenue enhancement	Emalahleni	NDM	2 000 000.00		

5.2.5 KPA 5: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.2.5.1 Projects for priority Issue 6: Health

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To contribute towards the Reduction of the prevalence of communicable diseases by 2017	SDID9	Twefontein G Clinic: Construction of new CHC And 2x2 Accommodation	Increased accessibility and improved quality of health care Services =to communities throughout the District	Thembisile Hani	DoH: Equitable Share	1,327 999		
		KwaMhlanga Hospital: Erection of pali-sade fencing	Increased accessibility and improved quality of health care Services =to communities throughout the District	Thembisile Hani	DoH: Health Infrastructure Grant	5,000 000		
		Middleburg Hospital: Renovation of existing roofs and 2 wards. Upgrade of helipad, theatres, pharmacy and casualty, construction of new ICU/ High Care	Increased accessibility and improved quality of health care Services =to communities throughout the District	Steve Tshwete	DoH: Health Infrastructure Grant	1,000 000		
		Middelburg Hospital: Assessment and planning for construction of new Regional laundry	Increased accessibility and improved quality of health care Services =to communities throughout the District	Steve Tshwete	DoH: Equitable Share	2,000 000		
		Witbank Hospital: Demolition of existing building and Construction of Neo-Natal and kangaroo unit and demolishing of existing buildings	Increased accessibility and improved quality of health care Services =to communities throughout the District	Emalahleni	DoH: Health Infrastructure Grant	10,000 000		
		Witbank TB Hospital: Planning of construction of mortuary	Increased accessibility and improved quality of health care Services =to communities throughout the District	Emalahleni	DoH: Equitable Share	2,000 000		
		Impungwe Hospital: Bulk sewer, water and electricity	Increased accessibility and improved quality of health care Services =to communities throughout the District	Emalahleni	DoH: Equitable Share	10,000 000		
		Mmametlake Hospital: Planning of extension of hospital	Increased accessibility and improved quality of health care Services =to communities throughout the District	Dr JS Moroka	DoH: Equitable Share	64,000 000		
		Greenside Clinic: Construction of new CHC And 2x2 Accommodation	Increased accessibility and improved quality of health care Services =to communities throughout the District	Dr.JS Moroka	DoH: Equitable Share	1,145 000		
To ensure that appropriate Municipal health Services are effectively and equitably		Implementation of Municipal health Services	Municipal Health Services implented by July 2013	NDM	NDM	12 000 000	13 200 000	14 500 000
		Vehicle	1xLDV Pick Up Procured	NDM	NDM	400 000	00	00
		Protective Clothing	3 sets of Protective clothing procured for 32	NDM	NDM	250 000	25 000	25 000

provided within the NDM jurisdiction	SDID10		employees					
		Disposal of the dead	Unclaimed human corpse buried by Council	NDM	NDM	900 000	900 000	900 000
		Food and water Sampling Equipments	Food and water sampling equipment for 32 officials procured	NDM	NDM	200 000	50 000	
To reduce the impact of HIV/AIDS in the District	SDID11	District AIDS Council	To reduce impact of HIV/AIDS through a Multi-Sectorial approach	NDM	NDM	500 000	500 000	500 000
		Commemoration of World Aids Day (1 December)	Raise awareness	Victor Khanye LM	GIZ/NDM	200 000	200 000	200 000
		16 Days of Activism against gender violence(Nov)	Raise awareness and stand against abuse	Thembisile Hani	NDM	200 000	200 000	200 000
		Substance abuse Awareness	An informed Community on matters regarding substance abuse	Emalahleni	NDM	200 000	200 000	200 000
		Persons with Disability (October)	Host sporting activities for people with disability	Dr Moroka	NDM	200 000	200 000	200 000

5.2.5.2 Projects for priority Issue 7: Education

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To advocate for the achievement of universal access to quality basic education across the District.	SDID1	Host a District Education Indaba/ summit	Increased career awareness among Learners in the District	Thembisile Hani	NDM DoBE	320 000	350 000	00
		Support LMs in the Hosting Education Career Expos across the District	Expose learners to tertiary education study and funding opportunities	Dr JS Moroka	NDM DoBE		600 000	
		Mayoral Academic Awards	Award and recognize best performance among Grade 12 learners	NDM	NDM DoBE PRIVATE SECTOR		350 000	350 000
		Mayoral Bursary fund	Improved access to higher Education	Regional	NDM/Private Sector		1.500 000	1,500 000
		New and Replacement Structures at Emakhazeni Boarding	Increased acces to educational facilities	Emakhazeni	DoBE	60 000 000		
		New and Replacement Structures at Thanduxolo Special	Increased acces to educational facilities	Emalahleni: Emalahleni 2	DoBE	24 000 000		
		New and Replacement Structures at Wolvenkop	Increased acces to educational facilities	Thembisile: Kwaggafontein East	DoBE	23 500 000		
		New and Replacement Structures at Hlalisani	Increased acces to educational facilities			12 000 000		
		New and Replacement Structures at Aerorand	Increased acces to educational facilities	Steve Tshwete	DoE		2 400 000	24 065 028
		New and Replacement Structures at Middelburg	Increased acces to educational facilities	Steve Tshwete		18 370 852	7 000 036	
		New and Replacement Structures at Mzimhlophe	Increased acces to educational facilities			15 000 000		
		New and Replacement Structures at Thanduxolo Special	Increased acces to educational facilities			12 000 000	13 836 390	
		New and Replacement Structures at Vezikgono	Increased acces to educational facilities					2 100 000
		New and Replacement Structures at Wolvenkop	Increased acces to educational facilities			12 000 000	11 934 390	
		Upgrades and Additions: Hlomani	Increased acces to educational facilities			2 000 000		
To advocate for the achievement of universal access to quality basic education across the	SDID1	Upgrades and Additions: Ilanga	Increased acces to educational facilities			8 000 000	7 000 000	
		Upgrades and Additions: Lehlabile	Increased acces to educational facilities			798 986	15 180 744	
		Upgrades and Additions: Malontone	Increased acces to educational facilities				978 905	18 599 203
		Upgrades and Additions: Seruane	Increased acces to educational facilities				1 000 000	19 000 000

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
District.		Upgrades and Additions: Sibongile	Increased acces to educational facilities			150 000	2 850 000	
		Upgrades and Additions: Sinetjhu	Increased acces to educational facilities			2 014 000	106 000	
		Upgrades and Additions: Somlingo	Increased acces to educational facilities			2 014 000	106 000	

5.2.5.3 Projects for priority Issue 8: Welfare

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate Commemoration of Nelson Mandela Day in the District	SDID5	Comemoration of Nelson Mandela Day	Give support to the needy people	Regional	NDM	R500 000	R500 000	R500 000
To Create awareness on Children Rights and Senior Citezen throughout the District	SDID4	Host a summit focusing on Children's Issues(May)	To deal with issues of orphans and vulnerable children and their rights	Thembisile Local Municipality	NDM	500 000	00	500 000
		Fun day for the aged	Healthy life and reduction in violence against aged group: to promote gender equality	Emakhazeni	NDM	250 000	250 000	250 000
To facilitate promotion of Healthy and sustainable well-being of communities within the District.	SDID3	Nkangala in-patient youth treatment centre	10 Dormitories	Emalahleni	DSD	R 2, 827		
		6 awareness Campaigns on Teenage Pregnancy	Educate Teenagers about sex and its consequences.	Regional	NDM		400 000	
		Conduct awareness campaign on substance abuse	Decreased impacts of substance on Youth within the District	Regional	NDM		120 000	
		Undertake a comprehensive study on the needs of people with disabilities	Informed decision-making pertaining to people with disabilities	Regional	NDM	200 000		
		Delmas sub-District office at Delmas	New block office	Victor Khanye	DSD	R 7, 783		
		Ubuhle bethu Youth centre at Abore	Increased access to Youth Development facilities	Victor Khanye	DSD	R 225 000		
		Goodhope info centre at Verena	Increased access to Youth Development facilities	Thembisile	DSD	R 225 000		
		Community Umbizo at Verena B	Increased access to Youth Development facilities	Thembisile	DSD	R 225 000		
		Marapyane Youth Development centre at Marapyane	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Siyatjheja Social project at Ga-Morwe	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Reatlegile Youth Advisory centre at Mamethlake	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Bokamoso Youth centre Senotlelo	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Lefisoane Youth centre at Lefiso	Increased access to Youth	DR JS Moroka	DSD	R 225 000		

			Development facilities					
To facilitate promotion of Healthy and sustainable well-being of communities within the District.	SDID3	Tswelopelo Youth centre at Pankop	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Mayibuye Youth centre at Mbibane	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 225 000		
		Rock star academy youth centre at Siyabuswa	Increased access to Youth Development facilities	DR JS Moroka	DSD	R 490 000		
		Youth of honour and vision youth centre at Waterval Boven	Increased access to Youth Development facilities	Emakhazeni	DSD	R 225 000		
		Sizimisele youth centre at Woonerfontein	Increased access to Youth Development facilities	Emakhazeni	DSD	R 225 000		
		Colour my world youth centre at Banks Mine	Increased access to Youth Development facilities	Steve Tshwete	DSD	R 225 000		
		Ezweni youth centre at Hlalankahle	Increased access to Youth Development facilities	Emakhazeni	DSD	R 225 000		
		Sharp Brains at Kriel	Increased access to Youth Development facilities	Emakhazeni	DSD	R 225 000		

5.2.5.4 Projects for priority Issue 9: Culture Sport and Recreation

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate equitable geographic distribution of Sports, recreation, arts and culture facilities and Services in order to improve accessibility.	SDID12	Arts and Culture Forums	Provision of seed funding aimed at promotion and development and of arts and culture in the Province	All LMs within NDM	DCSR	600 000		
		Izithethe Arts Institute	Support of NGO initiative for promotion and development and of arts and culture in the Province	Emalahleni	DCSR	300 000		
		Mpumalanga Choral music association		Provincial	DCSR	300 000		
		Traditional dance and music Festival	Conduct auditions in all Municipalities to select groups to expose talent, enhance cultural tourism and promote social cohesion	Dr JS Moroka Gamorwe (Ward 9)	DCSR	2 000 000		
		Indigenous Knowledge System (IKS) programme	To provide capacity to youth to achieve sustainable livelihood in their upbringing	Thembisile Hani		50 000		
		Coordination of Regional Social Cohesion workshop in preparation for the Provincial Social Cohesion Summit	To cultivate the spirit of nation building and reconciliation	All LMs within NDM	DCSR	100 000		
		My Village My Art (1 corporative)	To create platform for visual art and craft to showcase their products	(Dr JS Moroka, ward 27)	DCSR	160 000		
		Waterfal boven train Disaster	To facilitate the establishment and support of democratic institutional structures, accelerate transformation through corporative governance and Community participation	Emakhazeni	DCSR	100 000		
		Completion of 2012/'13 libraries	To improve access to education and research	Emalanhlani, Klarinet, Ward 16	DCSR & DAC	5 700 000		
				Dr JS Moroka – Libangeni, Ward 6	DCSR & DAC	4 500 000		
		Construction of new library facility	To improve access to education and research	Emakhazeni, Emthonjeni	DCSR & DAC	6 500 000		
To facilitate equitable geographic distribution of Sports, recreation, arts and culture facilities and Services in order to improve accessibility.	SDID12	Provision of ICT service to all public libraries including the & CRDP dedicated Municipalities	To improved management of public libraries and increased access to information and utilization of the Services technological requirements	Emakhazeni 5 Libraries	DAC	71 000		
				Dr JS Moroka 5 Libraries	DCSR & DAC	71 000		
				Emalahleni 8 Libraries	DCSR & DAC	71 000		
		Provision of library books to public libraries in the province	To keep the collection relevant and up to date books to:	JS Moroka 5 Libraries	DCSR & DAC	750 000		

			<ul style="list-style-type: none"> provide access to information Encourage and promote the culture of reading 	Thembisile 5 Libraries	DCSR & DAC	250 000		
				Emakhazeni 5 Libraries	DCSR & DAC	75 000		
				Victor Khanye 3 Libraries	DCSR & DAC	900 000		
				Emalahleni 8 Libraries	DCSR & DAC	1 150 000		
				Steve Tshwete 11 Libraries	DCSR & DAC	1 300 000		
		Promotion of National Symbols	To promote national symbols in order to create social cohesion, nation building and patriotism	All 6 Municipalities	DCSR	100 000		
		National Archives and Heraldry Week Awareness		Dr J S Moroka Siyabuswa sub-region	DCSR	30 000		
To facilitate equitable geographic distribution of Sports, recreation, arts and culture facilities and Services in order to improve accessibility.	SDID12	Schools Tournament	Facilitate and coordinate mass participation for learners, educators, volunteers and spectators	All Municipalities	DCSR	167 000		
		Sport and Fun Days (Disability School Sport	Promote the participation of learners with disabilities in sport activities	All Municipalities	DCSR and DoBE	117 000		
		Provincial Age in Action Festival	Promotion of SMPP through presentation of recreational activities for the elderly persons	6 Municipalities	DCSR	80 000		
		Big Walk Event	To promote healthy life styles through sport and recreation and address overall levels of crime and reduce the levels of contact and trio crimes	6 Municipalities	DCSR	80 000		
		Indigenous Games festival	Celebrates Africa's Culture diversity and an effort to revive indigenous games	6 Municipalities	DCSR	82 000		
		Provincial and Regional Siyadlala Festivals	Mass participation	All Municipalities:	DCSR	40 000		
		Loskop Marathon	Promoting nation building, reconciliation and healthy lifestyle. Promotion of Mpumalanga as a sport destination	All Municipalities:	DCSR	60 000		
		Loskop Marathon	To promote healthy life styles through sport	All Municipalities:	DCSR	500 000		

			and recreation and address overall levels of crime and reduce the levels of contact and trio crimes in selected communities					
To facilitate equitable geographic distribution of Sports, recreation, arts and culture facilities and Services in order to improve accessibility.	SDID12	High Altitude Training Centre (Sport Academy)	To unearth and deepen sporting talent and create opportunities for all our youth in the Province to develop into athletes of national and international level	Emakhazeni Municipality	DCSR	10 000 000		
		Provision of sport and recreation combo court	To promote healthy life styles through sport and recreation	Dr J S Moroka: Senotlelo (Ward 20)	DCSR	700 000		
To expose local talent and brand the NDM	SDID13	Multi faith religion supported (Ubuntu Moral Regeneration Movement end of the year festival)	Enhanced Moral fibre within Communities and deepened Social Cohesion	NDM	NDM	500 000		
					DCSR	500 000		
		Host the Annual Mayoral soccer Cup	Healthey, active coherent communities	Regional	NDM		400 000	250 000
		Establishment and Revival of Sports Councils	Organizing Sport development activities.	District-wide	NDM DCSR	650 000	700 000	750 000
		Establishment and Revival of Arts Council	Develop and promote various arts disciplines	District-wide	NDM DCSR	80 000	100 000	100 000
		Revival of Geographical Names Change Committees	Facilitates name changes and promote their usage	District-wide	NDM DCSR	80 000	100 000	00
		Cultural and Historical study	Implementation of the Cultural Historical sites recommendations	NDM	NDM	7 000 000	00	00
		Host a cultural musical festival	Expose local talent and brand the District	NDM	NDM	1 000 000	00	00
		Host a Youth Camp	Healthey, active coherent communities	Thembisile Hani	NDM/DCSR		1 000 000	
To ensure development, conservation and maintenance of heritage sites by 2014	SDID14	Investigate the feasibility of establishing a Regional Freedom Park	Feasibility study report	NDM	NDM	350 000	00	00
		Development of Community parks with playing facilities	Strengthen social cohesion and establish safer communities	Emakhazeni Victor Khanye Dr Moroka Thembisile Hani	NDM	5000 000	6 000 000	10 000 000
		Community hall Ward 7	Increased access to communal recreational facilities	Dr JS Moroka	NDM	3 000 000		

5.2.5.5 Projects for priority Issue 10: Safety and Security

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate safe and secured neighbourhoods through the District.	SDID8	Social Crime Prevention Programme	Coordinate a workshop for local Municipalities on safety and security	NDM	NDM	10 000	10 000	10 000
		Moral Regeneration Movement	Strengthen positive values amongst communities	NDM	NDM	100 000	100 000	100 000
		LDV's	Improved Traffic Management	Emalahleni	NDM	1 000 000.00		

5.2.5.6 Projects for priority Issue 11: Emergency Services

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To ensure Sustainable coordination of disaster relief and response, fire and rescue Services with other stakeholders.	SDID15	Procurement of BA Compressor and two sets of Rescue tools (Emergency and Specialised Equipments)	Sustainable Community Wellbeing enhance through minimised impacts of disasters throughout the District	Victor Khanye LM	NDM	1.500 000	1.800 000	2 000 000
		Procurement of 2 sets of rescue tools	Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout the District	Emakhazeni LM	NDM	1.500 000	1.800 000	2 000 000
		Procurement of an Emergency Vehicles						
		Development of Disaster Management Plan						
		Installation of engineering Services in Sakhelwe Ext.2 phase 2	Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout the District	Emakhazeni LM	NDM		3 500 000	
		Installation of engineering Services in Sakhelwe Exr.2 phase 3	Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout the District	Emakhazeni LM	NDM			3 000 000
		Construction of a firehouse in Emthonjeni	Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout the District	Emakhazeni LM	NDM		2 500 000	
		Procurement of Rapid Intervention Rescue Vehicle	Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout the District	Steve Tshwete LM	NDM	1.500 000	1.800 000	2 000 000
		Acquisition of Medium Rapid Intervention rescue Pumper Assessment and facilitation of the declaration of unsafe areas.	An improved response and Safe communities	Emalahleni LM	NDM	1.500 000	1.800 000	2 000 000
		Construction of Dr Moroka Fire Station	To provide fire and rescue Services	Dr. JS Moroka LM	NDM	7 000 000		
		Procurement of Disaster Management Response Vehicle	To enable response to disaster	Thembisile Hani LM	NDM	1.500 000	1.800 000	2 000 000
		Procurement of Rope Rescue Vehicle						
		Disaster management awareness campaigns	An informed Community	NDM	NDM	R100 000	R500 000	
		Training on Disaster management at various Municipalities	To capacitate Municipalities on the management of disasters	Local Municipalities	NDM	R500 000	00	00
		Procurement of relief Materials [Tents, Tarpaulins and Blankets]	To provide relief post disasters	NDM	NDM	900 000	1000 000	1 000 000
		Review of the Disaster Management Framework	To align the strategic objective of NDM with that of Province	NDM	NDM	300 000	00	00

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
		Training and Procurement of fire fighting equipments in support of FPA structures	To strengthen response to fire and rescue and disaster management	NDM	NDM	N/A	500 000	00
To ensure Sustainable coordination of disaster relief and response, fire and rescue Services with other stakeholders.	SDID15	Fire Station Operations	Fire and Rescue Services	Thembisile Hani LM	NDM	3 500 000	4 000 000	4 500 000
		Disaster Management Centre (DMC) maintenance and support Services	Appointment of a service provider for the Disaster Management Centre (DMC) maintenance and support Services	NDM	NDM	500 000	550 000	600 000
		Rope Rescue Training for Fire Fighters	Capacity building	Dr Moroka Municipality	NDM	150 000	00	00
		Procurement of PPE for Learner Fire Fighters	An improved safety of personnel dealing with public safety	Dr Moroka Municipality	NDM	400 000	00	500 000
		Fire House in Emthonjeni	To provide fire and rescue Services	Emakhazeni	NDM	600 000		

5.2.5.7 Projects for priority Issue 12: Water and Sanitation

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	KPI Code	Locality	Funding Source	Budget		
							2013/14	2014/15	2015/16
To ensure sustainable and viable Water Service Infrastructure by 2015.	SDID16	New 10ML reservoir Skietbaan	Increased access to clean water		Steve Tshwete	NDM	4 000 000	12 000 000	
		Rockdale outfall sewer	Ancreased access to healthy sanitation		Steve Tshwete	NDM	900 000		
		Upgrade 4th Phase Klein Olifants outfall sewer	Ancreased access to healthy sanitation		Steve Tshwete	NDM	3 500 000		
		Upgrade of Water Treatment Works in Dullstroom and license application phase 1	Increased access to clean water		Emakhazeni	NDM	3 386 000		
		Upgrading of the WTW in Dullstroom and license application phase 2.	Ancreased access to healthy sanitation		Emakhazeni	NDM		3 614 000	
		Study on re-routing of Dullstroom WWTW effluent from Witpoort stream to Crocodile River	Ancreased access to healthy sanitation		Emakhazeni	NDM		500 000	
		Upgrading of Waste Water Treatment Works of Effluent to Crocodile phase 1	Ancreased access to healthy sanitation		Emakhazeni	NDM			4 000 000.00
		Waalkraal Reservoir to V3 Reservoir - Bulk water	Increased access to clean water		Dr JS Moroka	NDM	3 000 000	2 000 000	
		VIP Toilets (5 x wards)	Ancreased access to healthy sanitation		Dr JS Moroka	NDM	5 000 000		
		Sewer pipeline in Kgomo street	Ancreased access to healthy sanitation		Victor Khanye	NDM	4 000 000		
		Replacement of portions of corroded leaking bulk water supply lines	Increased access to clean water		Emalahleni	NDM	1 000 000.00		
		Replacement of AC Pipes	Increased access to clean water		Emalahleni	NDM	2 000 000.00		
		Implement Dam Safety report	Increased access to clean water		Emalahleni	NDM	1 179 625.00		
		Conduct Section 78	Increased access to clean water		Emalahleni	NDM	1 000 000.00		
		Safety Assessment & O&M Plans	Increased access to clean water		Emalahleni	NDM	1 000 000.00		
		Klarinet Development Master Plan	Increased access to clean water		Emalahleni	NDM	2 000 000		
		ETA for Klarinet Development	Increased access to clean water		Emalahleni	NDM	500 000		
To ensure sustainable and viable Water Service Infrastructure by 2015.	SDID16	Replacement of cast iron manholes in Emalahleni	Increased access to clean water		Emalahleni	NDM	2 500 000		
		Installations of watermeters	Revenue enhancement		Emalahleni	NDM	2 000 000.00		
		Provision of sewer network at Kwa-Mthunzi Vilakazi (Clewor)	Increased access to clean water		Emalahleni	NDM	1 500 000		
		Upgrading of Pap & Vleis outfall sewerline	Increased access to clean water		Emalahleni	NDM	1 679 625		

5.2.5.8 Projects for priority Issue 13: Electricity Supply

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To ensure increased access to electricity by all communities within the District	SDID20	Upgrading of electrical medium voltage network in Emakhazeni phase 3 Bel-fast	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM	1 500 000		
		Electrification of Emthonjeni Ext 3 and Enkanini	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM	450 000		
		Replacement of 11kv ringmain units and transformer I Emgwenya	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM		2 500 000	
		Upgrading of a switch gear and ring-main unit in Emthonjeni phase 1	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emakhazeni	NDM			1 530 253
		20 x Highmast lights	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Thembisile Hani	NDM	5 000 000		
		20 x Highmast lights	ustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Dr JS Moroka	NDM	4 400 000		
		Cable locating Vehicles	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1 600 000		
		Cherry Picker	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	2 000 000		
		Specialized Testing Equipment	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1 000 000		
		Ring feed cables	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	3 000 000		
		Substation Equipment / Relays Circuit Breaker	Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity Increased access to Electricity	Emalahleni	NDM	1 579 625		

5.2.5.9 Projects for priority Issue 14: Roads and Storm water

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate increased mobility and accessibility across the District.	SDID21	Roads & Stormwater Ext 18	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM	7 725 000		
		Hendrina stormwater	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	NDM	5 700 000		
		Rehabilitation of Bhekumuzi Masango Drive phase3	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	NDM	6 000 000		
		Integrated Transport Strategy	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	NDM	250 000		
		Resealing of roads and improvement of stormwater in Entokozweni entrance road	Increased accessibility to all destinations in the District through efficient and reliable road network	Emakhazeni	NDM		4 000 000	
		Paving roads (Ward 20)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2 000 000		
		Paving roads Moloto (Ward 2)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2 000 000		
		Paving roads (Ward 32)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2 200 000		
		Connector Road Mountainview (Ward 4)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	NDM	2 000 000		
		Dikgwale Bus & Taxi route	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	2 200 000		
		Roads Ward 15	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	2 200 000		
		Stormwater Control Ward 19	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	500 000		
		Pedestrian Bridge Ward 11	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr JS Moroka	NDM	2 000 000		

To facilitate increased mobility and accessibility across the District.	SDID21	3 Ton Truck with Hi-up	Increased accessibility to all destinations in the District through efficient and reliable road network	Victo Khanye	NDM	900 000	-	
		Bomag roller	Increased accessibility to all destinations in the District through efficient and reliable road network	Victo Khanye	NDM	-	90 000	
		Re-sealing of roads	Increased accessibility to all destinations in the District through efficient and reliable road network	Victo Khanye	NDM	3 000 000	-	
		Weighbridge	Increased accessibility to all destinations in the District through efficient and reliable road network	Victo Khanye	NDM	1 000 000		
		Reconstruction of damage road in Emalahleni	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM	7 000 000		
		Roads and Stormwater Masterplan	Increased accessibility to all destinations in the District through efficient and reliable road network	Emalahleni	NDM	2 179 625		
		Refurbishment of the Bridge in Ward 21	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	NDM	3 000 000		
		Upgrading of the two (2) Key Cluster roads	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	NDM	2 000 000		
		Rehabilitation of Road P95/1 between Limpopo Border and Verena (Phase 1)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWR&T	42 640		
		Rehabilitation of Coal Haul Road P29/1 between Ogies and Kendal	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	2 680		
		Rehabilitation of Coal Haul Road D1398 between D1555 (Amot) and Hendrina	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	9 837		
		Rehabilitation of Coal Haul Road P95/2 between the Gauteng Border South of Bronkhorstspuit and Delmas	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	DPWR&T	83 718		
To facilitate increased mobility	SDID21	Rehabilitation of Coal Haul Road P120/1 from eMalahleni to D914	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	90 304		

and accessibility across the District.		Rehabilitation of Coal Haul Road D914 between P127/1 and R35 (South of Mid-delburg)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	13 070		
		Rehabilitation of Coal Haul Road P52/3 between Kriel and Ogies	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	79 660		
		Rehabilitation of Coal Haul Road Road P182/1 (R542) between P120/1 (van Dyksdrift) and R35 (Phase 1)	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	62 253		
		Rehabilitation of Road P95/1 between Limpopo Border and Verena (Phase 1)	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile	DPWR&T	40 515		
		Rehabilitation of Coal Haul Road P127/2 between Duvha Power Station (D914) and N4 (21 km)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	59 262		
		Rehabilitation of Coal Haul Road D686 from Leeuwfontein past Kendal Power Station over R555 (P95/1) to N12	Increased accessibility to all destinations in the District through efficient and reliable road network	Victor Khanye	DPWR&T	39 819		
		Reseal of Road P120/2 between P141/1 junction and P52/3 junction (Kriel)	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	11 840		
		Selective Reseal: Road D1398 between N4 junction (near Kopermyne Colliery and D1555 Junction	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	8 883		
To facilitate increased mobility and accessibility across the District.	SDID21	Design: Upgrading of Road D2908 between Pieterskraal and Madubaduba Rd (via Majakaneng, near KwaMhlanga)	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr. J.S Moroka	DPWR&T	2 500		
		Selective Reseal: Road D1555 between D1398 junction (near Arnot Power Station) and D383 junction	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	2 961		
		Selective Reseal: Road D1651 between	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	6 006		

		Matla Power Station and P52/3 junction	work					
		Selective Reseal: Road D1955 between Ogies via Klipspruit Colliery and N12 junction	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	1 513		
		Selective Reseal: Road D2225 between D1555 junction near Anort Colliery and D1398 junction (via Rietkruil)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	6 246		
		Selective Reseal: Road D247 between D914 junction and P182 / 1 junction near Blinkpan (via Komati Power Station)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	5 961		
		Selective Reseal: Road D2769 between P141/1 junction and Greenside Colliery via Kleinkopje-klippen Dam	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	6 134		
		Selective Reseal: Road P120/1 between Tasbet Park and D1947 junction (via Duvha Park)	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	12 714		
		Selective Reseal: Road P182/1 between R35 Junction and D622 junction, near Middleburg	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	15 883		
		Selective Reseal: Road P49/1 between Eastdens and N4 and N11 intersection (via Middle combined School)	Increased accessibility to all destinations in the District through efficient and reliable road network	Steve Tshwete	DPWR&T	7 191		
		Regravelling / Grading of Road D2918 between Paved end and Gemsbokspruit	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWR&T	3 560		
		Construction of Kwaggafontein sidewalk	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWR&T	3 500		
To facilitate increased mobility and accessibility	SDID21	Construction of Katsibane, Makola, Magononong, Lefiso	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr. J.S Moroka	DPWR&T	5 500		

across the District.	Bus Shelters (4)						
	Construction of Kwaggafontein Sidewalk	Increased accessibility to all destinations in the District through efficient and reliable road network	Thembisile Hani	DPWR&T	3 500		
	Rehabilitation of Coal Haul Road P29/1 between Ogies and Kendal	Increased accessibility to all destinations in the District through efficient and reliable road network	eMalahleni	DPWR&T	38 337		
	Regravelling / Grading of Road D2910 between D2907 junction (via Thulasizwe Lower Primary) and Paved end	Increased accessibility to all destinations in the District through efficient and reliable road network	Dr. J.S Moroka	DPWR&T	1 440		
	Procure construction equipment and vehicles (PWRT Nkangala District Office)	Increased accessibility to all destinations in the District through efficient and reliable road network	Regional	DPWR&T	7 500		
	Access roads to social amenities (schools, clinics)	Increased accessibility to all destinations in the District through efficient and reliable road network	Regional	DPWR&T	14 000		
	Road maintenance projects through special labour intensive methods in various Municipalities (EPWP)	Increased accessibility to all destinations in the District through efficient and reliable road network	Regional	DPWR&T	47 800		
	Road maintenance projects through special labour intensive methods in CRDP Municipalities.	Increased accessibility to all destinations in the District through efficient and reliable road network	Regional	DPWR&T	1 000 each		
	Municipal Support: Fixing of roads in eMalahleni and Mashishing [towns]	Increased accessibility to all destinations in the District through efficient and reliable road network	Regional		4 000 each		

5.2.6 KPA 6 : SPATIAL DEVELOPMENT ANALYSIS AND RATIONAL

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

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To promote integrated spatial planning, land use management and land development in District	SDAR1	Amendment of Emakhazeni Land Use Scheme	Proper Land Use Management	Emakhazeni LM	NDM	500 000	0	0
		Amentdment of Themmbisile Hani Land Use Scheme	Proper Land Use Management	Thembisile Hani LM	NDM	500 000	0	0
		Amendment of Dr JS Moroka Land Use Scheme	Proper Land Use Management	Dr JS Moroka LM	NDM	500 000	0	0
		Prencint Plan for Kwaggaforntein Intersection/crossing	Proper Land Use Management	Thembisile Hani LM	NDM	500 000	0	0
		Prencipt Plan for Vezubuhle Intersection/crossing	Proper Land Use Management	Thembisile Hani LM	NDM	500 000	0	0
		Feaseibility Study for Industrial Development area in the District.	Increase industrial sites	District-wide	NDM	1 000 000	0	0
		Subdivisions and rezoning of parcels of land Emakhazeni	Well developed and serviced towns across the District	Emakhazeni	NDM	1 000 000	500 000	200 000
To establish a fully operational GIS and to support local Municipalities.	SDAR4	Purchasing of Hardware and Software	Effectively functional GIS that enables spatial referencing of all the work of Council	District-Wide	NDM	1 500 000	1 000 000	500 000
		Training of GIS Practioners	Effectively functional GIS that enables spatial referencing of all the work of Council	District-Wide	NDM	500 000	200 000	100 000

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

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2014/15	2015/16	2016/17
Facilitate and	SDAR5	Acquisition/Purchasing Land for Integrat-ed Human Settlements purposes	Increased land availability for Human Settlements (Signed Deeds of Sale)	NDM	NDM	5 000 000	5 000 000	2 500 000

monitor the Land Reform programme		Acquisition/Purchasing Land of Portion 18, 42, 43 and 47 of the farm Valschafontein 33 JS	Increased land availability for Human Settlements (Signed Deeds of Sale)	Dr JS Moroka LM	NDM	10 000 000	0	0
		Purchasing of Land for Regional Cemetery	Increased accessibility to Cemeteries (Signed Deeds of Sale)	Steve Tshwete, Emalahleni & Emakhazeni	NDM	6 000 000	5 000 000	2 500 000
		Formalisation of Chris Hani, Fene Themalethu Ext, Sakhile, Phola Park Ext, Sun City AA, Phumula D Ext, Mabhogo, Zakheni Ext.	Security of Tenure	Thembisile Hani LM	NDM	5 000 000	5 000 000	3 000 000
		Opening of Township Register	Deed office Registered Certificate	Emakhazeni, Thembisile and Dr JS Moroka	NDM	2 000 000	2 000 000	1 000 000

5.2.6.3 Projects for priority Issue 17: Sustainable Integrated Human Settlements

Strategic Objective	Objective Code	Programme/Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate	SDAR7	In-situ Development/upgrade	Sustainable Integrated Human Set-	Emkhazeni, Emalahleni,	NDM	5 000 000	5 000 000	3 000 000

sustainable Human Settlement and improved quality of household life.			tlements	Steve Tshwete & Victor Khanye				
		Finalisation of the Land Tenure Projects	Sustainable Integrated Human Settlements	Dr JS Moroka and Thembisile Hani	NDM	3 000 000	2 000 000	1 000 000
		Newtown formalisation	Sustainable Integrated Human Settlements	Steve Tshwete	NDM	3 000 000		
		Installation of Services - Klarinet (251 sites)	Sustainable Integrated Human Settlements	eMalahlen	DHS	6 526 000		
		Installation of Services - Siyathuthuka (588 sites)	Sustainable Integrated Human Settlements	Emakhazeni	DHS	15 288 000		
		Installation of Services - Moloto (200 sites)	Sustainable Integrated Human Settlements	Thembisile Hani	DHS	5 200 000		
		: Construction of top structures Phase2- Klarinet (550 units)	Sustainable Integrated Human Settlements	eMalahlen	DHS	38 920 000		
		Upgrade Informal Settlements at eMpumelelweni Phola(400)	Sustainable Integrated Human Settlements	eMalahleni	DHS	28 000 000		
		Upgrade Informal Settlements at Tokologo Rockdale(350)	Sustainable Integrated Human Settlements	Steve Tshwete	DHS	24 500 000		
		Upgrade Informal Settlements at Section to be confirmed(100)	Sustainable Integrated Human Settlements	Emakhazeni	DHS	7 000 000		
To facilitate sustainable Human Settlement and improved quality of household life.	SDAR7	Upgrade Informal Settlements at Empumelelweni (1000 sites serviced)	Sustainable Integrated Human Settlements	eMalahleni	DHS	26 000 000		
		Upgrade Informal Settlements at Botteng(250)	Sustainable Integrated Human Settlements	Victor Khanye	DHS	17 500 000		
		Provide for Rental Stock at Klarinet	Sustainable Integrated Human Settlements	eMalahleni	DHS	37 440 000		
		Conversion of Hostel in to CRUs at Kwa-Guqa Phase3	Sustainable Integrated Human Settlements	eMalahleni	DHS	2 405 630		
		Provide houses on Consolidation site as per demand	Sustainable Integrated Human Settlements	District	DHS	3 500 000		
		Provide PHP to qualifying Beneficiaries at Thembisile Hani LM (960)	Sustainable Integrated Human Settlements	Thembisile Hani	DHS	67 200 000		
		Provide PHP to qualifying Beneficiaries at Dr JS Moroka LM (960)	Sustainable Integrated Human Settlements	Dr J.S Moroka	DHS	67 200 000		

5.2.6.4 Projects for priority Issue 18: Environmental Management

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
To facilitate protection and enhancement of Environmental	SDAR9	Rehabilitation of wetlands Twee-fontein K township	Creation os sustainable neighbour-hoods	Thembisile Hani	NDM	1 500 000		
		Planting of Trees	Creation os sustainable neighbour-hoods	Districtwide	NDM	100 000	105 000	110 000

sustainability.		Development of NDM Air quality management plan	Healthy and cleaner environment	Districtwide	NDM	150000	00	00
		Development of the Air Quality By-Laws	Healthy and cleaner environment	Districtwide	NDM	200000	00	00
		Education And Awareness (Air Quality) in the Highveld priority area	Healthy and cleaner environment	Districtwide	NDM	200000	210 000	250 000
		Procurement of protective clothing	Healthy and cleaner environment	Districtwide	NDM	150 000	25 000	50 000
		Procurement of digital camera and GPS		Districtwide	NDM	20000	00	00

5.2.6.5 Projects for priority Issue 19: Waste Management

Strategic Objective	Objective Code	Programme/ Project Name	Outcome KPI	Locality	Funding Source	Budget		
						2013/14	2014/15	2015/16
		Procurement of waste collection equipments pending allocation by the Local Municipalities	Clean, Sustainable and Habitable Neighbourhoods.	NDM	NDM	2 000 000		

To facilitate creation of waste free neighbourhoods across the District.	SDAR10	Development medical waste stream management strategy	Clean, Sustainable and Habitable Neighbourhoods.	Emakhazeni	NDM	350 000		
		Establishment of western landfill site.	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	3000 000		
		Establishment of eastern landfill site.	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	3000 000		
		60 x Skip bins	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	2 100 000		
		4 x Tractors	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	1 200 000		
		8 x Trailers	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	1 200 000		
		20 x Highmast lights	Clean, Sustainable and Habitable Neighbourhoods.	Thembisile Hani	NDM	5 000 000		
		2 x tractors	Clean, Sustainable and Habitable Neighbourhoods.			-	800 000	
		2 x Slashers	Clean, Sustainable and Habitable Neighbourhoods.			-	150 000	
		10 x Mass containers	Clean, Sustainable and Habitable Neighbourhoods.			-	300 000	
		5000 x Wheely bins	Clean, Sustainable and Habitable Neighbourhoods.			-	-	2000000
		Tipper truck	Clean, Sustainable and Habitable Neighbourhoods.			-	750 000	
		Tractor and Rovic	lean, Sustainable and Habitable Neighbourhoods.			-	550 000	
		Rescue Vehicle	lean, Sustainable and Habitable Neighbourhoods.			1 000 000	1 000 000	
		2nd Phase of Landfill site	lean, Sustainable and Habitable Neighbourhoods.			-	2 100 000	900000
		Implement a workplace recycling project	Implementation of an in house Programme aimed at reducing carbon footprint	Districtwide	NDM	110 000	150 000	100 000

CHAPTER SIX

ANALYSIS OF IDP & SECTOR PLANS ALIGNMENT

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 outweigh the individual contributions made. Furthermore, the development of MPCCs and Agri-Villages requires inter-governmental co-operation, which is seen as critical to promoting sustainable and integrated rural development by the ISRDS and CRDP.

8.1.1 Thusong Centre/MPCCs Development

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

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

1. The conglomeration 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.
2. 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;
3. The informal settlements situated west of eMalahleni City;

4. The informal settlements situated west of Middelburg;
5. The informal settlements situated around Delmas town; and
6. 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 52**

Table 52: DRAFT BUDGET DC31 Nkangala - 5 Year Financial Plan financial projection

Description R thousand	2013/14 Medium Term Revenue & Expenditure Framework			Long Term financial plan		
	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<u>Revenue By Source</u>						
Rental of facilities and equipment	100 000	127 500	133 875	136 553	138 601	140 680
Interest earned - external investments	18 180 000	17 535 000	15 856 750	16 173 885	16 416 493	16 662 741
Interest earned - outstanding debtors	5 000	5 000	5 500	5 610	5 694	5 780
Transfers recognised - operational	313 592 000	322 354 000	330 835 000	337 451 700	342 513 476	347 651 178
Other revenue	2 621 353	2 190 000	2 312 750	2 359 005	2 394 390	2 430 306
Total Revenue (excluding capital transfers and contributions)	334 498 353	342 211 500	349 143 875	356 126 753	361 468 654	366 890 684
<u>Expenditure By Type</u>						
Employee related costs	101 558 490	107 371 674	114 243 461	116 528 330	118 276 255	120 050 399
Remuneration of councillors	14 578 955	16 185 084	17 156 215	17 499 340	17 761 830	18 028 257
Debt impairment	20 000	15 000	15 750	16 065	16 306	16 551
Depreciation & asset impairment	6 860 704	7 232 562	6 785 923	6 921 641	7 025 466	7 130 848
Finance charges	5 778 000	5 647 312	5 929 678	6 048 271	6 138 995	6 231 080
Other materials	729 433	548 611	452 236	461 280	468 200	475 223
Contracted Services	10 378 203	7 756 875	8 146 963	8 309 902	8 434 551	8 561 069
Transfers and grants	297 499 368	197 154 820	190 858 082	194 675 243	197 595 372	200 559 302
Other expenditure	117 329 366	102 726 956	72 773 808	74 229 284	75 342 723	76 472 864
Loss on disposal of PPE						
Total Expenditure	554 732 519	444 638 894	416 362 114	424 689 357	431 059 697	437 525 592
Surplus/(Deficit) for the year	-220 234 166	-102 427 394	-67 218 239	-68 562 604	-69 591 043	-70 634 909
Total Capital Expenditure	33 802 182	21 203 603	21 847 500	22 284 450	22 618 717	22 957 997

8.2.1. National Government Grants

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 53 below indicates the various National Government Grants allocations to NDM:

Table 53: National Government Grants

DC31 Nkangala - Supporting Table SA18 Transfers and grant receipts									
Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
RECEIPTS:									
Operating Transfers and Grants									
National Government:	269 708	284 650	294 224	303 175	303 175	303 175	313 592	322 354	330 835
Local Government Equitable Share	11 114	16 858	19 468	19 030	19 030	19 030	19 749	20 446	21 455
RSC Levy Replacement	256 825	265 446	272 506	280 681	280 681	280 681	289 101	297 774	305 153
Finance Management	750	1 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	735	750	1 000	1 000	1 000	1 000	890	934	967
EPWP Incentive	285	596		1 214	1 214	1 214	1 000		
Rural Roads Asset Management Grant							1 602	1 950	2 010
Total Operating Transfers and Grants	269 708	284 650	294 224	303 175	303 175	303 175	313 592	322 354	330 835

Table 54: Contributions to Local Municipalities

Local Authority	Budget Year +0	Budget Year +1	Budget Year +2
	2013/14	2014/15	2015/16
DR JS MOROKA LOCAL MUNICIPALITY	40,800,000	27,646,500	28,310,016
EMALAHLENI LOCAL MUNICIPALITY	66,218,500	38,921,400	39,855,513
THEMBISILE HANI LOCAL MUNICIPALITY	30,600,000	29,049,300	29,746,483
EMAKHAZENI LOCAL MUNICIPALITY	12,136,000	12,165,300	12,457,267
STEVE TSHWETE LOCAL MUNICIPALITY	35,025,000	26,066,250	26,691,840
VICTOR KHANYE LOCAL MUNICIPALITY	13,830,000	13,099,800	13,414,195
Total	297,499,368	197,154,820	190,858,082

8.2.2. Overview of Budget related Policies

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

“The Municipality should include a section in its budget document listing the budget related policies that are in place.”

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

The District's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

8.2.2.1 Credit control and debt collection procedures/policies:

The Credit Control and Debt Collection Policy as approved by Council in October 2003 and will be reviewed in the 2013/14 year. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt.

The 2013/14 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 99 % on debtors. In addition, the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the District's cash levels.

8.2.2.2 Asset Management Policy:

The asset management policy was adopted by Council in October 2006. The policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment. The depreciation and capitalization of assets are dealt with in terms of this policy. Provision has been made to review all budget related policies in the 2013/14 year.

8.2.2.3 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in October 2006. An amended policy will be adopted by Council in August 2008. 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.

The policy is currently under review.

8.2.2.4 Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the District's system of delegations. The Budget and Virement Policy will be reviewed during the budget process in 2013/14.

8.2.2.5 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 time frames to achieve certain benchmarks. This policy was reviewed by Council in 2012/13.

8.2.2.6 Donation Policy

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

8.2.2.7 Fraud and Corruption Prevention Policy

The policy provides for the mitigating, preventing, and reporting any corrupt or fraudulent activities and procedures for which donations can be made and accounted for.

8.2.2.8 Cellular telephone and Data Contract Policy

MFMA Circular 67 requires that all Municipalities compile and approve a cellular telephone (mobile) and data (3G) policy with effect from 1 July 2013. This policy will set out the upper monthly limits for costs associated with these expenses, and the **2013/14 MTREF** must be compiled in line with these limits.

The Nkangala District Municipality's 2013/14 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.

- **The Municipal Scorecard:** The Municipal scorecard is depicted in **figure 37** below:

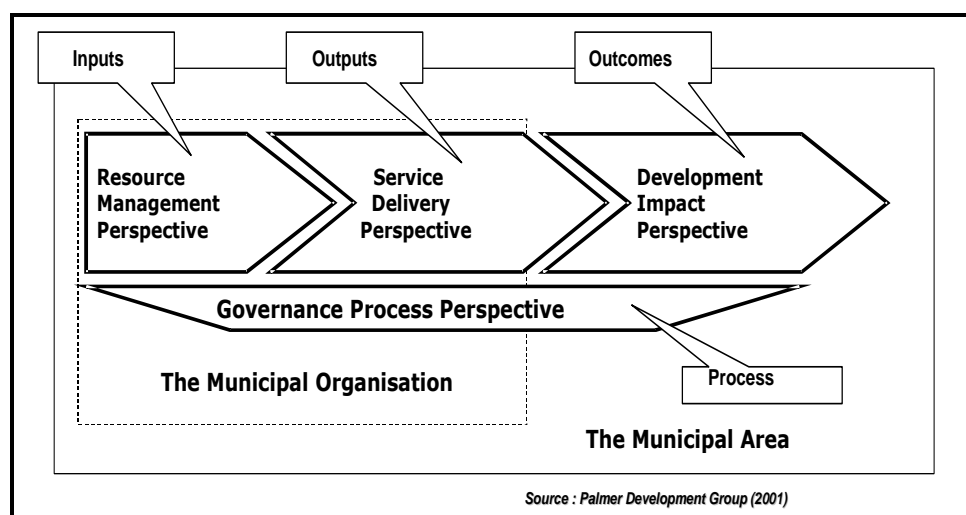


Figure 37: The Structure of the Municipal Scorecard

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.

 **Scorecards at different levels:** There are two levels of scorecards for Nkangala District as depicted in figure 38 below.

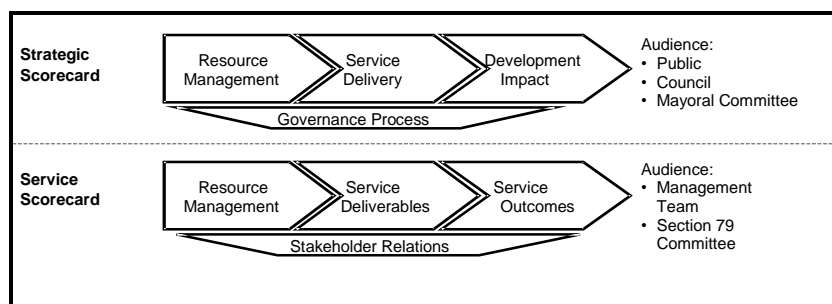


Figure 38: Two Levels of Scorecards

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 39: Status of compliance with Disaster Management Act within Nkangala District

REQUIREMENTS											
According to Disaster Management Act, 2002 (Act 57 of 2002)											
District / Local Municipalities	Disaster Management Framework (Section 42)		Disaster Management Plan (Section 53)		Advisory Forum (Section 51)		Disaster Management Centre (Section 43)		Head of Disaster Management Centre (Section 45)		
	Priority	Status	Priority	Status	Priority	Status	Priority	Status	Priority	Status	
Nkangala District	Must	Completed	Must	In 1 st Draft Jun 2010	May	In Process Jun 2010	Must	In Process	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	Established	May	No	May	No	
Steve Tshwete LM	May	Completed	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 council-approved 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 unlikely 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 resources.

To ensure success the disaster management planning process involves:

2. 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.
3. 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.
4. 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.
5. 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.

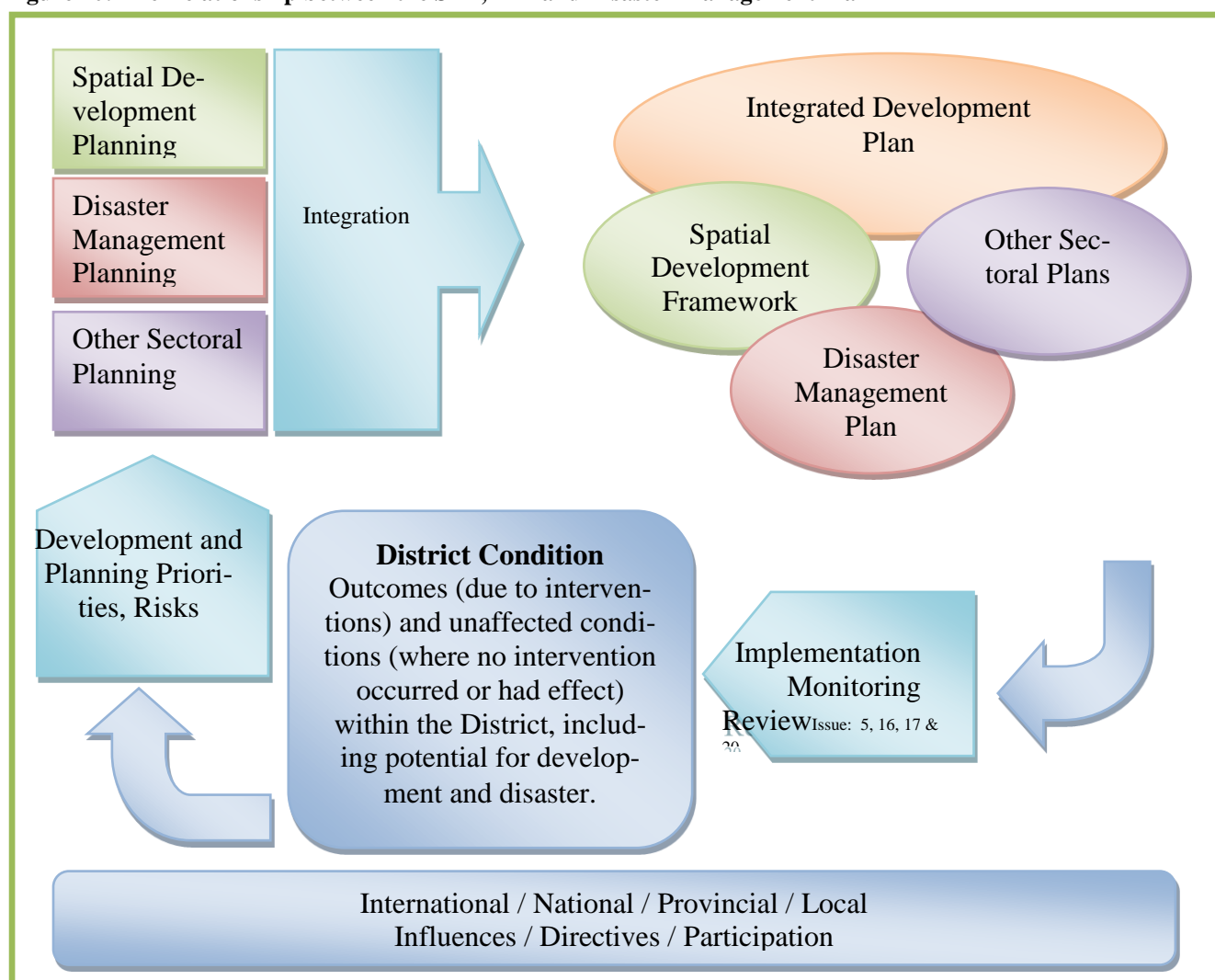
An SDF should be environmentally informed and sustainability-based, incorporating pro-poor policies rather than only being a spatial indication of IDP proposals. The collectives of the social, political, economic and environmental elements that underpin present-day society are regarded as fundamental 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 40 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 40: The Relationship between the SDF, IDP and Disaster Management Plan



8.4.4. The relationship between disasters and development

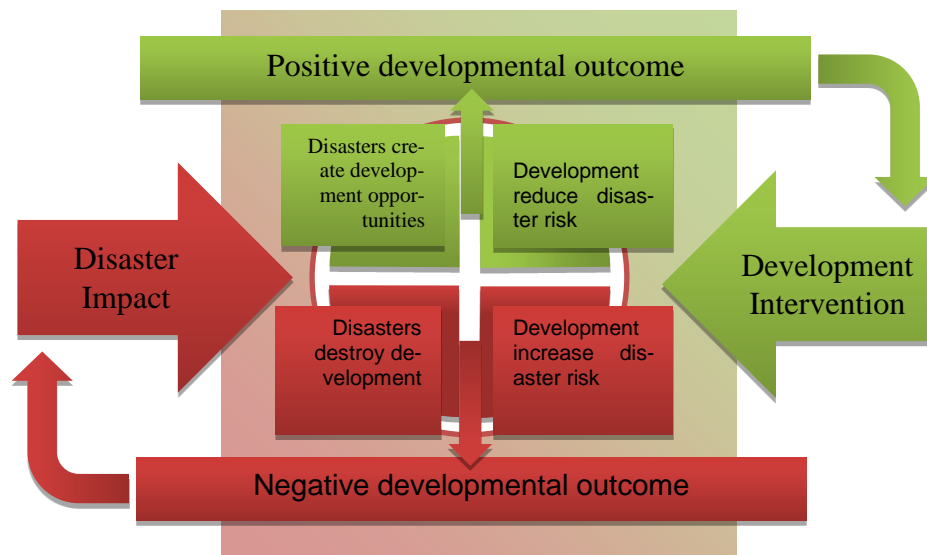
This section expands upon the relationship between disasters and development to illustrate why disaster management projects should be included within the development planning of a District, and why the planning and prioritisation of IDP projects in general should take disaster risk and the possible influence 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 41: 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.

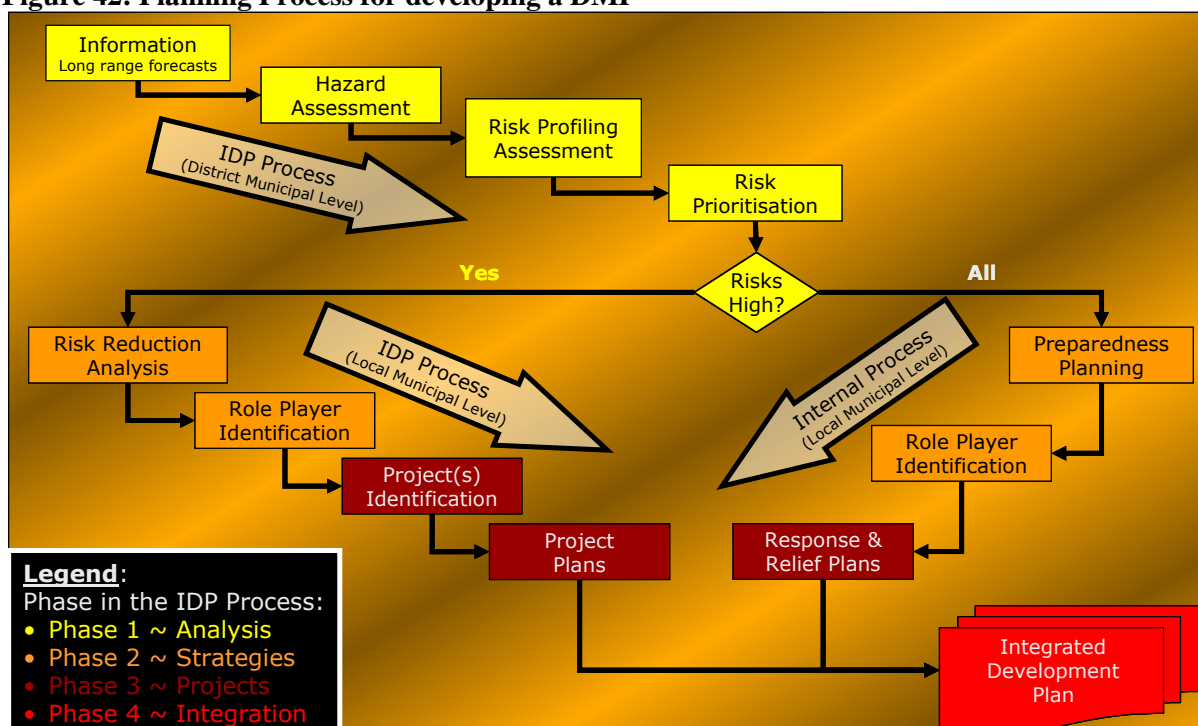
8.4.5. Integrating development and disaster management planning

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 42** 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 42: Planning Process for developing a DMP



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.

8.4.6. Structure of the Nkangala Disaster Management Plan

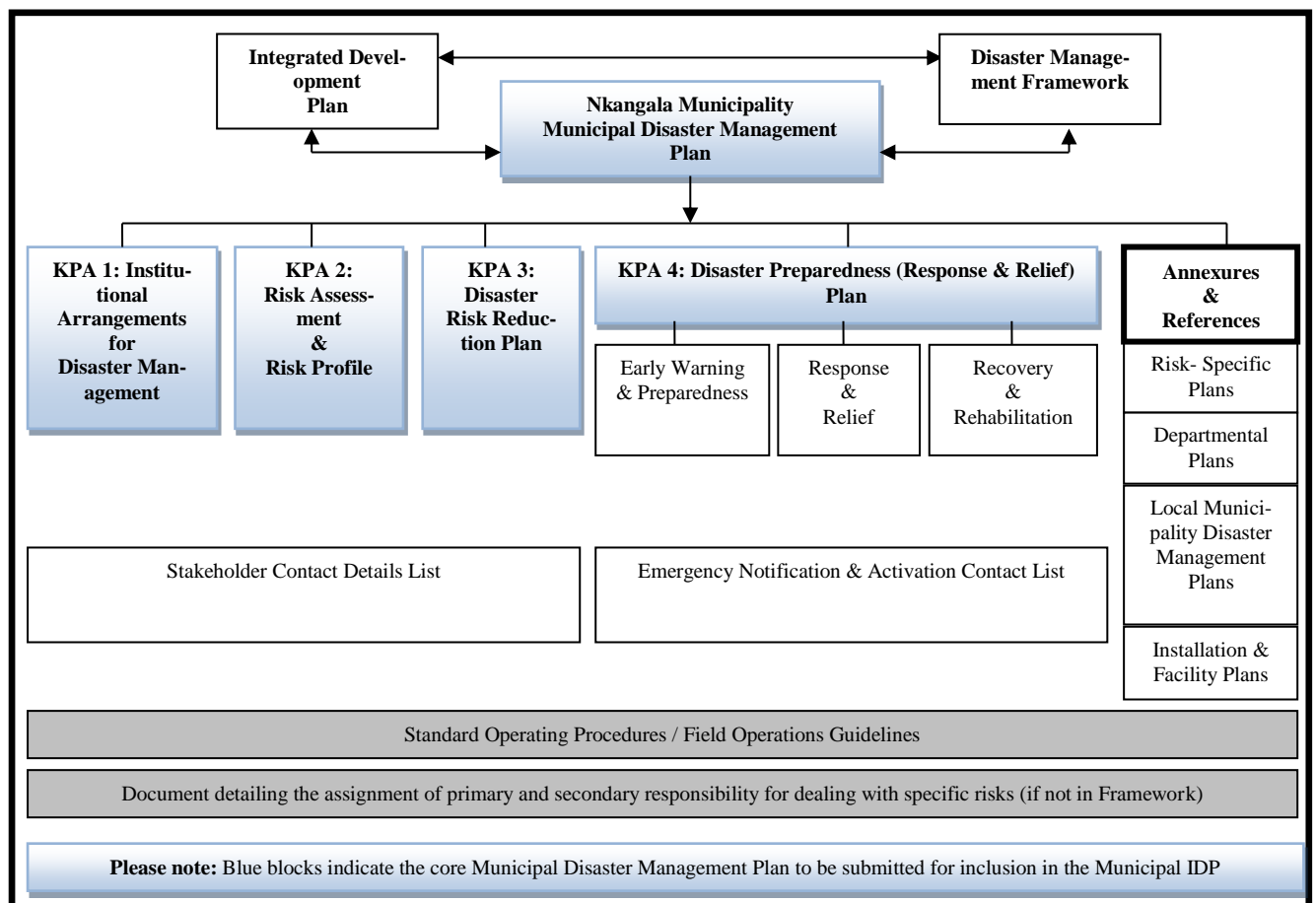
The Municipal Disaster Management Plan of the Nkangala Municipality is based on the legal requirements described above and consists of the components as indicated in **Figure 46**.

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 43: 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 SEVEN

9. THE WAY FORWARD

This document is a blue print of NDM, which is informed by multi-stakeholder engagements on their aspirations within their immediate neighbourhood.

Its successful implementation is therefore dependent on sustained multi-stakeholder support, monitoring and evaluation.

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 and 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.