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Acronyms

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ARDF	Agricultural Rural Development Funding
ASGISA	Accelerated and Shared Growth Initiative for SA
BBBEE	Broad Based Black Economic Empowerment
BCP	Business Continuity Plan
BCP	Biodiversity Conversation Plan
BNG	Breaking New Ground
BPO	Business Process Outsourcing
BRAIN	Business Referral and Information Network
CASP	Comprehensive Agricultural Support Programme
CBIS	Contractor Based Individual Subsidy
CBOs	Community Based Organisations
CDSM	Chief Directorate for Surveys and Mapping
CDW	Community Development Worker
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CHRD	Cultural Heritage Resource Database
CIF	Capital Investment Framework
CLARA	Communal Land Rights Act
CMIP	Consolidated Municipal Infrastructure Programme
CPA	Community Property Association
CPF	Community Policing Forum
CPPP	Community Public Private Partnership Programme
CPTR	Current Public Transport Record
CSAR	Central South Africa Railway
CSIR	Council for Survey and Industrial Research
DAC	District AIDS Council
DACE	Department of Agriculture, Conservation and Environment
DALA	Department of Agriculture and Land Administration
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DEDP	Department of Economic Development and Planning
DFA	Development Facilitation Act
DHSS	Department of Health and Social Services
DLA	Department of Land Affairs
DLG&H	Department of Local Government and Housing
DORA	Division of Revenue Act
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District Management Area
DMC	Disaster Management Centre
DME	Department of Minerals and Energy
DMP	Disaster Management Plan
DPW	Department of Public Works
DRP	Disaster Recovery Plan
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EDMS	Electronic Document Management System
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
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
GDS	Growth and Development Summit
GGP	Gross Geographical Product
GIS	Geographic Information System
GVA	Gross Value Add
HDI	Human Development Index
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HRDP	Human Resource Development Plan
HOD	Head of Department
IBBD	Industrial and Big Business Development
ICRMP	Integrated Cultural Resources Management Plan
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IEDP	Integrated Economic Development Plan
IFSNP	Integrated Food Security Nutrition Programme
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
INEPBPU	Integrated National Electrification Programme Business Planning Unit
INTAC	Integrated Nature-based Tourism and Conversation Management Project
IPA	Irreplaceable Area
IS	Information System
ISF	Integrated Spatial Framework
ISRDP	Integrated and Sustainable Rural Development
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LAR	Land Audit Report
LDO	Land Development Objective
LDP	Land Development Principles
LED	Local Economic Development
LM	Local Municipality
LOA	Leave Of Absence
LRAD	Land Redistribution for Agricultural Development
LUM	Land Use Management
LUMB	Land Use Management Bill
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MDGs	Millennium Development Goals
MDCSR	Mpumalanga Department of Culture, Sports and Recreation
MDHSS	Mpumalanga Department of Health and social Services
MDE	Mpumalanga Department of Education
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MLL	Minimum Living Level
MPG	Mpumalanga Provincial Government
MPCC	Multi Purpose Community Centres
MPRA	Municipal Poverty Rates Act
MRDP	Mpumalanga Rural Development Programme
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant

MSP	Master Systems Plan
MTEF	Medium Term Expenditure Framework
MTGS	Mpumalanga Tourism Growth Strategy
MTSF	Medium Term Strategic Framework
NDPGF	Neighbourhood Development Partnership Grant Fund
NEDA	Nkangala Economic Development Agency
NEDLAC	National Economic Development & Labour Council
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
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
OHSA	Occupational Health and Safety Act
OLS	Operating Licence Strategy
PA	Protected Area
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PHP	Peoples Housing Programme/Process
PLAS	Proactive Land Acquisition Strategy
PMS	Performance Management System
POT	Permit to Occupy
PPP	Public Performance Areas
PRUDS	Provincial Rural and Urban Development Strategy
PSC	Project Steering Committee
RDP	Reconstruction and Development Plan
REDS	Regional Electricity Distribution System
REED	Regional Economic Enterprise Development
RIDS	Regional Industry Development Strategy
RSA	Republic of South Africa
RSC	Regional Service Council
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SACTRP	South Africa Council for Town and Regional Planners
SAHRA	South African Heritage Resources Agency
SALGA	South Africa Local Government and Administration
SAMAF	South African Micro Finance Apex Fund
SANAC	South African National AIDS Council
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SAR	South African Railways
SDA	Spatial Development Areas
SDLC	System Development Life Cycle
SDF	Spatial Development Framework
SEAM	Strategic Engagement and Agreement Matrix
SEDA	Small Enterprise Development Agency
SETA	Sector Education Training Authority
SEMP	Strategic Environmental Management Plan
SLA	Service Level Agreement
SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SMME	Small Medium and Micro Enterprises
SoER	State of the Environment Report
SUPA	Service Upgrading Priority Area
SWOT	Strength, Weaknesses, Opportunities and Threats Analysis
TLC	Transitional Local Council
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 Authorities
WSDP	Water Services Development Plan

EXECUTIVE MAYOR'S FOREWORD



It gives me great pleasure to present this Integrated Development Plan for the 2008/9 Financial Year, which is the collective blueprint for the future developmental trajectory of our District emanating from our continued engagements with Traditional Leaders, communities, political parties, departments and labour.

The democratic local government started in 1995 and laid the basis for future democratic processes at local level. From 2000 to 2005 Local Government entered the second phase of its transformation process, the consolidation phase, which focused on integrated development planning, improving and extending service delivery, and strengthening the institutions of governance. The 1st March 2006 Local Government Elections paved the way for the sustainability phase. The District Municipality had welcomed these developments and had engaged the local municipalities too within its area of jurisdiction, which also contributed to this document.

A lot has been achieved towards bettering the lives of the majority of our communities since 1995 but much needs to be done. Our communities are still faced with huge challenges and infrastructure backlogs. It is against this background that our vision that says: “***Improved quality of life through balanced, sustainable development and service excellence***” is still relevant.

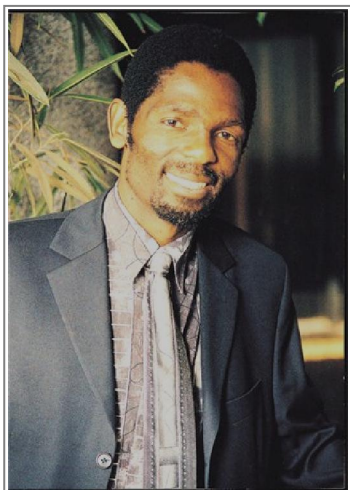
Our continued interaction with all our social partners, has been displayed by our councillors and officials, and as part of recognition, Nkangala District Municipality had won several awards. Our sound governance saw Nkangala District Municipality winning the VUNA Awards in two consecutive years 2004 and 2006 respectively and been awarded unqualified audit reports for the past five (5) years consecutively. In the 2007 National VUNA Awards, Nkangala District Municipality won the KPA on financial viability whilst Steve Tshwete Local Municipality became the runner-up on the category B municipality, and these are great achievements. Our IDP has also been rated as one of the credible IDPs.

This document depicts the blueprint for the future of our District, and is informed by the developmental aspirations of the citizens of the District. All our communities and social partners are therefore encouraged to be part of the development trajectory as encapsulated herein through submission of comments on how innovatively can we better our plans so as to enhance on implementation and monitoring as we strive towards bettering the lives of our communities. Community participation which is a cornerstone of local democracy will be entrenched and the best ways of improving this are underway. On behalf of NDM I would like to thank all those who contributed to the finality of this document.

Sincerely,

CLLR SK MASHILO
EXECUTIVE MAYOR

PERSPECTIVE OF THE DISTRICT BY THE MUNICIPAL MANAGER



Although much has been achieved since 2004, it is obvious that there is still outstanding challenges that must be addressed. The District has made firm undertaking that in the short period ahead it will further explore synergies and opportunities in the advances made towards the realisation of the all-important goal of a better life for all. In order to achieve this goal the government in its entirety has committed itself to the imperative of ‘business unusual’, as phrased by President Thabo Mbeki in his State of the Nation Address.

The theme for this financial year is “Towards social cohesion, transformation and accelerated service delivery as a collective principle to realise the values of a caring society through the IDP”. This highlights key issues that the government must deal with.

Key within the government programmes is the need to fast-track development in order to achieve a better life for all within the context of, inter alia, internationally agreed milestones such as the Millennium Development Goals (MDGs). 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, declared 2015 as the deadline for achieving most of the Millennium Development Goals. 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.

As highlighted in the President’s State of the Nation Address of 2008, government’s energy and resources should be directed towards the following:

- § speeding up the process of building the infrastructure we need to achieve our economic and social goals
- § improving the effectiveness of our interventions directed at the Second Economy, and poverty eradication
- § speeding up land and agrarian reform with detailed plans for land acquisition, better implementation of agricultural support services and household food support
- § enhancing the impact of our programmes targeting the critically important area of education and training
- § accelerating our advance towards the achievement of the goal of health for all
- § revamping the criminal justice system to intensify our offensive against crime
- § further strengthening the machinery of government to ensure that it has the capacity to respond to our development imperatives and,
- § enhancing our focus on key areas in terms of our system of international relations, with particular focus on some African issues and South-South relations.

Within the context of vision 2014, this Integrated Development Plan sets the following indicators as a barometer to measure the achievements in terms of the MDG milestones:

- § **Poverty, unemployment and skills shortages** should be **reduced by 50% respectively by 2014;**
- § 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;** 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.**

With the 2015 target date fast approaching, it is more important than ever to understand where the goals are on track, and where additional efforts and support are needed, both globally and at the country level. The United Nations emphasises the following issues:

- § 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'**.

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 include, Local Economic Development Strategy, Branding and Marketing Strategy, Industrial Strategy, Tourism Development & Branding Strategy, Formalisation of Cultural & Historical Heritage Sites, State of the Environment Report, Environmental Strategy, Environmental Management Policy, Water Blue Print, Regional Water Master Plan, Integrated Waste Management Plan, Disaster Management Framework, Determination of Multi Purpose Service Delivery Centres, Regional Sport & Recreation Master Plan, Community Participation Policy, Human Resource Development Strategy, Integrated Transport Plan, Infrastructure Maintenance Plan, Moloto Rail Corridor Initiative – Detailed Feasibility Report, “Tshwe-leni Corridor” (Steve Tshwete-Emalahleni) Development Framework, Spatial Development Framework, Physical Planning Strategy, Land Use Management Schemes and the District Land Audit Report.

In addition to the nine anchor project of the District; which include Delmas Cargo International Airport, Highlands Gate & Estate Development; Multi-purpose Community Centres; Catalytic Converter; Agro-Processing; Moloto Rail Development System; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor; two other critical projects mainly driven by the private sector are planned for the District: viz; the Bravo project, and the Rust de Venter Development Project. The Bravo project is valued at about R 80 billion and the Komati power station which is to have a major revamp are in the District area of jurisdiction. The Bravo 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.

Rust de Venter 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 Venter, some parts of Moloto, KwaMhlanga, Klipfotein, Loding Almansdrift, Mdala Nature Reserve, Mkhombo/Rhensterkop Dam, Rooikoppen Dam, Rust De Venter Dam including some major tourist sites like General Smuts House in the Rust Deventer area.

By focusing on the seven (7) Key Strategic Focal Areas and acting as a collective we will be in a position to respond to our objectives and all the developmental challenges confronting our District. We have made significant inroads in ensuring that all our municipalities are characteristic of the following attributes:

- § Compilation of credible IDPs that are the expression of state-wide planning, including a balanced infrastructure investment and sustainable economic development programmes;
- § Universal access to quality affordable and reliable municipal services, with equal, easy and convenient access for the public to the municipality and its services;

- § Sound financial management systems, timely and accurate accounting for public resources, an effective anti-corruption programme and an unqualified audit reports; and
- § Functional and effective community participation mechanisms and Ward Committees which ensure feedback and responsiveness to community needs.

We therefore invite the comments and feedback from both our social partners, stakeholders and communities on the implementation of this document as one of the mechanisms of monitoring our progress and identifying areas where we can improve, and indeed it is truly “Business Unusual”.

Sincerely yours,

MR TC MAKOLA
MUNICIPAL MANAGER

CHAPTER ONE

1. INTRODUCTION

1.1 SPATIAL LOCATION OF THE DISTRICT

The Nkangala District Municipality (NDM), demarcated as DC31 by the Municipal Demarcation Board (MDB), is one of the three District municipalities in the Mpumalanga Province. The other two District municipalities within the Province are Ehlanzeni and Gert Sibande District Municipalities. The NDM consists of about 160 towns and villages in which its population lives. According to the MDB, the area of the NDM is approximately 17000 km². The District is made up of 6 local municipalities: viz (in an alphabetic order); Delmas, Dr JS Moroka, Emalahleni, Emakhazeni, Steve Tshwete and Thembisile local municipalities.

As depicted in figure 1, Mpumalanga shares its borders with Limpopo, Gauteng, KwaZulu-Natal and Free State Provinces. At an international glance, the Province shares its borders with Swaziland to the eastern side of Gert Sibande District and Mozambique to the eastern side of Ehlanzeni District.

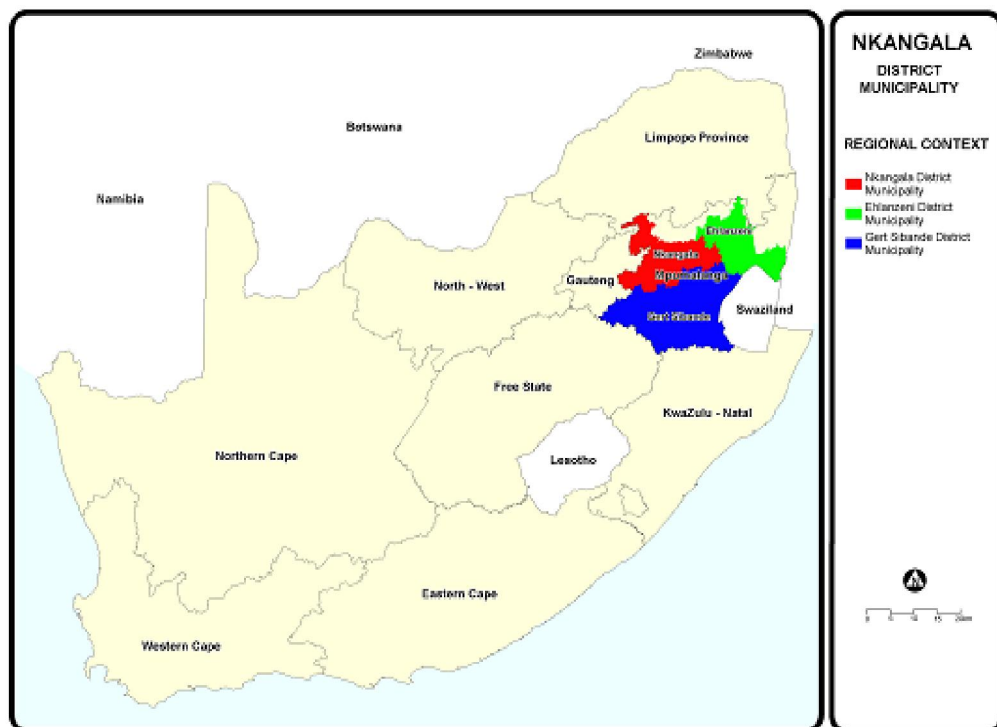


Figure 1: Spatial location of the District

Within the local context, as illustrated in figure 2, the District shares the western side of its borders with the economic hub of South Africa, Gauteng, with the City of Tshwane, City of Joburg and Ekurhuleni Metros located along the western border of the District.

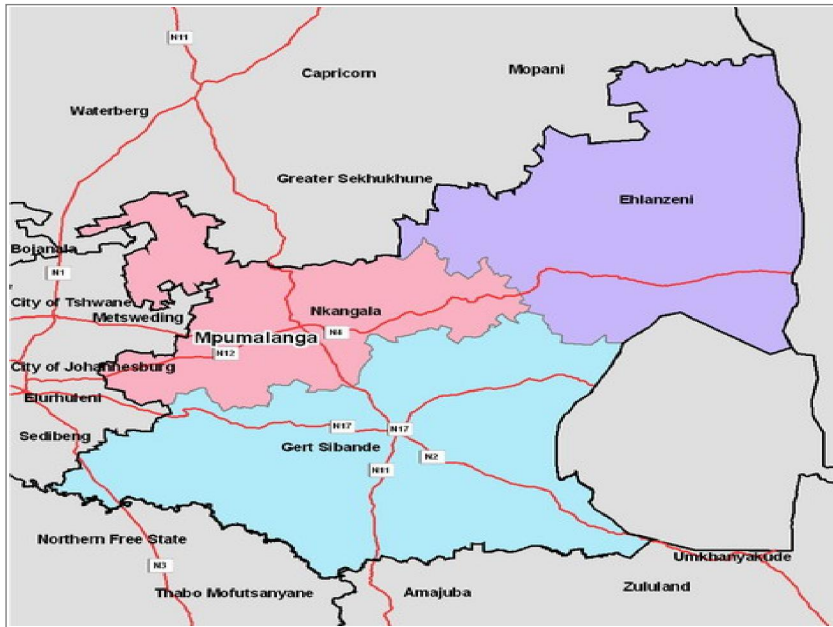


Figure 2: NDM's Provincial context

With the Emalahleni area of the District being the energy Mecca of the country, its strategic location in relation to Gauteng is one of the strengths that cannot be ignored. Further synopsis of the key features and strengths of the District is outlined in subsequent chapters.

1.2 VISION AND MISSION OF THE COUNCIL

The long term vision of the council is:

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

Mission:

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

The vision of the council will be achieved through:

- § Infrastructure development and service provision that meets priority needs of communities within the District
- § Integrated development planning and proper coordination and integration of development initiatives in the District.
- § Ensuring the fair and just allocation and distribution of resources within the District.
- § Encouraging and supporting the effective performance and functioning of municipalities in the District.
- § Enhancing the economic development and growth within the District.
- § Promoting a healthy and safe environment.

The District council is guided by the following Principles and Values:

- § 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.

1.3 KEY FOCUS AREAS OF THE COUNCIL

In order to work towards a progressive attainment and realization of the council's vision as informed by government's policy frameworks as well the Constitutional and legislative obligations, seven Key Focus Areas (KFAs) have been identified. These focus areas will enable sustainable service delivery, economic growth, job creation, poverty alleviation, enhanced intergovernmental relations, sustainable development as well as good governance, among others, in order to progressively attain 'a better life for all'. The council's seven KFAs are:

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

The District's KFAs are in sync with the KFAs of the six local municipalities within the District (see table 1). There is a direct link between the KFAs of the District and the six priority areas of Provincial intervention as outlined in the PDGS demonstrating the commitment of the District with its local municipalities to intergovernmental coordination and alignment within the spirit of cooperative governance.

The six priority areas of Provincial intervention as outlined in the Provincial Growth and Development Strategy (PGDS) are Good Governance, Human Resource Development, Social Infrastructure, Development Infrastructure, Environmental Development, and Economic Development (see table1).

Table 1: Key focus areas of the local municipalities

Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Infrastructure Development	Development Infrastructure	Infrastructure development & service delivery	Service Delivery & Infrastructure Development	Poverty Alleviation	Infrastructure Development & Service Delivery
Development Planning & LED	Economic and Tourism Development	LED	Local Economic Development	Economic growth & Development	LED
Municipal Financial Viability & Financial Management		Financial Viability	Financial Viability	Financial viability	Financial Viability
Municipal Transformation & Institutional Development	Institutional & Human Resource Development	Community participation & IGR	Institutional Transformation & Development	Service delivery	Community Participation & IGR
Municipal Governance	Governance	Good Governance	Corporate Governance & Public Participation	Integrated Environmental, social, economic & spatial dynamics	Good governance
Rehabilitation, Maintenance & Service Delivery	Social Infrastructure	IDP implementation		Good Cooperative Governance	Powers, duties & functions
	Environment & Disaster Management	Performance Management		Good corporate governance	Performance Management

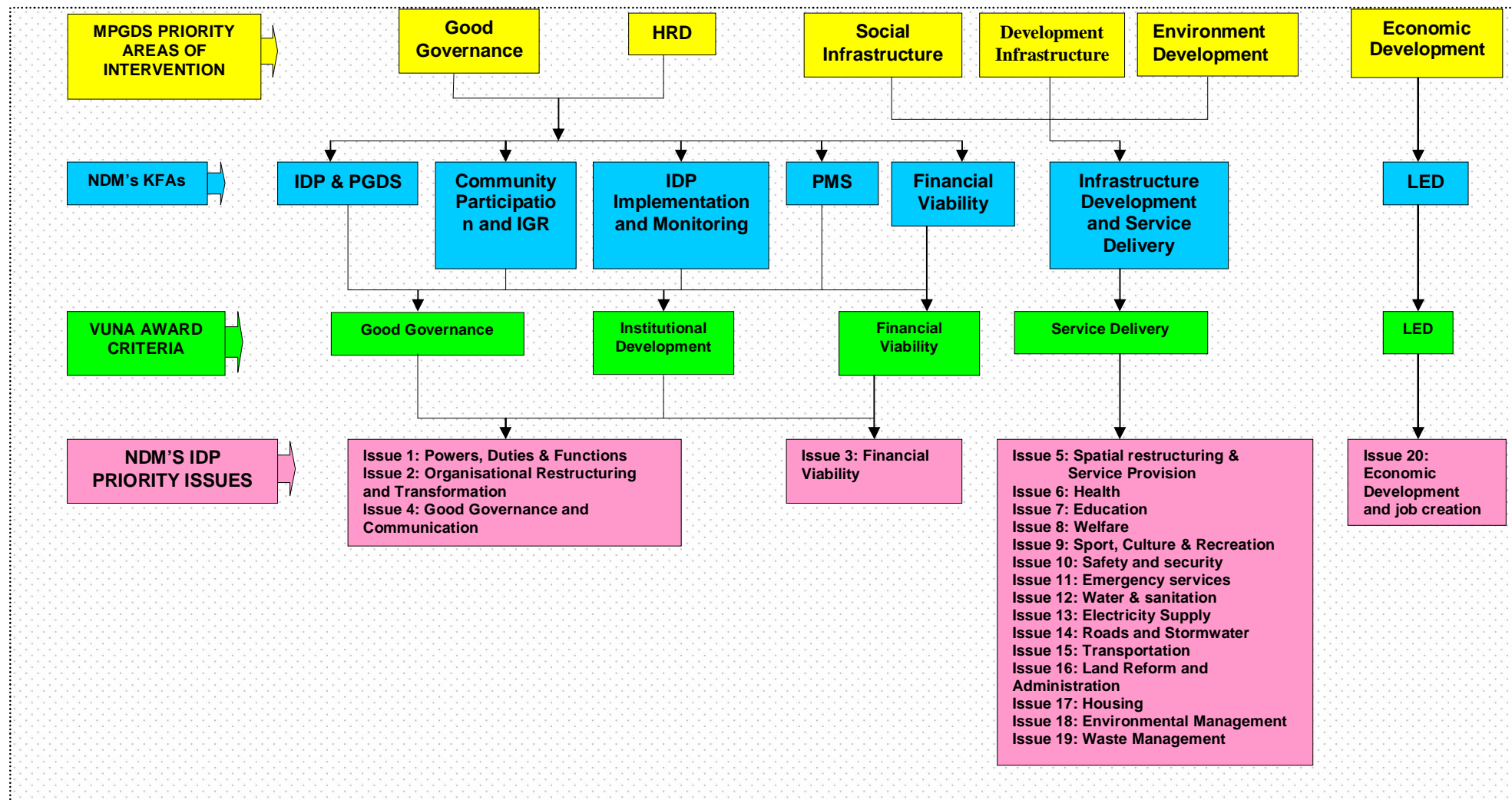


Figure 3: Functional Relationship between PGDS, NDM's Key Focus Areas, Vuna Award Criteria and NDM's IDP Priority Issues

Following from the District's seven KFAs, in consultation with the six local municipalities within its area of jurisdiction, the NDM identified twenty (20) priority issues during its IDP process. Figure 3 also illustrates under which of the NDM's Key Focus Areas the different priority issues fall.

Issues 1 and 2 deal with Powers, Duties and Functions as well as Organisational Restructuring and Transformation. These two issues are functionally related to the key focus areas of IDP Implementation and Performance Management System. Without proper clarity on the division of powers, duties and functions and without proper organisational structuring and transformation, implementation will certainly be hampered. **Issue 3** which deals with Financial Restructuring links directly to the Key Focus Area of Financial Viability of the District Municipality while **Issue 4** which highlights the need for proper communication and liaison is linked to Key Focus Area number 2 which deals with Community Participation and Intergovernmental Relations (IGR).

The key focus area dealing with Infrastructure Development and Service Delivery encapsulates about fifteen of the priority issues of the District Municipality, of which **Issue 5** deals with the Spatial Restructuring and Land Use Management of the District Municipality as well as the concept of Multi-Purpose Community Centres (MPCCs). **Issues 6 to 11** deal with community services and facilities ranging from health to education, welfare, sport and recreations, arts and culture, safety and security and emergency services. **Issues 12 to 15** deal with engineering matters and includes water and sanitation provision, electricity supply, roads and stormwater and transportation. Land ownership and other land related matters are a major issue for the NDM as reflected in **Issue 16**. Closely associated with this is the priority issue pertaining to housing, which dealt with under Issue 17. **Issues 18 and 19** which are Environmental Management and Waste Management, respectively, go hand in hand with one another and it is essential to have proper environmental management policies and strategies in place in order to ensure long term sustainable development of the region as a whole. This links to **Issue 20** which deals with Economic Development and Job Creation which is functionally linked to the Key Focus Area of Local Economic Development and the Provincial priority area of intervention of Economic Development.

Planning process alignment between the spheres of government is viewed as key to fast-tracking service delivery and development impact. As such as shown in figure 3, each of the IDP Priority Issues fit within one or more of the NDM Key Focus Areas, and each of the NDM Key Focus Areas are linked to one or more of the Priority Areas of Intervention of the PGDS, which is linked to the National Spatial Development Framework (NSDP), Accelerated and Shared Growth Initiative of South Africa (ASGISA) and so on..

As sketched in figure 3, there is a direct functional relationship between the PGDS, NDM's Key Focus Areas, Vuna Award Criteria and NDM's IDP Priority Issues. Vuna Award focuses on five Key Performance Areas (KPA's); viz: Good Governance, Financial Viability, Institutional Development, Service Delivery and LED.

CHAPTER TWO

2. THE INTEGRATED DEVELOPMENT PLANNING

2.1 THE IDP

An Integrated Development Plan (IDP) is a single multi-sectoral strategic planning tool for a municipality, which in terms of the Local Government: Systems Act 32 of 2000 (hereunder referred to as Systems Act), 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. The IDP links, integrates and coordinates all planning activities and aligns the resources and capacity of the municipality to the overall development objectives of the municipality. 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.

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.

2.2 IDP REVIEW

This document presents a second review of the 2006/07 – 2010/11 IDP of the Nkangala District Municipality for implementation in the 2008/09 financial year. The review process has considered the assessment of the District's performance against organisational objectives as well as implementation delivery, the recommendations of the Provincial IDP engagement processes and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the 2007/08 IDP. The outcomes of the IDP-PGDS-NSDP pilot exercise have also brought about further requirements for improving on certain aspects of the IDP, particularly issues relating to ensuring a spatial dimension to all issues as development happens in 'space' over 'time'. This document must therefore be read with the 2006/07 and 2007/08 IDP. Figure 4 depicts a schematic representation of the review process followed.

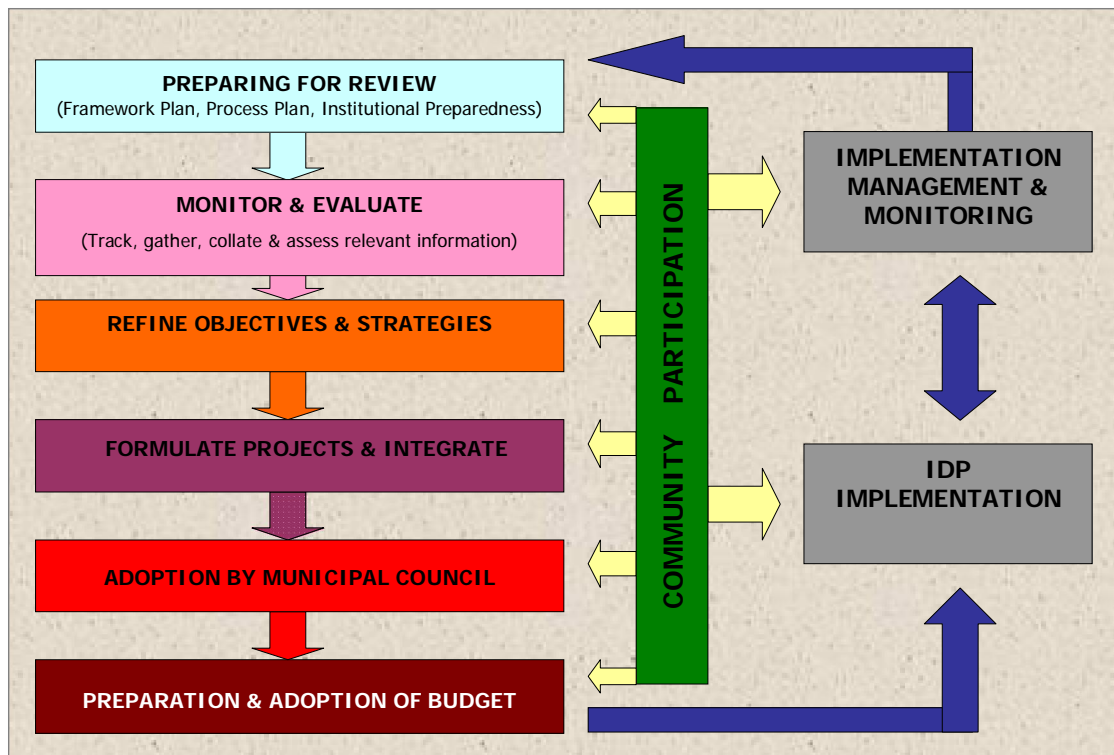


Figure 4: IDP review process

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

- § the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- § an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- § the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- § the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- § a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- § the council's operational strategies;
- § applicable disaster management plans;
- § a financial plan, which must include a budget projection for at least the next three years; and
- § the key performance indicators and performance targets determined in terms of the Performance Management System.

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

- § promote the integration of the social, economic, institutional and physical aspects of land development;
- § promote integrated land development in rural and urban areas in support of each other;
- § promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- § optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- § promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- § discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;

- § contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- § encourage environmentally sustainable land development practices and processes.

The government has a mandate to deal with a multitude of developmental challenges such as poverty alleviation, employment creation, infrastructure development, economic development, and so forth. The Spatial Development Framework (SDF) principles and the general principles for land development as outlined in the DFA provide fundamental guide and lead into the nature and spatial implication of development at a municipal level.

Section 24 of the MSA further stipulates that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution. The IDP must then be in sync with the plans of government as a whole.

The manner in which the review is undertaken is outlined in Process Plans which all municipalities must prepare, as per legislation. These Process Plans must comply with the District Framework Plan to, inter alia, ensure implementation, planning alignment and co-ordination between District and local municipalities as enshrined in the MSA.

As per Section 27 of the MSA, in order to ensure the alignment between the District and its local municipalities (LMs), a Framework Plan at the District level and subsequently Process Plans for all municipalities were compiled and adopted in May 2007 and July 2007 respectively. The process and schedule to be followed during the review process as stipulated in the District Framework Plan is depicted in figure 5.

	August	September	October	November	December	January	February	March
Phase I: Implementation Monitoring								
- Assess 2006/07 IDP Process/Content								
- List Projects/Actions Emanating								
- Compile Agenda for Implementation								
- Implementation/Operational								
Phase II: Amend/Confirm Issues								
Phase III: Amend/Confirm Strategies								
Phase IV: Amend/Confirm Projects								
Phase V: Amend/Confirm Integration								
Phase VI: Compile Draft Reviewed IDPs								
- Local Municipality								
- District Municipality								
Phase VII: Approve Final Reviewed IDP								
- Local Municipality								
- District Municipality								
Public Participation								
Budgeting Process								

Figure 5: Process and schedule for the IDP review process

At an institutional outlook the NDM council adopted a new institutional arrangement in 2006, which comprises the IDP Joint Forum, IDP Management Committee, IDP Technical Committee and the seven IDP Working Groups (WGs) (see figure 6). 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. The composition of these structures is briefly outlined below.

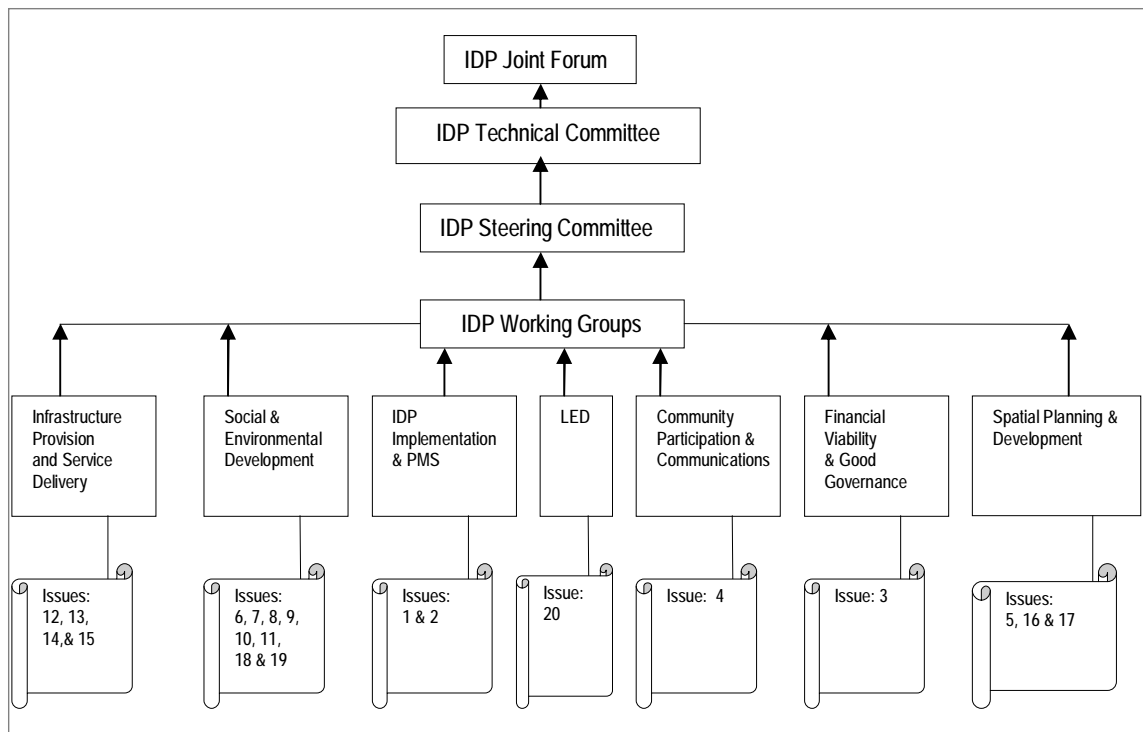


Figure 6: The integrated development planning organisational structure

The IDP Joint Forum: The District IDP Forum comprises of the Executive Mayor of the District, the Executive Mayors of the six local municipalities, representatives of all political parties within Council, traditional leadership, organised business, organised labour, parastatals, civil society, municipal managers from all municipalities and other delegated government officials. The functions of the IDP Joint Forum, inter alia, are to represent the interests of the municipality's communities (including the District and LMs) in the IDP processes and to facilitate, negotiate and make decisions between stakeholders and government. It also serves to bring all key stakeholders abreast of development within their municipal area.

The IDP Management Committee has been established to deal particularly with management of the IDP at the District level. It is constituted by the Executive Mayor of the District, Members of the NDM's Mayoral Committee and senior management of the NDM. However, this Committee should not be confused with the Mayoral Committee established in terms of the Local Government: Municipal Structures Act 117 of 1998. Its purpose is to facilitate shared understanding of issues among political leadership and administration enroute to the IDP Joint Forum.

The IDP Technical Committee is composed of the Municipal Manager of NDM, the Chairpersons of the IDP Working Groups, the Municipal Managers or IDP Managers/Officers/ Coordinators of all the local municipalities within the District. The Heads of Provincial Departments or officials designated by the Departments are also part of the Technical Committee, are expected to attend as and when there are special issues for discussion and to make inputs in respect of Provincial programmes, projects and other initiatives.

The IDP Working Groups were established to deal directly with the IDP priority issues. Each WG deals with specific issues within the twenty IDP priority issues. Each WG is chaired by the relevant internal Departmental Head. Composition includes officials of the District, government officials from other spheres of government, business, civil society as well as other interested stakeholders and interest groups.

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

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

2.4 STAKEHOLDER AND COMMUNITY PARTICIPATION

Community participation is a fundamental part of the integrated development planning process and all the LMs conduct community participation programmes within their areas of jurisdiction. The District also pursues a programme known as Community Outreach programme, which is a joint responsibility of the Executive Mayor and the Speaker of the District council. The NDM undertakes its own community participation programme in August-September and January-February annually. In addition to these engagements there are various fora which comprise a wider representation ranging from business, labour, civil society, ward committees and councillors as well as members of the public, and so on. Implementation monitoring and management are central within all these processes.

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

- § IDP Working Groups: bi-monthly
- § IDP Technical Committee: quarterly
- § IDP Management Committee: quarterly
- § IDP Joint Forum: quarterly

CHAPTER THREE

3. GOVERNMENT POLICY FRAMEWORK

3.1 THE MEDIUM-TERM STRATEGIC FRAMEWORK

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

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

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

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

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

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

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

- § **Expanded Public Works Programme:** The main objective is to launch and or expand labour-intensive projects which also provide opportunities for skills development for employment and self-employment through labour-intensive programmes, building capacity for the

maintenance of infrastructure, provide community service as well as development of a programme for Early Childhood Development. The NDM is well ahead as per EPWP implementation. Beyond budgeting from its coffers the NDM council has resolved to continue the programme and expand it to other sectors of the economy.

- § **Development of Small and Micro-Enterprises.** This seeks to harness the entrepreneurial energy within poor communities and encourage self-employment through improving the regulatory environment, to provide micro-credit for productive purposes, address communication failures and to tighten the definition of small businesses and consider exemption from unnecessary regulations. This is one of the key areas of intervention for the NDM as articulated in the LED strategy of the District. This also came out clearly from the resolutions of the economic summits held recently the NDM, that is, Mining Summit, Growth and Development Summit, and so on.
- § **Direct Facilitation of Job-creation, Skills Development and Work Experience** by launching a massive campaign on learnerships, recapitalisation of FET institutions, working with the private sector to identify needs in the economy, identify specific labour-intensive sectors for targeted employment subsidy and rearrange the allocation of the students assistance scheme for tertiary education in such a way that it prioritises skills. The NDM's skills development summit clearly outlines key areas of intervention that the District must pursue. The Human Resource Development Strategy (HRDS) of the District as adopted by Council in January 2008 contains a clear plan of action.
- § **Land Reform and Agricultural Support Programmes** by completing within the next three years the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, Launch the Agricultural Credit Scheme, The Comprehensive Agricultural Support Programme (CASAP) should be expanded to improve the effectiveness of the land restitution and reform programmes, Finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition, skills development. It is hoped that this is a matter that the Department of Land Affairs (DLA) will seek to address within its initiative of Area Based Plan (ABP).
- § **Addressing the Needs and Changing the Balances in Welfare Support** in order to reduce dependence on social grants and expanding access to economic opportunities, to expand the employment of Community Development Workers, 200 MPCCs should have been established in localities, Resolving the issue of safe and efficient transport, Minimization of illicit trade and drug-dealing as well as the International relations for growth and development. The issue of establishing MPCCs has since 2003 been elevated by the District council to the status of anchor projects. As such, the council resolved to have at least two (2) MPCCs in each local municipality within the current term of council.

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

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

3.2 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

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

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

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

- § **Principle 1: Rapid economic growth** that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which **poverty alleviation** is key.
- § **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
- § **Principle 3:** Government spending on fixed investment should be focused on localities of **economic growth and/or economic potential** in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- § **Principle 4:** Efforts to address past and current social inequalities **should focus on people, not places**. In localities where there are both high levels of poverty and demonstrated economic potential, this could include **fixed capital investment** beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on **human capital development** by providing education and training, social transfers such as grants and poverty-relief programmes.
- § **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into **activity corridors and nodes** that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

Important dynamics, such as future development zones, land use patterns, population patterns and the effects of natural market forces on municipalities will influence the extent to which municipalities can align with the NSDP principles.

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

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

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

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

3.3 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA

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

- § infrastructure programmes
- § sector investment (or industrial) strategies
- § skills and education initiatives
- § Second Economy interventions
- § macro-economic issues
- § efficient public administration and leadership skills.

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

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

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

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

3.4 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (PGDS) is a strategic and integrated provincial development strategy, providing direction and scope for province-wide developmental trajectory. The PGDS provides a spatially referenced framework for both public and private sector investment,

indicating areas of opportunity and development priorities, and enabling intergovernmental alignment. It guides the activities of all agencies and role-players by linking to and deepening the application of the NSDP and the MTSF in areas of shared impact.

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

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

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

All actions and initiatives that the NDM council has resolved to focus on are in line with the Provincial Priority Areas for Intervention as highlighted below in order to ensure proper alignment between National, Provincial and local programmes. This aspect is highlighted in more detail in figure 2 below.

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

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

There is greater alignment between and within municipalities in the District (see table 1) and across the National and Provincial government's programmes. Further mechanisms and systems to enhance intergovernmental alignment and coordination are being implemented by the District emanating from

the outcomes of the District's participation in the pilot initiative of strengthening the IDP development processes by contextualizing and applying the National Spatial Development Perspective (NSDP) principles in Districts and Metropolitan Municipalities.

One of the key mechanisms for ensuring the alignment between the IDP and the NSDP is the SDF. The first step in promoting alignment is to ensure that the SDF is aligned to the NSDP and takes into account the NSDP principles. This has been achieved in the case of the NDM SDF. The second step in ensuring alignment is then to ensure that SDF informs the IDP and that the spatial strategies formulated in the SDF are evident in the IDP. This means that the analysis, objectives, strategies, and projects contained within the IDP have an explicit spatial dimension to them. Through this two-step process it is possible to ensure alignment between the NSDP and IDP. The NDM spatial planning imperatives can be strengthened in respect to an explicit spatial dimension to the objectives and strategies contained in each of the priority issues. The use of priority intervention areas is useful to guide IDP capital investment programmes and economic interventions, as outlined in the SDF. However, a dynamic and systematic system that will facilitate mutual alignment between all spheres of government is one of the areas of improvement in order to ensure that alignment does not take place in one direction. The PGDS should not only reflect the action plan of the provincial sector departments but entail a shared, action plan for all stakeholders in its area of jurisdiction. The same holds for the NDM IDP.

3.5 MILLENNIUM DEVELOPMENT GOALS: VISION 2014

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

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

- § Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- § Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets
- § Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society
- § Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- § Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.

- § Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- § Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- § Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

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

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

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

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

In terms of the eradication of bucket system the Premier of the Province announced in the 2006/07 financial year that the Province had successfully eradicated the bucket system throughout the Province and has provided households with free basic sanitation. This achievement is in terms of the proclaimed settlements and may exclude certain newly formed and unrecognized informal settlements. The District in partnership with the Provincial Government has indeed made significant strides in ensuring that the challenges experienced with the replacement sanitation system are addressed. The Province is now determined to focus on meeting the portable water targets, particularly on public facilities such as clinics and schools. The target for access to free portable water to all households in the Province is 2008.

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

- § With the 2015 target date fast approaching, it is more important than ever to understand where the goals are on track, and where additional efforts and support are needed, both globally and at the country level.
- § In order to achieve the MDGs, countries will need to mobilize additional resources and target public investments that benefit the poor.

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

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

3.6 NDM ANCHOR PROJECTS AND PROVINCIAL FLAGSHIP PROJECTS

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

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

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

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

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

Accelerated Management Capacity Building – the objective of the Province here is to ensure a continued drive to provide the necessary support on capacity building. Part of the targeted support to

senior managers is the implementation of this flagship project as part of the Provincial 'Big Five' flagships project. This project is aimed at enhancing key competencies and skills for senior managers to perform at the required level, particularly women. Senior female managers are participating in the Executive Development Programme (EDP) to sharpen their leadership and management skills.

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

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

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

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

3.7 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:

- § Local Economic Development Strategy
- § Marketing Strategy
- § Industrial Strategy
- § Tourism Development & Branding Strategy
- § Formalisation of Cultural & Historical Heritage Sites

- § State of the Environment Report
- § Environmental Strategy
- § Environmental Management Policy
- § Water Blue Print
- § Regional Water Master Plan
- § Integrated Waste Management Plan

- § Disaster Management Framework
- § Determination of Multi Purpose Service Delivery Centres
- § Regional Sport & Recreation Master Plan
- § Community Participation Policy
- § Human Resource Development Strategy
- § Integrated Transport Plan and Current Public Transport Record
- § Infrastructure Maintenance Plan
- § Moloto Rail Corridor Initiative – Detailed Feasibility Report
- § “Tshwe-leni Corridor” (Steve Tshwete-Emalahleni) Development Framework
- § Spatial Development Framework
- § Physical Planning Strategy
- § Land Audit Report

Beside the IDP itself, the SDF of the NDM serves as the guiding document with which alignment and coordination amongst and between the various sector plans has been pursued. Programmes and projects emanating from these plans will be further discussion under the IDP priority issues in Chapter five.

CHAPTER FOUR

4. SPATIAL OVERVIEW OF THE DISTRICT

4.1 THE SPATIAL DEVELOPMENT FRAMEWORK

The Municipal System Act requires that part of each municipal IDP must be a Spatial Development Framework (SDF). This strategic and indicative planning instrument shall spatially reflect the development vision and objectives of the municipality on a broad scale. Within the SDF, an integration of different sectoral issues in their physical and spatial context takes place.

The SDF of municipalities has also to be aligned with the goals and directives provided by various existing and new guiding documents such as the National Spatial Development Perspective (NSDP) and the Mpumalanga Provincial Growth and Development Strategy (MPGDS). A continual review of the SDF will ensure synergy between the three spheres of government – i.e. what happens on local level needs to “fit-in” and “contribute” to both provincial and national development goals and priorities.

The purpose of the SDF may then be summarized as follows:

- § It gives effect to the National Spatial Development Directives on the local context
- § It provides environmental sustainability
- § It guides and ensures an integrated and comprehensive approach in land use activities
- § It creates a platform for the integration of sector plans
- § It provides a spatial database to inform current and future plans
- § It provides the basis for monitoring and evaluating the spatial impact of development programmes
- § It indicates desired patterns of land use within the municipality
- § It provides an analysis and guide for strategically located vacant land, and
- § It spatially reflects the vision of how the municipality should develop.

With the above-mentioned aims in view, Nkangala District Municipality launched a pilot project to review not only the District's existing SDF, but also to review each of the District's six local municipalities' SDFs. The participatory SDF review process as a joint venture with the respective local municipalities was completed in January 2008.

The District in partnership with its local municipalities is in a good position to implement the strategic framework as the SDF plays a most direct role in influencing spatial planning, land use management, land development processes and outcomes. Legislatively, municipalities are responsible for the formulation and approval of their SDFs and the following decisions relating to land development and land use change.

4.2 THE SPATIAL DEVELOPMENT OBJECTIVES

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

- § To capitalise on the strategic location and linkages within regional and provincial context;
- § To integrate and consolidate the dispersed settlements in the north west of the District;
- § To establish a hierarchy of service centres to ensure equitable access to social infrastructure and development of economic activities throughout the area;

- § To utilise the nature reserves in the municipal area to promote eco-tourism and to identify and develop the local cultural historic heritage;
- § To consolidate economic activities along the major corridors/around the major nodes in the District, with specific focus on the N4, N12 and Moloto Corridors as well as the Emalahleni-Kriel-Secunda mining-manufacturing spine and the Groblersdal-Middelburg-Hendrina-Ermelo mining/extensive agriculture development spine;
- § To stimulate the economic interaction between Emalahleni and Middelburg in the form of a local development corridor along route R555. In a long term perspective a metropolitan development process should be encouraged and flanked by transport development;
- § To consolidate, through infill development and densification, the urban structure in the form of Transit Orientated Development around the Moloto Corridor. This will be achieved by way of upgrading of existing infrastructure (rail) and improved access to public transport;
- § To improve living conditions through the formalisation and upgrading of informal settlements and provision of basic services;
- § To actively manage the natural environment in order to ensure a sustainable equilibrium between the mining, agriculture and tourism industries in the District;
- § To ensure protection of natural resources (i.e. water, land and air) from degradation and pollution (i.e. protection of water catchment areas, control of settlement encroachment on watersheds etc, i.e. through buffer zones, environmental impact assessment etc.);
- § To enhance Biodiversity conservation through environmentally sustainable development.

4.3 SPATIAL DEVELOPMENT PROPOSALS AND LAND USE GUIDELINES

The figures (maps) below outline the spatial development proposals and landuse guidelines that have guided development and which future development decisions based on.

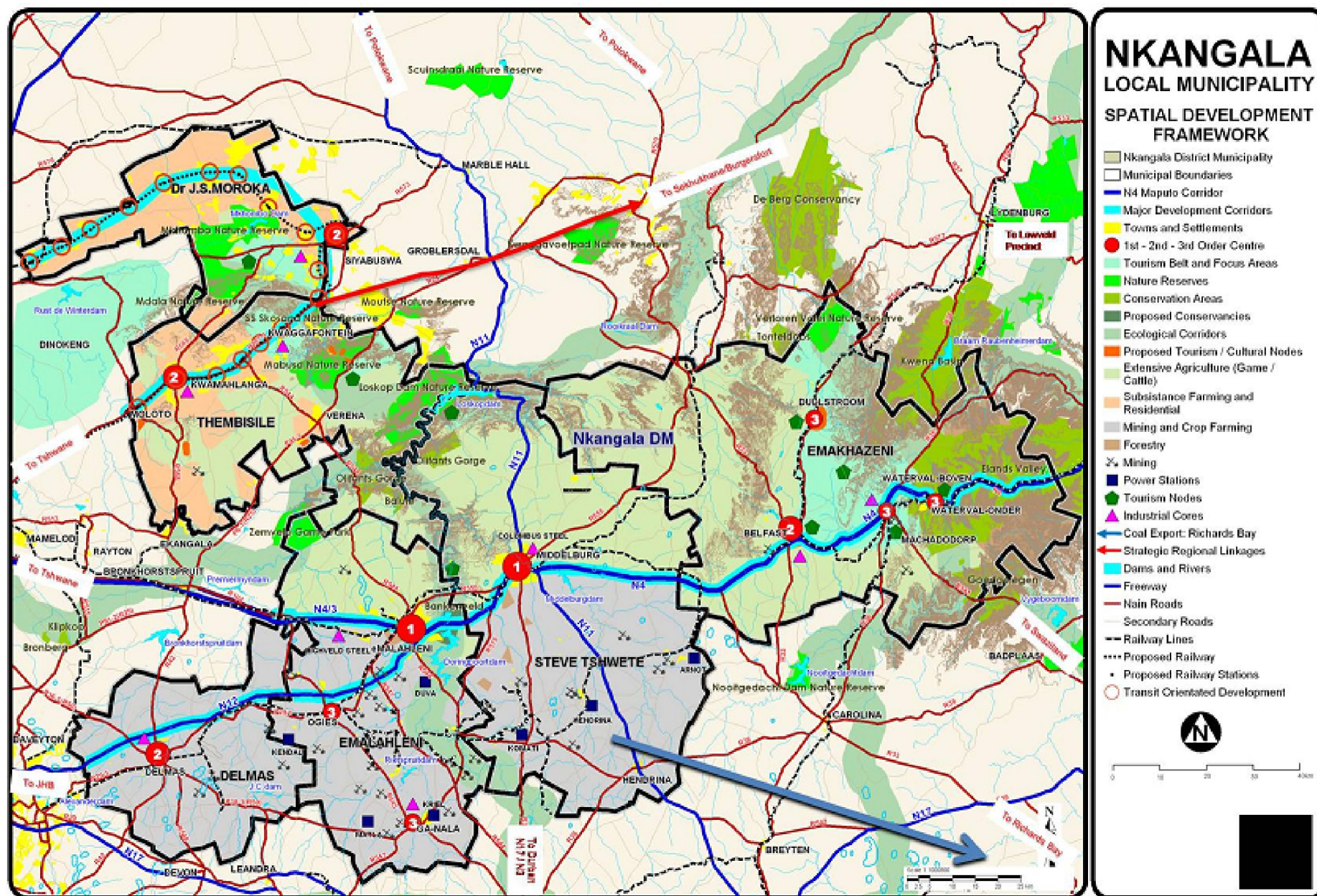


Figure 7: Spatial Development Framework with land use and development guidelines

CORRIDOR DEVELOPMENT

The N4 Maputo Corridor, N12 Corridor, and the Moloto Corridor (see figure 7) 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 Delmas 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 intersections along the route. 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. The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local Activity Spine to these settlements.

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 in Burgersfort to Tshwane. The upgrading and maintenance of Moloto Road and/or the construction of the 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 NDM. 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 Develop (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station. 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 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.

HIERARCHY OF SERVICE CENTRES

Figure 7 also depicts the 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 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.

A fourth order of service delivery centres is in the form of Multi Purpose Community Centres (see figure 8). Multi Purpose Centre Development concept was identified in the NDM LED Strategy of 2004 (reviewed in 2006) as one of the Anchor Projects, hence a business plan was developed for implementation. Thereafter the Mpumalanga Provincial Government under the lead Department of Government Communication Information Services and the Department of Local Government and Housing developed the Mpumalanga Thusong Service Centre Roll Out Plan.

As outlined in the NDM Original MPCC Concept Document (Business Plan) the MPCC is a one-stop, integrated community development centre, with its key purpose to enhance community participation through access to information, services and resources from government and non-government agencies. These services are aimed particularly to the poor and the previously disadvantaged as a catalyst to local economic development. The situation mostly the case in 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.

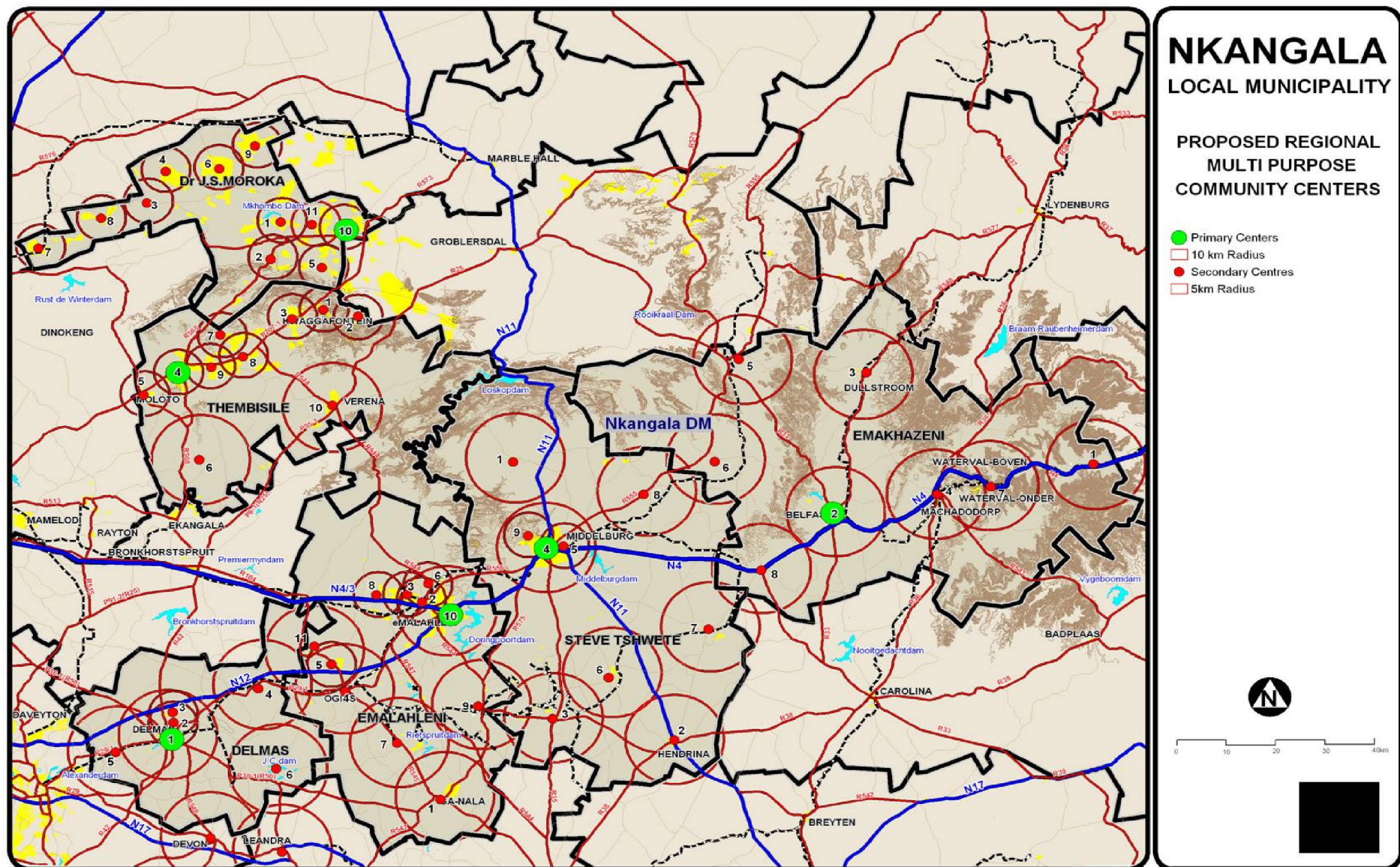


Figure 8: Proposed Regional Service Delivery Centres (Multi Purpose Community Centres)

CONSERVATION, TOURISM AND CULTURE

Concerning nature conservation and tourism, the western region of the District poses opportunities by 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 – specifically during the 2010 Soccer World Cup.

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. 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.

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

- § Belfast which has the opportunity to serve as a tourism gateway, due to the fact that tourists en route 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.

- § Dullstroom which is already 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.
- § 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) and form the main cultural/tourism node.
- § 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 in view of the 2010 Soccer World Cup by utilising the strategic location between Gauteng and Nelspruit.

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 occurs in the southern regions of the district and is closely related to the power stations.

In the southern regions of the District extensive farming, specifically in the form of crop farming is promoted. Extensive farming is also promoted in the northern regions, for cattle and game farming. 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.

The District has considerable mining potential as reflected in figure 17. 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 would also contribute to the stimulation of the local economy.

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 villages in the District.

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 is proposed through the concentration of economic activities and social facilities. This requires strategic intervention in the form of service upgrading and investment programmes.

Despite the fact that the CBDs of both Middelburg and Emalahleni 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 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** (agro-processing) to the west should also be promoted to capitalise on its strategic location in relation to the major transport network

FORMALISATION AND UPGRADING OF SETTLEMENTS

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

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

4.4 CAPITAL INVESTMENT FRAMEWORK IMPLEMENTATION PRIORITY AREAS

Figure 9 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:

SERVICE UPGRADING PRIORITY AREAS

The service upgrading priority areas are conceptually indicated on Figure 9. These areas should be the focus areas for capital expenditure, to address service backlogs in terms of basic services – water, sanitation, roads and electricity as well as social facilities. The upgrading should form part of the formalisation of the informal settlements in these areas. Formalising and upgrading of settlements also ensure security of tenure to those residing on the land, enhancing their living environment and enabling them to create sustainable livelihoods. In the IDP and Budgeting Process these areas should receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure – both engineering and social infrastructure. The Service Upgrading Priority Areas are:

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

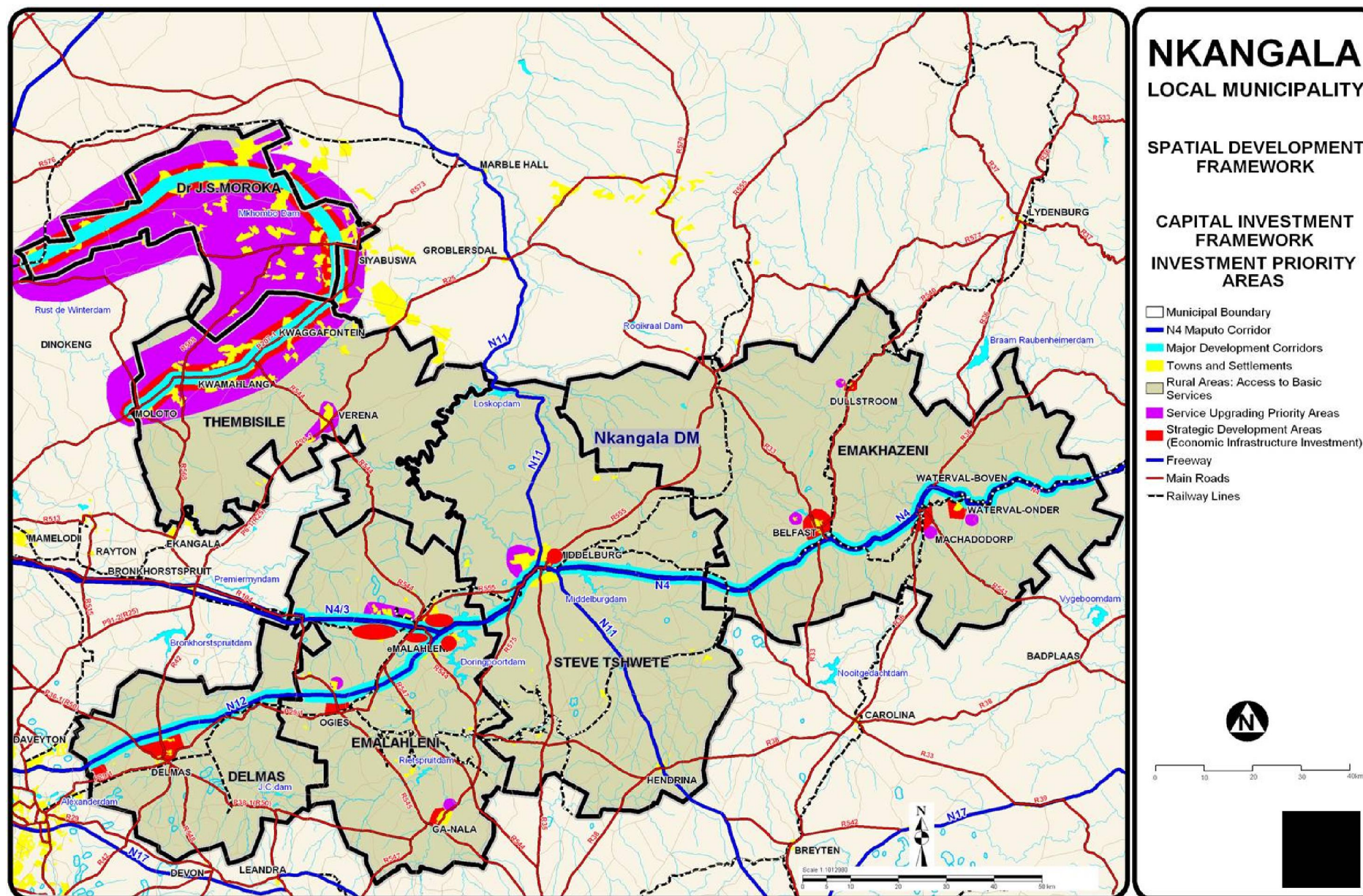


Figure 9: Capital Investment Framework and Priority Investment Areas: priority areas for capital expenditure projects and programmes

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

STRATEGIC DEVELOPMENT AREAS

Figure 9 indicates the following Strategic Development Areas in the Nkangala District:

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

These areas have a natural propensity/potential for development where private sector investment is currently occurring. Strategic direction should however be given to this private sector investment, to sustain and manage the development.

Specific aspects to be addressed in this regard in Middelburg and Emalahleni are:

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

Aspects to be addressed in respect of Belfast are:

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

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

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

In Delmas 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 in order to create a critical mass in terms of population numbers and densities to stimulate economic development.

It should be noted that the areas mentioned above are not the only areas which are experiencing growth and which should be strategically managed. These areas mentioned above should however be prioritised in terms of capital expenditure and intervention programmes.

CHAPTER FIVE

5. SOCIO ECONOMIC OVERVIEW

5.1 DEMOGRAPHIC OVERVIEW

Nkangala District Municipality is located in Mpumalanga province, adjacent to Gauteng in the west. It is one of three district municipalities in the province. There are 6 Local Municipalities (LMs) in the district, that is, Delmas, DR JS Moroka, Emalahleni, Emakhazeni, Steve Tshwete and Thembisile. The main transport link between Gauteng and Nelspruit and Maputo runs through the district, strategically locating it within the province and the region. The district has approximately 165 towns and villages spread throughout the district. Emalahleni and Steve Tshwete are the primary towns in the district. Secondary towns are Delmas, Belfast, Dullstroom, and Waterval-Boven.

5.1.1 DEMOGRAPHY

The NDM has a population of 1 116 384 in 2005 (Stats SA 2005), which is approximately 30% of the Province's population, which consists of 3 377 322 people. In relation to the NDM, Ehlanzeni and Gert Sibande District Municipalities have 883 042 and 902 509 people respectively. The population increased by 2.4% per annum between 2001 and 2005 from 1020552 to 1116384 in 2005. This increase has significant implication for the process of community development and service delivery.

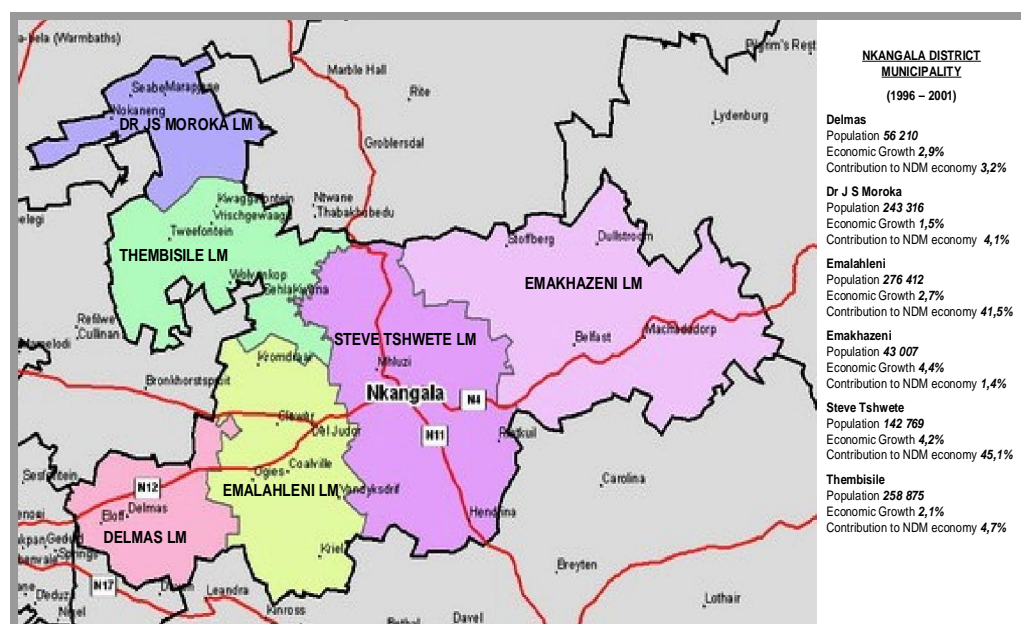


Figure 10: NDM population per municipality and relative economic growth

The NDM has a youthful population structure of which 33% falls within the age group of 0-14 years. The population in the 15-64 years age group, considered potentially economically active, is the largest at 62%. Persons 65 years and older form 4% of the total population of the NDM. The Black population group constitutes 91% of the total population of the District Municipality, and the White Population 8%. At 52%, the female population in the District Municipality is slightly larger than the male population group. The figures contained in the Community Survey of 2008 as released by Stats SA show the number of households and population marginally increased in the period under review (see table 2).

Table 2: Municipal population and households

Municipality	Persons		Households	
	Census 2001	CS 2007	Census 2001	CS 2007
Delmas Local Municipality	56 208	50 455	13 390	15 129
Dr JS Moroka Local Municipality	243 313	246 969	53 583	56 875
Emakhazeni Local Municipality	43 007	32 840	9 723	12 127
Emalahleni Local Municipality	276 413	435 217	74 917	105 592
Steve Tshwete Local Municipality	142 772	182 503	36 229	50 449
Thembisile Local Municipality	257 113	278 517	57 633	65 394
Nkangala	1 018 826	1 226 500	245 475	305 567

Household size: The household size in the NDM decreased from 4, 6 in 1996 to 4, 1 in 2001. The largest average household size was recorded in Dr. JS Moroka (4, 5) and the lowest in Emalahleni (3, 7).

Population Group: In 2005 the majority of people in the NDM were African (91. 4%) and showed an increase of 0.2 % since 2001. The largest percentage of white (17%), coloured (3%) and Asian (1%) people were registered in the Steve Tshwete Municipality.

Home Language: The dominant home language in Nkangala was Ndebele (31%), Zulu (23%) and Sepedi (16%). A large number of Ndebele speakers (148 400) was recorded in Thembisile and Dr. JS Moroka (89 300) while Emalahleni recorded a high number of Zulu (117 100).

Gender: The dominance of females in the NDM is evident even though there has been a decrease from 51.9% in 2001 to 50.5% in 2005. The areas of Dr. JS Moroka (54.3%) and Thembisile (53.7%) recorded the highest percentage of females per local municipality emphasizing the migration of males to urban areas.

There are noticeable variations in the distribution of population within the NDM as shown in figure 12.

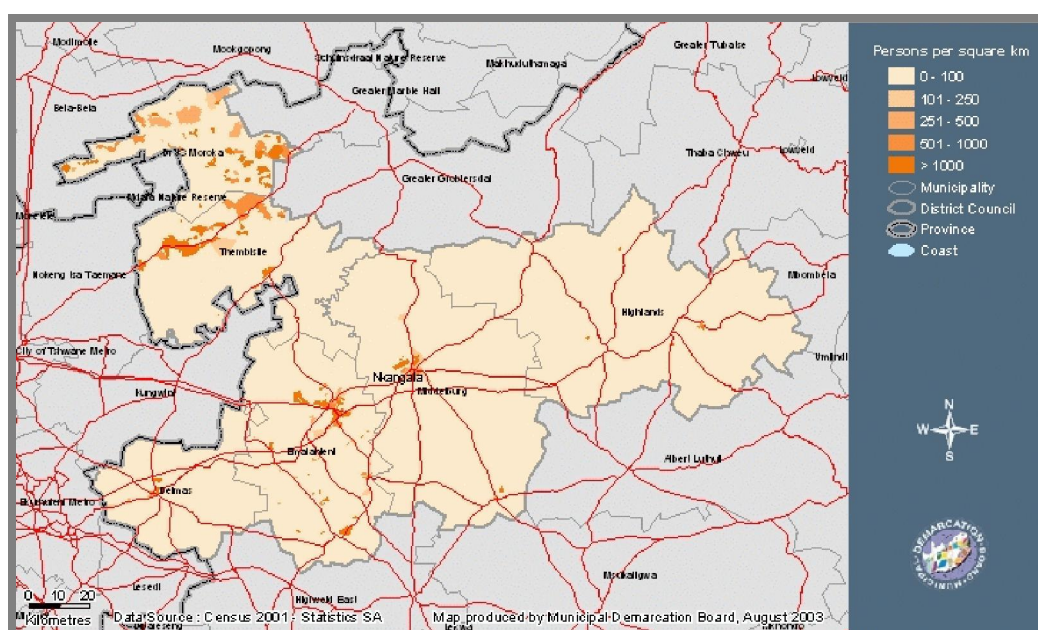


Figure 11: Population distribution within the NDM

The District is also characterised by geographical disparities and dispersed settlement pattern as illustrated above. The largest concentrations of people are found at Emalahleni, Thembisile 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.

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

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

Due to the predominantly rural area with scattered settlements the District has a **dispersed spatial structure**. Population densities vary from very high (urban areas) to very low (small settlements and the rural areas). Most people are located in settlements in adjacent to urban towns and there is a high level of need (housing, sanitation) but there are 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 ironic 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.

5.1.2 SKILLS AND EDUCATION LEVELS

The level of education in the region (and also in Mpumalanga) is very low: 25% of the adult population and 28% in Mpumalanga received no formal schooling compared to only 8% in Gauteng. 26% of all school going age children and young adults did not attend any form of educational institution.

Skills and education are a critical development challenge in the district: 25% of the adult population has no formal schooling (see figure 12). About 26% of all school going age children do not attend any educational institution; only 1.9% have tertiary education; with literacy levels ranging between 44% and 58% across the 6 LMs.

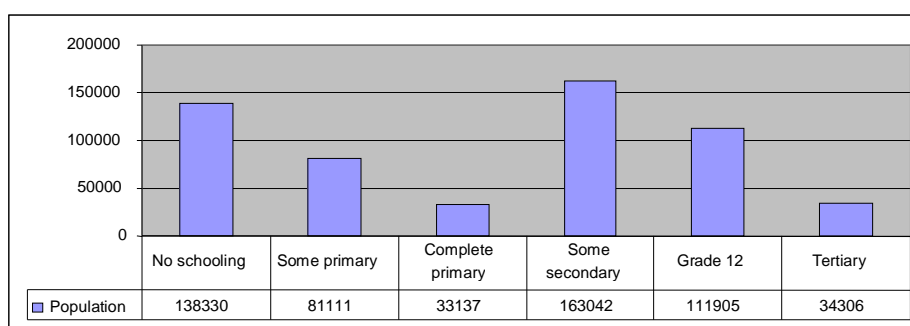


Figure 12: Educational attainment within the NDM

Linked to the low levels as far as educational attainment is concerned, the nature of occupations indicated in the figure above shows low proportions in the field of technicians, while a larger proportion is on the crafts and related trades works as well as on elementary occupation (see figure 13). Although the availability of a large pool of unskilled labour may be utilised efficiently in exploiting the agricultural potential of the region, the NDM has developed a Human Resource Development Strategy to identify and promote the development of all skills demanded by the region's economy.

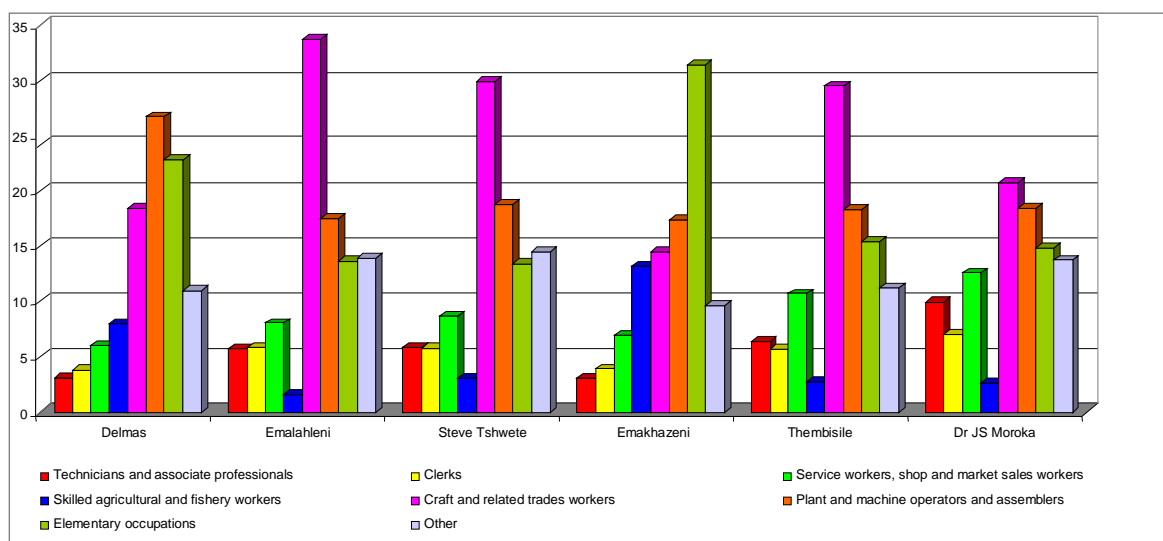


Figure 13: Overview of available skills per municipality

Functional literacy: Functional literate individual is a person aged 20 years and above and has obtained Grade 7. It is evident that this definition excludes persons who are between the ages of 15-20 years who are included in the definition of “potentially economically active” population. However, Emakhazeni municipal area has improved its proportion in this regard. In terms of functional literacy (2001) as contained in the NDM LED Plan (2006), the local municipalities can be ranked as follows:

- § Emalahleni 58%
- § Steve Tshwete 57%
- § Emakhazeni 47%
- § Dr JS Moroka 45%
- § Delmas 44%
- § Thembisile 44%

The functional literacy levels of these localities present only a partial perspective of the skills base in the region. It is therefore necessary to investigate the overall skills profile of the population. The overall skills profile is presented in the subsequent section.

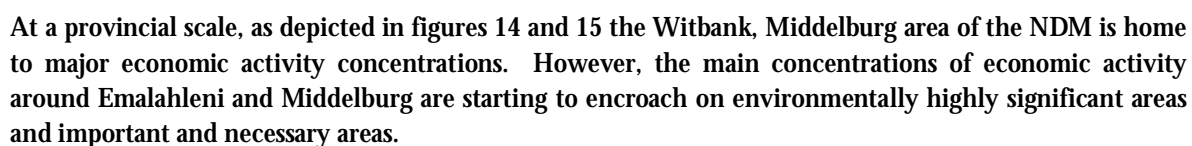
Developmental challenges include air and water pollution, the availability and management of water resources, waste management and landfill sites, transport and roads in rural areas, inadequate road maintenance, lack of storm water drains, and a lack of rail commuter services.

5.2 BRIEF ECONOMIC OVERVIEW

Nkangala has a fairly large economy: the 7th largest district/ metro economy which is dominated by mining, manufacturing and electricity generation. The district has extensive mineral deposits including chrome and coal. The land also has considerable potential for agriculture, yet unemployment is relatively high and skills levels low.

The District has a relatively high rate of unemployment, given to be 32% in 2005. Poverty appears to be the most prevalent in rural areas and informal settlements located adjacent to towns arising from

The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile local municipalities, is shown in figure 14 below. These municipalities however recorded the highest numbers of population.



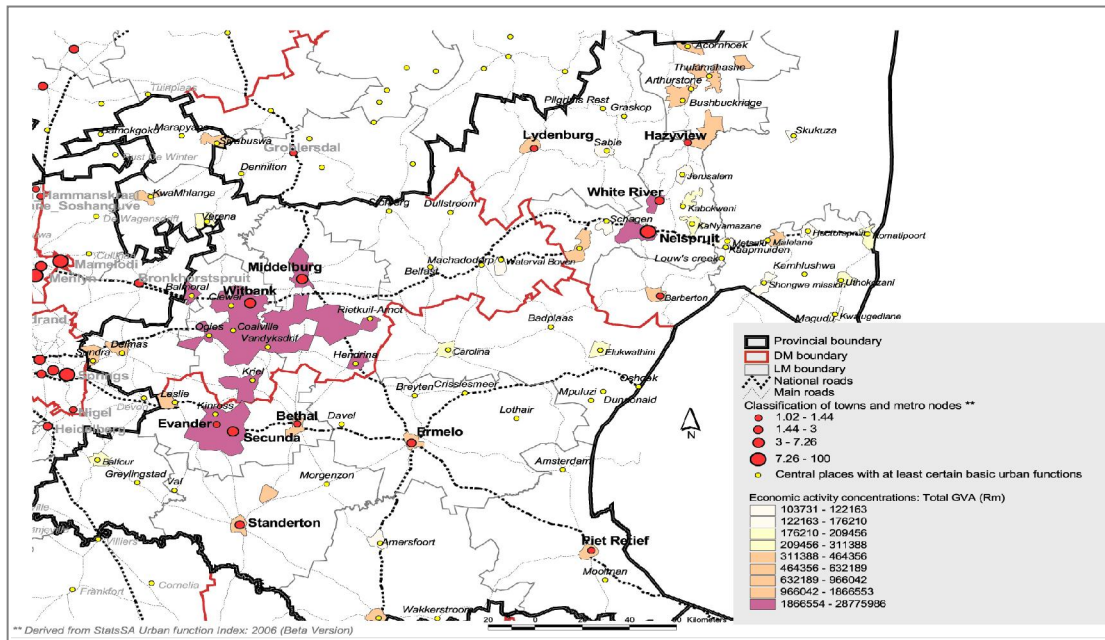


Figure 15: Significant economic activity: Total GVA

The south western 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. 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 (see figure 16).

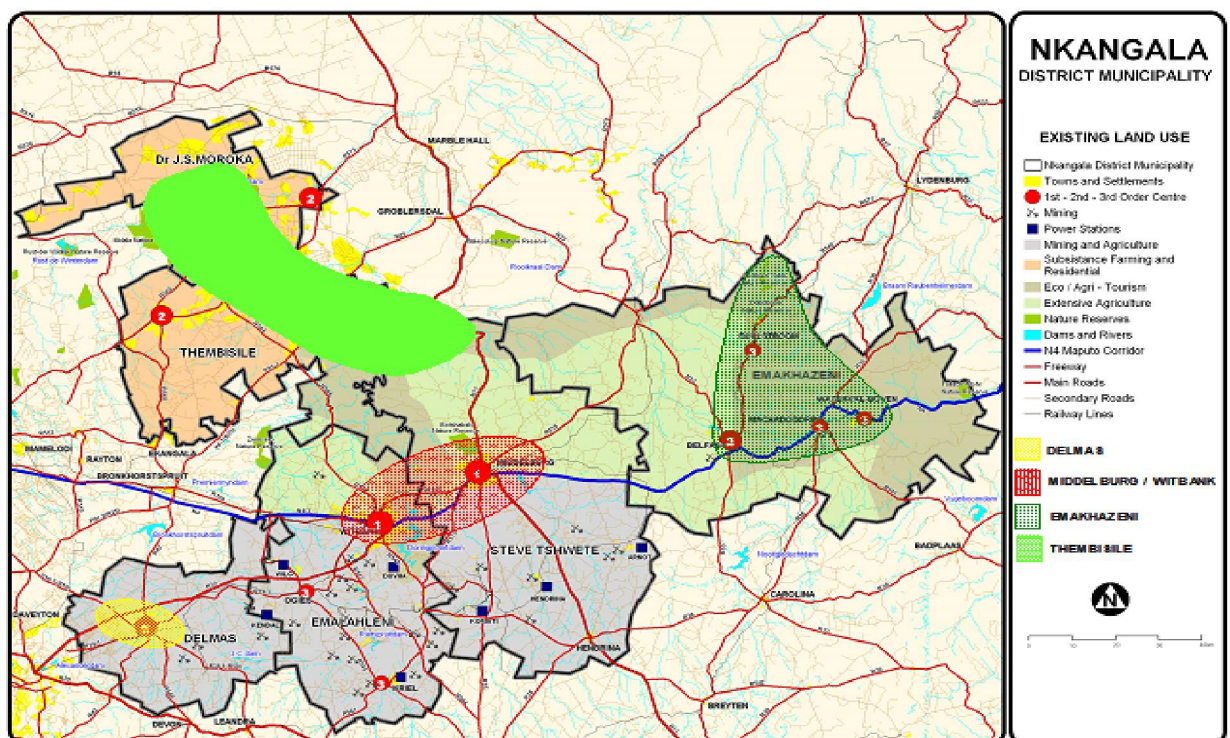


Figure 16: Existing landuse and the related potential within the NDM

Agriculture is very important to the economy of the district. The southern regions of Nkangala are suitable to crop farming, specifically for fresh produce such as maize and vegetables. The northern regions are suitable for cattle farming and game farms (see figure 16).

The Nkangala District offers considerable **tourism potential**. The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni

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.

The fact that the economy is highly **reliant on primary and secondary sector activities**, specifically agriculture and mining, is however a constraining factor. These sectors are sensitive to macro economic conditions, such as volatility in the exchange rate, which then directly impacts on employment figures and income. To overcome this problem, opportunities in the secondary and tertiary sectors should be explored (agro-processing, export, tourism).

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' (coals, water, land capacity, geographical features, climate, conservation areas and ecosystems, natural features).

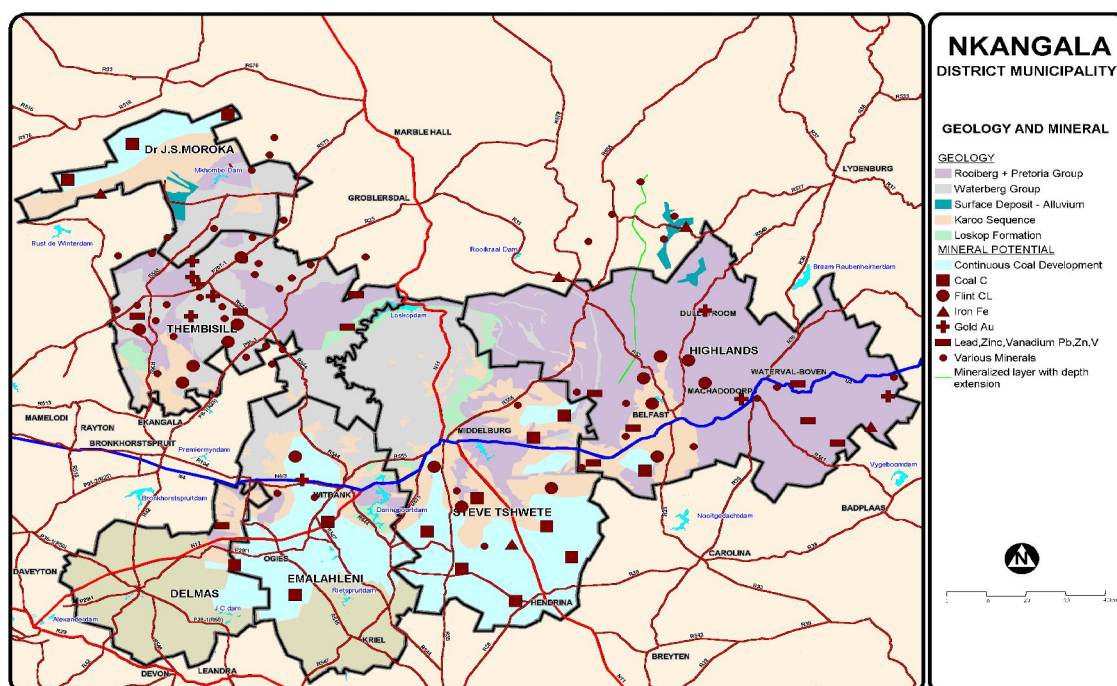


Figure 17: Mineral deposits within the NDM

OTHER SPATIALLY RELEVANT OPPORTUNITIES AND CONSTRAINTS

Based on the results of the Situational Analysis of the Nkangala District, a number of development opportunities and constraints have been identified:

The N4/N12 and N11 freeways create **economic opportunities** for the Nkangala District through trade opportunities associated with the Maputo and Richards Bay harbours as well as tourism opportunities associated with some of the main tourism centres in South Africa. The economic opportunities associated with this strategic location and regional linkages should be explored in terms of the spatial development of the Nkangala District.

At a local level the route between Emalahleni Town and Steve Tshwete (R555) will attract economic development due to the high volumes of traffic between the two towns. Due to mining activity to the west of Steve Tshwete and topographical constraints a total coalescence of the two nodes will not be possible. Yet the area between and around the two towns can be seen as another important corridor development, named **Tshwe-leni Corridor**, which forms part of the Maputo Corridor.

The Tshwe-leni Corridor area reflects the main economic hub of Nkangala with a relatively high growth rate, which is the result of the general country wide urbanization process and supported by the relatively high migration of low income communities from the surrounding rural areas. As a result it is expected that within the next few decades an infill process between the two towns will take place that could lead to a full-fledged metropolitan area to develop with the two towns as the main nodal points. The high level of industrial and mining developments in the southern rural areas will support the metropolitan development process. Appropriate policy decisions and well-planned integrated land use and transport development would promote an integrated, strong and sustainable regional evolvement around the existing nodes.

CHAPTER SIX

6. NDM'S IDP PRIORITY ISSUES

A: INSTITUTIONAL PRIORITY ISSUES AND DEVELOPMENTAL NEEDS

6.1 ISSUE 1: POWERS, DUTIES AND FUNCTIONS

6.1.1 BACKGROUND AND PROBLEM STATEMENT

Due to capacity and establishment constraints the NDM has assumed responsibility for several functions at the LMs, albeit at differing levels (see table 2). Capacity constraints in certain local municipalities in the District, especially Thembisile, Emakhazeni and Dr JS Moroka, which cannot deliver on certain functions allocated to them pose another challenge to the District. Most of the functions allocated to the NDM are being performed but there are still functions that have in the past not been executed. These functions are not all economically viable functions and can therefore be regarded as unfunded functions allocated to the NDM. This will require identification and or expansion of the currently available revenue sources, where possible.

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

The issue of land ownership continues to create some confusion on the side of the communities as to whether the land is owned by the municipality or by the traditional authorities. There are areas in which traditional authorities have allocated land to communities without the knowledge of the municipality. The challenge with this arrangement is that the communities occupy sites in which no services have been provided. This situation leads to a host of other challenges which including health related problems, occupation of land not suitable for human settlement, poverty, etc.

The 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. This matter should now be regarded as extremely urgent in view of the disparities and uncertainties caused.



Table 3: Division of functions and powers between the NDM and local municipalities

Powers and Functions	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Integrated development planning for the District municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the District municipality.	NDM					
Potable water supply systems.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and where applicable, the generation of electricity.	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM	ESKOM
Domestic waste-water and sewage disposal systems.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Solid waste disposal sites.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Municipal roads which form an integral part of a road transport system for the area of the District municipality as a whole.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	NDM
Regulation of passenger transport services	NDM					
Municipal airports serving the area of the District municipality as a whole.	NDM	NDM	Emalahleni	NDM	Steve Tshwete	NDM
Municipal environmental health services.	NDM (with effect from 1 July 2004 only)					
Fire-fighting services.	Delmas	NDM	Emalahleni	Emakhazeni	Steve Tshwete	NDM
The establishment conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the District.	NDM	Dr JS Moroka	Emalahleni (markets only)	Emakhazeni (markets only)	NDM	NDM
The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the District.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	NDM
Promotion of local tourism for the area of the District municipality.	NDM					
Municipal public works relating to any of the above functions or any other functions assigned to this District municipality.	Delmas	Dr JS Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
Municipal Planning only in respect of Physical Planning	Delmas	NDM	Emalahleni	NDM	Steve Tshwete	NDM
The receipt, allocation and if applicable, the distribution of grants made to the District municipality.	NDM					
The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the municipality in terms of national legislation.	NDM					

6.1.2 Objectives

- § To conduct an assessment of outstanding matters pertaining to powers, duties and functions between the three spheres of government by December 2008
- § To finalise the implementation of participation of traditional leadership in council by December 2008
- § To engage relevant government departments on funding for all the unfunded functions allocated to the NDM (ongoing)
- § To engage the Province on aligning service boundaries of the Mpumalanga Provincial Government Departments with municipal boundaries by December 2008
- § To pilot the implementation of Service Level Agreements between Government Departments and municipalities where they deliver services by December 2008

6.1.3 Strategies

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

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

6.1.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Powers and Functions	Assess practical implication of outstanding powers and functions	NDM	NDM	100 000	0	0	Outstanding powers and functions implemented by Dec 2008	Manager: Corporate Services
Implementation of the Traditional Leadership Governance	Solicit expert input into the Traditional Leadership and governance Framework Act 41 of 2003	NDM	NDM	250 000	0	0	Implementation of the Traditional Leadership Governance Framework Act by Dec 2008	Manager: Corporate Services

6.2 ISSUE 2: ORGANISATION RESTRUCTURING AND TRANSFORMATION

6.2.1 BACKGROUND AND PROBLEM STATEMENT

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

Administration and Human Resources: Skills development is one of the key issues that are critical here. The economy continues to experience a shortage of certain skills in each of the key sectors of the economy. In order to address these challenges, short to medium term 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 R&D

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.

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

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

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

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

In compliance with the National Government's initiative on Master System Plans (MSP), in October 2007 NDM completed the development of its own MSP Document. However, the recommendations within this framework document still have to be implemented.

The development of the Nkangala District Municipality Management Information System (NDMIS) is under investigation. The main objective of this system, which should function as an intranet, is to integrate all the systems within NDM.

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

In supplementing the internal capacity building programme, the NDM has established a library as a resource centre for the personnel of the District.

6.2.2 Objectives

- § To promote the employment of peoples with disabilities in line with the provisions of the Employment Equity Plan by December 2008.
- § To capacitate councillors and officials on performance management system annually.
- § To ensure the coordination and integration of the Performance Management Systems of the NDM and those of the respective Local Municipalities by December 2008.
- § To ensure that the capacity of employees and Councillors are continuously enhanced and built through the implementation of a Human Resource Development Programme and associated regular skills audits.
- § To facilitate establishment of a District Bursary Fund to help needy student who have passed matric with maths and science.
- § To continually review and ensure optimal usage of the Electronic Document Management System

As far as ICT is concerned, the NDM has resolved to pursue the following objectives:

- § To ensure optimum functionality and maintenance of the GIS, EDMS, Intranet, Website, financial and HR and project management systems and other systems
- § To ensure compliance of the NDM with e-Government initiative and Electronic Transactions and Communication Act
- § To create an environment that enables access to information for internal and external users to view, update and manage data and generate reports; and
- § To give employees access to local networks and the public internet.
- § To provide the necessary support to all the Local Municipalities under NDM's jurisdiction.
- § To continuously capacitate the internal users on various in-house systems.

6.2.3 Strategies

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

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

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

In order to effectively implement the HRDS, the District will establish a special forum comprising business, labour, FET colleges, Department of Education, the NDM, and other key interested stakeholders.

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

6.2.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Maintenance of ICT systems	Maintenance of ICT systems	NDM	NDM	120 000	120 000	120 000	Annual report on maintenance activities	Assistant Manager: IT
ICT Support	Support and capacitation of ICT users	NDM	NDM	80 000	80 000	80 000	Annual training report	Assistant Manager: IT
GIS	Operationalisation of GIS	NDM	NDM	250 000	100 000	100 000	GIS system fully functional by June 2009	Assistant Manager: IT
Disaster Recovery Plan	Implementation and maintenance of DRP/BCP	Emalahleni, NDM	NDM	2 293 000	1 000 000	500 000	Annual report on activities undertaken	Assistant Manager: IT
ICT Access	Development of a media centre	NDM	NDM	120 000	80 000	80 000	Centre developed and functional by June 2009	Assistant Manager: IT
Voice over IP	Compilation of feasibility studies on viability of a Voice over IP system.	NDM	NDM	80 000	80 000	80 000	Feasibility study report concluded by July 2008	Assistant Manager: IT
Implementation of PMS	Assessment and improvement of LM's and District PMS	NDM	NDM	320 000	0	0	Service provider appointed to assess implementation of PMS in Local Municipalities by September 2008	Manager: Corporate Services
Skills Development	Develop and implement a skills development plan for the District	NDM	NDM	2 500 000	500 000	500 000	Council employees and Councillors trained by December 2008	Manager: Corporate Services
District ICT Gateway	Investigation of the NDM gateway	NDM	NDM	100 000	0	0	Investigation concluded by June 2009	Assistant Manager: IT
Electronic Project Management System	Updating the Electronic Document Management System	NDM	NDM	500 000				
Skills Summit	Hold a skills summit in the District	NDM	NDM	500 000	0	0	Skills summit held by March 2009	Manager: Corporate Services

6.3 ISSUE 3: FINANCIAL VIABILITY

6.3.1 BACKGROUND AND PROBLEM STATEMENT

The financial objective of the NDM is to secure sound and sustainable management of the financial affairs of the District and to assist the six local municipalities within the NDM to be financially viable. The critical areas of the NDM and its six local municipalities include payment for services, revenue collection, capacity for municipal infrastructure expenditure and compliance with financial legislation.

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

Payment Levels/Revenue: Viable municipalities should promote and facilitate high levels of payments for services in order to improve revenue collection. The 6% economic growth rate needs financially strong municipalities to invest in infrastructure and service delivery to facilitate development. In this regard, it is recommended that the Credit Control and Revenue Collection Policies of Council be fully implemented.

Expenditure: Project spending remains a challenge mainly due to regulatory hindrances such as EIA report requirement. This has a negative impact on service provision.

Procurement and Supply Chain Management: The NDM has established a Supply Chain Management (SCM) Unit. One of the prime objectives of the SCM policy is to promote transparency and accountability in the NDM's procurement processes. The main outcome will be an institutionalised safeguard mechanism against the occurrence of corruption and other financial [and related] malpractices. The existing SCM policy should be carefully scrutinised in order to establish the extent to which it supports the programmes and objectives of the Council, as recommended in the 2006 Lekgotla.

6.3.2 Objectives

- § To engage relevant stakeholders so that adequate funding mechanisms can be put in place for Council to successfully implement all its functions (ongoing).
- § To advise local municipalities on the implementation of the MPRA by July 2009.
- § To ensure longer useful and productive life of assets that will contribute to service delivery and revenue generation through advising local municipalities on adequate levels of infrastructure maintenance by July 2008.
- § To assist municipalities in implementing revenue enhancement mechanisms
- § To assess weakness in the current revenue stream of municipalities and implement remedial plans
- § To identify additional revenue from current as well as other sources

6.3.3 Strategies

The NDM holds strong views on the issue of the elimination of the RSC levies. Beyond the position paper on the replacement of RSC levies which the NDM has compiled, the District has undertaken a study trip overseas in countries such as Spain, Hungary, and England to further investigate a possibility of an alternative and viable tax appropriate to local government. . A local business tax has not been excluded as an alternative.

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

6.3.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Implementation of MPRA	Monitoring implementation of MPRA in all LMs	NDM	NDM	500 000	100 000	100 000	MPRA implementation Plan completed by March 2008	Manager: Finance
Revenue raising mechanisms	Compile a research document of revenue raising mechanisms for low and medium capacity LMs	NDM	NDM	500 000	50 000	50 000	Research document on revenue raising mechanisms for low and medium capacity LMs completed by June 2008	Manager: Finance
Shared Services Investigation	Investigate possibility of implementing a shared services unit for internal audit; municipal valuation services and municipal planning	NDM	NDM	500 000	0	0		
Roll-out of free basic services Study	Conduct a comprehensive study on roll-out of free basic services within local municipalities	NDM	NDM	500 000	0	0		
Study on implementation of minimum competency levels	Conduct a comprehensive study on the implementation of minimum competency levels for finance officers throughout the District municipalities	NDM	NDM	500 000	0	0		
Replacement of RSC levies	Conduct follow-up studies on the replacement of RSC levies	NDM	NDM	400 000	0	0	Progress report on the implementation of MFMA compiled by March 2008	Manager: Finance

6.4 ISSUE 4: GOOD GOVERNANCE AND COMMUNICATION

6.4.1 BACKGROUND AND PROBLEM STATEMENT

The NDM has achieved remarkable progress in institutionalising and implementing its communication and consultation mechanisms and processes. The mechanisms that the District utilises in communication include District newsletters, annual report, local and national newspapers, provincial and local radio stations, flyers, brochures, the ward committee system, CDWs, as well as loud hailing. In furthering communications, the NDM has established and launched a District Communication Forum (DCF) that is linked to the IDP: Community Participation Working Group. This forum deals with all matters of communications and liaison.

Community Feedback Meetings: In the spirit of cooperative governance the NDM has institutionalised a Community Feedback Programme that aims at improving communication and interaction between the District, the local municipalities and the community at large on issues of service delivery and development. The meetings are attended by Councillors from the District and local municipalities, Provincial Sector Departments, Office of the Premier, traditional leadership, community members, service providers and parastatals as well as civil society at large. All local municipalities within the District's area of jurisdiction are visited twice per financial year in August/September and January/February to table projects that have been approved and budgeted for by the District. However, towards effecting further improvements, the district has initiated a process of reviewing the current approach to participation. It is envisaged that the new approach will further strengthen the interaction and responsiveness of government to community socio-economic development aspirations. The schedule of the meetings is contained in the 2008/09 District Framework Plan.

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.

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

In addition to the IDP and LED structures, NDM has established the following IGR Structures:

- **Mayors' Forum**-constituted of all the Executive Mayors within the District.
- **Speakers' Forum** – constituted by Speakers of all municipalities within the District.
- **Municipal Managers' Forum**-constituted of all the Municipal Managers within the District and other members who are invited on ad-hoc basis

Ward Committees: These are critical structures of local governance which 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 2008 showed that about 80% 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. In a nutshell, a majority of wards 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.

Community Development Workers (CDWs) also play a critical role in community development. CDWs are an integral part of the ward committee system in the endeavour to fast-track service delivery and poverty eradication. The Province has deployed a total of 125 CDWs in the District. The idea is to have at least one CDW in each ward. However, there are a few wards that do not have CDWs yet. The Province is currently trying to address the shortfall. The District took a resolution that sought to make

CDWs to be administrative secretaries of the ward committees. However, in other municipalities this arrangement has not functioned as conceived.

Youth Development: The NDM successfully compiled a youth development policy framework for the local municipalities and the District in 2006. In order to deal adequately with issues of youth development, the District has successfully set up a youth office. Moreover, the NDM is implementing a successful EPWP programme which is aimed at developing the skills and providing employment opportunities, particularly for the youth.

The NDM continues to respond to the challenges faced by young women and men of the District in an integrated and holistic manner. Young people experience lack of housing, poverty, unemployment, shortage of skills, high levels of crime and violence, social and family disintegration and other social ills like HIV/AIDS, tuberculosis and other preventable diseases. The EPWP learnerships, Youth Service programme, Goat Farming initiatives, formation of cooperatives, are just some of the initiatives introduced by the NDM. The HRDS developed in 2008 by the NDM addresses the skills challenge as far as youth is concerned.

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

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

6.4.2 Objectives

Communications and Liaison:

- § To continuously improve communication and liaison between all IDP stakeholders by continuously monitoring and evaluating the implementation of the District's communication strategy.
- § To promote marketing of the NDM through utilising materials such as the NDM website, news letters, Annual Reports and District Communication Forum.
- § To pilot usage of a dominant local language in news letters, leaflets, etc
- § To implement suggestion boxes in all municipalities
- § To participate in media interviews and talk shows to strengthen the flow of information to communities
- § To facilitate development and implementation of a service charter in all municipalities
- § To continuously improve communication and liaison between all IDP stakeholders by continuously monitoring and evaluating the implementation of the District's communication strategy.
- § To review the NDM's communication strategy by December 2008

Intergovernmental Relations:

- § To enhance IGR issues with particular reference to international relations by July 2008.
- § To enhance and optimise IGR structures within the NDM by September 2008
- § To ensure the effectiveness of community participation mechanisms in the District
- § To further explore possibilities of entering into twinning agreements with other municipalities in the continent

- § To develop a international relations Strategy for the NDM by June 2008

Community Participation:

- § To facilitate a seamless information flow and working relations between community participation structures
- § To conduct an assessment of the functional relationship between CDWs and Ward Committees and develop a working manual
- § To further empower CDWs and ward committee members on local government matters
- § To ensure meaningful participation of communities in the affairs of the municipality
- § To ensure effective and functional ward committee system through the District

Youth Development:

- § To strengthen and expand youth programmes
- § To explore and implement National Youth Service Programme
- § To continue coordinating the establishment of youth cooperatives in all local municipalities within the District
- § To optimise the impact of youth development programmes in collaboration with the Local Youth Units by September 2008.
- § To develop an Integrated Youth Development Strategy to mainstream youth development in the District by December 2008
- § To implement a comprehensive National Youth Service Programme for the District to promote community services, nation building, patriotism and skills development by March 2009.
- § To register three youth development programmes into the National Youth Service by March 2009.
- § To develop and launch a youth civic education programme by June 2009
- § To resuscitate and launch District Aids Councils by June 2009
- § To facilitate establishment of youth units in all municipalities

Audit committees:

- § Ensure optimal functionality of the District Audit Committee.
- § To establish a single audit committee for the whole District by June 2009
- § To facilitate establishment of audit units in all municipalities within the District by June 2009.
- § To facilitate training for programmes for audit committee members
- § To compile an Audit Recovery Plan for the District to assist LMs by March 2009
- § To encourage all local municipalities to finalise their risk management plans by December 2008.
- § To assist all municipalities to develop anti-corruption strategies by March 2009

6.4.3 Strategies

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

The NDM also seeks to actively participate in the Provincial International Activities Co-ordinating Committee (PIACC) which coordinates International Relations in the Province. This is particularly relevant in current environment of international twinning agreements of cooperation between municipalities and Provinces from different countries. The District International Relations Framework Policy will guide and inform the interaction of the District and its local municipalities in the

international twinning agreements. In line with the spirit of cooperative government as enshrined in the Constitution, the NDM policy should be aligned with that of the Province. NDM also participate in the Provincial Communications Forum in the office of the Premier.

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

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

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

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

6.4.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
District-Wide Newsletter	Compilation and distribution of District-Wide Newsletter	NDM	NDM	250 000	300 000	350 000	7000 newsletters printed every four months	Assist. Manager: Public Liaison
Media	Electronic Media (talk shows and adverts)	NDM	NDM	300 000	320 000	340 000	Quarterly, adverts continuously	Assist. Manager: Public Liaison
Promotional Items and District Broche	Development of Promotional Items and District Broche	NDM	NDM	200 000	250 000	300 000	Promotional Items and District Broche produced by December annually	Assist. Manager: Public Liaison
Community Participation	Community Outreach Programme	NDM	NDM	500 000	600 000	700 000	Community Outreach Programme conducted twice per annum	Assist. Manager: Public Liaison
Youth Development Strategy	Development of Integrated Youth Development Strategy	NDM	NDM	600 000	0	0	Integrated Youth development Strategy completed by February 2009	Manager: Social Services
Youth Day Celebrations	Youth Day Celebrations	NDM	NDM	300 000	300 000	300 000	Youth Day celebration held and Report submitted by August annually	Manager: Social Services
Youth Summit	District Youth Summit	NDM	NDM	300 000	0	300 000	District Youth Summit held bi-annually and report submitted by September bi-annually	Manager: Social Services

National Youth Service Programme	Implementation of the first phase of a comprehensive National Youth Service Programme	NDM	NDM	50 000	50 000	50 000	A report on the first phase of the implementation of the National Youth Programme submitted by March 2010	Manager: Social Services
Drug and illicit trafficking awareness	International Day against drugs and illicit trafficking	NDM	NDM/DHSS	100 000	100 000	100 000	A report on the international day against drugs and illicit trafficking submitted by June 2009	Manager: Social Services
Youth Camp	Host a Youth Camp during the month of reconciliation	NDM	NDM/PPP	100 000	100 000	100 000	Report on Youth Camp submitted by February 2010	Manager: Social Services
Mayoral Soccer Tournament	Host a Mayoral Soccer Tournament	NDM	NDM/PPP	50 000	50 000	50 000	Report on Mayoral Soccer Tournament submitted by November 2008	Manager: Social Services
Mayoral Youth Awards	District Mayoral Youth Awards	NDM	NDM/PPP	200 000	200 000	200 000	Report on District Mayoral Youth Awards submitted by April 2010	Manager: Social Services
Capacity building for youth practitioners	Capacity building programme for all the youth practitioners in the NDM	NDM	NDM	500 000	500 000	0	Report on Capacity building programme for all the youth practitioners in the NDM submitted by July 2008	Manager: Social Services

6 B: SERVICE DELIVERY PRIORITY ISSUES AND NEEDS

6.5 ISSUE 5: SPATIAL RESTRUCTURING AND SERVICE PROVISION

6.5.1 BACKGROUND AND PROBLEM STATEMENT

Several challenges relating to this issue have been identified. Among these, access to government services such as post offices, home affairs, etc is not equitably distributed throughout the District. Most people are located in settlements adjacent to towns and in these areas there is a high level of needs. Compounding the challenge, as shown earlier, the large portions of the District have rural dispersed settlement pattern. A large majority of farm dwellers resides in bad conditions, with little and or extremely limited access to basis services.

The SDF of the District contains policy directives that must be followed as far as the nature, pace, direction and form of development that must be promoted in the District and that which must be discouraged. Issues relating to spatial restructuring, densification, mixed land use, sustainable development, etc, are some of the key elements which the SDF seeks to address.

Multi Purpose Community Centres (Thusong Service Delivery Centres): The NDM Spatial Development Framework has proposed a fourth order of service delivery centres in the form of a Multi Purpose

Community Centres (MPCC) or Thusong Service Delivery Centres. In essence the concept means that a few strategic points/areas are identified throughout the entire NDM area. These strategic points/areas should be areas around major intersections in urban or rural areas, or areas which already have a concentration of population and community facilities situated at a specific point.

A study on the potential number and spatial distribution of Multi Purpose Service Delivery Centres in the NDM area has been conducted with 55 potential sites identified. Figure 9 shows the spatial distribution and Table 3 summarises the number of facilities per municipality and gives an indication of the ratios facilities per population and facilities per km² in the District.

The objective would then be to ensure that whenever funding becomes available for the provision of additional facilities, e.g. schools, clinics etc. the relevant service provider would as a first priority seek an opportunity to provide such facilities at the Multi Purpose Community Centres. As these centres are completed, more and more centres can be established throughout the NDM area.

Table 4: Proposed MPCCs Nkangala District

Municipality	Population	Number of MPCCs	Population Ratio	Area Ratio Km
Emalahleni	276 412	11	1:25 128	1:272
Thembisile	258 875	10	1:25 887	1:279
Dr JS Moroka	243 316	11	1:22 119	1:141
Steve Tshwete	142 769	9	1:15 863	1:493
Delmas	56 210	6	1:9 368	1:292
Emakhazeni	43 007	8	1:5 375	1:659
NDM	1 020 589	55	1:18 556	1:342

Based on the example set by the Nkangala District the concept was expanded to the remainder of Mpumalanga Province by way of an initiative launched by the Premier's Office.

At Provincial level the initiative is coordinated by the Government Communications Directorate which conducts the initiative in terms of a directive contained in a Cabinet Memorandum from 1999. In the President's State of the Nation address of 1999 it was stated that the national objective was to have at least one MPCC developed per District. In the 2004 State of the Nation address the President stated that the objective has been amended and that the target is now to have one facility per local municipality by 2014. Consequently, the NDM has currently identified its top priority MPCCs, which there must be at least one MPCC per local municipality, as reflected in table 4.

Table 5: Priority MPCCs in the NDM

Delmas	Emalahleni	Steve Tshwete	Dr JS Moroka	Thembisile	Emakhazeni
Botleng	Oggies Hlalanikahle Klarinet	Doornkop KwaMakalane Mhluzi	Dikgwale Marapyane Matshiding	Tweefontein Goederede/ Bundu Verena	Wonderfontein Poolzee/Uitkyk

Significant progress in the construction of the above MPCCs has been made. For instance, the MPCC at Marapyane in Dr JS Moroka is ready for occupation and several National and Provincial government departments have shown interest in renting the offices. Emakhazeni's MPCC in Wonderfontein will also be occupied soon. The MPCC in Verena at Thembisile is also ready for occupation though there is a need for improvements.

Spatial Planning and Land Use Management: Through the Spatial Development Framework (SDF) as one of the core components of the IDP a municipality outlines its strategic and indicative framework for future spatial development on a broad scale. The SDF as preparatory planning tool directly guides and informs the more detailed land use management by which development facilitation and control is handled and executed.

During the 2006 Lekgotla of the NDM and Local Municipalities it was recommended that the SDF's within the district must be aligned with one another as well as the NSDP, PGDS and other relevant policies. In this regard it was recommended that:

- § The NDM should fund the updating and alignment process by way of appointment of a single service provider to ensure effective alignment and integration;
- § The NDM should provide input into the Provincial SDF updating process;
- § Any form of development taking place within a municipality must be informed by the regional development trajectory of the District and the Province as a whole.

The process of updating and aligning the SDFs of all Local Municipalities and the District was completed in January 2008 so that these plans could be incorporated within the 2008/09 IDPs. During the planning process also inputs to the provincial SDF were given in order to promote mutual alignment between the different spheres of government.

The challenge remains to ensure that any form of development in the District will be guided and informed by the development framework as laid out in the reviewed SDF's.

Regarding the development control the NDM's SoER has identified general trends in land use development that need to be managed through a fully functional Land Use Management System (LUMS). Thereafter following issues must be addressed:

- § Where LUMS is absent (with specific reference to the old homeland areas), a concerted effort is required to establish such systems.
- § In those local municipalities where land development ordinances for urban areas have already been integrated, there is a serious need to integrate agricultural land with the LUMS.
- § The lack of capacity necessitates expanding existing capacity in planning and land use management through the appointment of full time personnel.

Steve Tshwete LM already implemented a differentiated LUM Scheme for its full area of jurisdiction in 2004. For Dr. JS Moroka, Thembisile and Emakhazeni Local Municipalities LUM Schemes are currently developed. Emalahleni LM is in the process of renewing and complementing their LUM Schemes as well. Affected tribal authorities have been engaged in thorough discussions on the LUMS processes. It is envisaged that all the LUMS will come into effect by July 2008. In order to co-ordinate and streamline the Land Use Management of the different municipalities it is envisioned to set up a district-wide forum for planning issues. The NDM in its co-ordination role will be the leading agent in this effort.

Another major challenge regarding land use management derives from the existence of various planning ordinances guiding physical planning which to a larger extent frustrate development in the District and Province likewise. Emanating from the 2006/07 Makgotla it was recommended that the NDM should examine the planning legislation in Mpumalanga Province to formulate and propose a single piece of legislation to deal with Land Use Management. The aim would be to introduce a provincial-wide legislation which seeks to streamline the different processes, eliminate duplicated administrative procedures and devolve the maximum number of administrative functions to the municipalities.

Updating of Cadastral Base Maps: One of the major obstacles for effective planning, land use management and all forms of service delivery is the lack of updated cadastral base maps for all towns and settlements in the District – especially in Thembisile and Dr JS Moroka Local Municipalities. Within the

development of the above-mentioned LUM Schemes the cadastral database for these municipalities will be compiled and updated.

Nevertheless the updating and complementing of data base for any planning and implementation process is an ongoing requirement linked to the implementation and maintenance of a GIS. Budget needs to be allocated accordingly.

3.5.1 Objectives

- § To conduct an MPCC Audit and formulate a development strategy and programme.
- § To develop an implementation plan for the provisioning of resources through MPCCs
- § To facilitate and coordinate the provision of community facilities and infrastructure at Multi Purpose Community Centres throughout the NDM area.
- § To ensure that any form of development taking place within a municipality will be guided and informed by the regional development trajectory of the District and the Province as a whole.
- § To compile and review Land Use Management Systems for each Local Municipality on the basis of the reviewed Spatial Development Frameworks.
- § To investigate the formulation of a single piece of planning legislation for Mpumalanga Province concerning Land Use Management and the streamlining thereof.
- § To facilitate the review of the process of processing development applications in order to eliminate bottlenecks
- § To compile and update cadastral base maps for each town/settlement in the District.

3.5.2 Strategies

Multi Purpose Community Centres: The development of MPCCs throughout the NDM has commenced. The process involves the identification of unused government buildings and the construction of new centres where necessary. However, caution has to be exercised in ensuring that the usage of the already existing structures does not perpetuate the old order but reflect one of the principles of the NSDP in ensuring that development focuses on people rather than places. With this regard the District has identified the spatial location of the identified MPCCs, as depicted in figure 8.

During the 2007/08 financial year the NDM should continue to ensure constant monitoring and evaluation of the established MPCCs as well as the expansion of the services. Additionally the NDM will continue with the branding of the other existing MPCC in the identified nodes/areas in an appropriate way in order to fast-track the process of bringing services to community doorsteps.

Spatial Development Framework: The reviewed SDF's of the district and the six local municipalities contain spatial development proposals, land use guidelines and a capital investment framework (see chapter 4). The last-mentioned focuses on the necessary intervention in priority areas.

In order to ensure that any form of development taking place within a municipality will be guided and informed by the regional development trajectory it is essential that

- § The outlined Service Upgrading Priority Areas become the focus areas for capital expenditure for addressing service backlogs in terms of basic services (water, sanitation, roads, electricity, social facilities). The upgrading should form part of necessary formalisation processes.
- § The outlined Strategic Development Areas with their natural propensity/potential for development receive strategic direction and get prioritized in terms of capital expenditure and intervention programmes.

Therefore the linkage between the capital investment frameworks with the budgeting of projects must be strengthened. This will take place within the IDP of the municipalities as the key tool for municipal management.

In order to assist unlocking the potential of the major corridor developments within the district (see chapter 4) various specific studies and frameworks are needed.

In connection with the Moloto Rail Corridor Development Initiative a detailed economic plan will be developed in order to maximise the benefit by fully utilizing the developmental potential of the project for the region. The project is funded and already in progress.

To promote and monitor the implementation of the development initiatives along the Maputo Corridor according to the adopted SDF the issue should become a standing item in the Economic Forum of the District. By this the respective Local Municipalities (Delmas, Emalahleni, Steve Tshwete and Emakhazeni LM) will be given a chance to report back on the ongoing processes and project implementations so that possible challenges/blockages can easily be identified and dealt with accordingly in joint effort. The District will contribute in its co-ordination and supportive role. Alignment and co-ordination with national and provincial projects along the corridor will be sought likewise.

Furthermore the development of a land use framework should be considered for the Tshwe-leni Corridor (Steve Tshwete-Emalahleni) in order to investigate the opportunities for a broader metropolitan development between the major urban and economic centres of the district. The framework would form the basis for elaboration and implementation within LUMS, transport development and environmental management.

To enhance the overall co-ordination, alignment and capacity building in all spatially relevant matters within the district it is envisioned to set up a district-wide Planning Forum. It will be an instrument to promote interregional and intergovernmental alignment as well.

Land Use Management: The NDM has initiated a process of formulating a physical planning strategy for the Thembisile, Dr JS Moroka and Emakhazeni local municipalities. The strategy was completed in 2006 and followed up by the development of Land Use Management Schemes for each of these municipalities. This includes an assessment of the existing Town Planning Schemes per municipality in terms of compatibility, an assessment of the establishment status of each town/village and the compilation of an erf based Township Register per town/village per municipal areas. The project is at an advance stage and should be completed in the 2007/08 financial year.

Other municipalities should also be encouraged to review their existing LUMS in view of the SDF, where necessary.

To overcome the challenges deriving from existing different planning legislation in the Mpumalanga Province the District seeks to investigate the proposal of a single piece of legislation dealing with Land Use Management.

6.5.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Mhluzi MPCC	To finalise the establishment of an MPCC in Mhluzi	Steve Tshwete	BHP Billiton	300 000			Number of jobs created by June 2008	Manager: Social Services
Lynnville MPCC	Provision of basic infrastructure for community meetings for the disabled in Lynnville MPCC	Emalahleni	Public Works	3 000 000			Infrastructure in place by June 2008	Manager: Social Services
Marapyane MPCC	Development of Marapyane MPCC	Dr JS Moroka	DL&H				Progress report submitted quarterly	Manager: Social Services
Wonderfontein MPCC	Development of Wonderfontein MPCC	Emakhazeni	DL&H				Progress report submitted quarterly	Manager: Social Services
CLARA Investigation	Investigation of the impact of CLARA on planning	NDM	NDM	100 000			A report on the impact of CLARA on planning compiled by December 2007	Manager: Technical Services
MPCC Audit	MPCC Audit and formulation of implementation strategies	NDM	NDM	300 000			Progress report submitted bi-annually	Manager: Technical Services
Tshwe-Leni Corridor	Develop a Land Use Framework for the Tshwe-Leni Corridor	NDM	NDM	300 000			A framework compiled by end of 2008	Manager: Technical Services
Investigation of Provincial planning legislation	Investigate the formulation of a provincial streamlining planning legislation	NDM	NDM	400 000			An investigation conducted and a proposal compiled by end of 2008	Manager: Technical Services
GIS	Updating of GIS data	NDM	NDM	2 000 000	2 000 000	1 000 000	Full GIG functionality in 2010	Manager: Technical Services

6.6 ISSUE 6: HEALTH

6.6.1 BACKGROUND AND PROBLEM STATEMENT

The health of the population of NDM can be affected by numerous environmental and socio-economic factors as reflected in Chapter two. Reminiscent of the past is the socio-economic injustices, imbalances and inequities of health services in the country. One of the fundamental objectives of the government is to fast track the process of uniting the various elements of the national health system towards a common goal in order to actively promote and improve the national health system in South Africa. This vision can be achieved, inter alia, through a system which promotes co-operative governance and management of health services, within national guidelines, norms and standards, in which each Province, municipality and health District must address questions of health policy and delivery of quality health care services.

As promulgated in the Constitution, Schedule 4 Part A, health services is a functional area of National and Provincial legislative competence. In terms of Section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of the Constitution. In this regard the Mpumalanga Department of Health and Social Services (MDHSS) has a major role to play in the provision of health services in the District, as services such as health facilities are provided and managed by the Department.

District municipalities have a function of rendering MHS services in the areas of their jurisdictions as promulgated in the Municipal Structures Act of 1998. In the NDM currently, MHS is rendered by Steve Tshwete, Emalahleni, Emakhazeni and Delmas local municipalities. Of critical importance is the Division of Revenue Bill (2006/07 FY), which brought about new funding mechanism for MHS. According to the Bill funding for MHS must be included in the package of basic services funded through the local government equitable share. Thus, the 2006 Budget provided for the phasing in of environmental health care services until the estimated costs of providing the service are matched.

Nevertheless, due to capacity constraints at District level MHS have been supported through Provincial health department. One of the contributing factors to this may be the fact that revenue base for District municipalities is limited, particularly after the phasing out of the RSC levies. Some local municipalities may be better positioned to provide the service partly because all property rates accrue to local municipalities and most revenue for the District municipalities is from national equitable share and other grants.

However, in Thembisile and Dr JS Moroka local municipalities the service is rendered by the Provincial Department of Health. MHS incorporates water quality monitoring; food control; waste management; health surveillance of premises; surveillance and prevention of communicable diseases, excluding immunizations; disposal of the dead; vector control; environmental pollution control; and chemical safety.

Section 31 of the National Health Act further provides for the establishment of the District Health Council that must:

- § Promote co-operative governance;
- § Ensure coordination of planning, budgeting, provision and monitoring of health services;
- § Advise the MEC for health through the Provincial Health Council, and the Council of the District municipality on any matter regarding health services in the District.

One of the major challenges confronting the NDM, as well as SA, today is the scourge of HIV/AIDS epidemic, which is likely to pose a severe challenge for development for many years to come. According to the "National & Provincial Indicators 2006" with the Demographic Impact on HIV & Aids in SA, in mid 2006 the prevalence in the Mpumalanga Province was 13.4% HIV of the total population. This means around 446 000 people are living with the virus. Within the age group most at risk (adult women between 20 - 64 years) the rate even goes up to 25 %. Amongst the adults (between 20 - 64 years), the age group which forms the major pillar of the economy and society, a scaring percentage of 23.5% are infected.

In an effort to deal with the challenge, National AIDS Councils were conceived by the government in 1999. The main function of the AIDS Councils would be to deal with the ever-escalating problem of the epidemic in the country. These Councils were to be known as the South African AIDS Councils (SANAC). SANAC was then devolved to Provincial, District and Local AIDS Councils throughout the country in all Provinces. The District AIDS Council (DAC) primarily advises the District governance structures on all matters relating to HIV/AIDS and provides assistance and support to the Local AIDS Councils (LAC).

In carrying out its Constitutional obligations, the MPDHSS has committed itself to strengthen the Primary Health Care Services (PHCS) and improving the management of communicable diseases and non-communicable illnesses including HIV and AIDS through fortified community participation and service quality. The MDHSS seeks to provide and promote integrated quality health and social services in partnership with all stakeholders to ensure healthy lifestyles and reduce poverty in all communities in Mpumalanga.

In the on-going attempts to actively manage the HIV/AIDS pandemic, the NDM can pride itself for having successfully hosted an HIV/AIDS summit in June 2006 which was primarily aimed at strengthening the LACs. The District has also compiled an Environmental Health Services status quo report. The development of a Municipal Health Services Framework is underway. In terms of the National Health Act cemeteries function is part of the Municipal Health Services. The NDM performs this function in Thembisile local municipality.

Moreover, the District/Local AIDS Council Support Forum has been formed to support and strengthen the AIDS Councils. The incidents of TB are increasing to an extent that the NDM is second in the Province in terms of TB infection statistics. This requires intensification of education and awareness programmes.

Through the IDP processes the communities of the NDM have identified the following issues as challenges:

- § Bad treatment of patients at public hospitals by hospital staff
- § Shortage of doctors, medicines, other health professionals, and other facilities such as theatres.
- § Illegal dumping of hazardous materials
- § Reduction of pension age in line with reduced life expectancy
- § Shortage and inaccessibility of clinics and their operating times
- § Critical shortage of ambulances
- § Reliability of mobile clinics is problematic
- § 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
- § Maintenance of existing clinics and hospitals is lagging

Challenges of transferring clinics to the District

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

6.6.2 Objectives

- § To ensure that appropriate municipal health services are effectively and equitably rendered in all the municipalities within the NDM.
- § To effectively manage the impact of the HIV/AIDS epidemic and other communicable diseases in the District with the aim of to reduce the rate of new infections as well as the impact of HIV/AIDS on the Society.
- § To continuously facilitate and support the provision of primary health care and emergency medical services annually.
- § To facilitate the process improving service delivery in public health facilities
- § To facilitate and support the improvement of governance and management of the health system in the region by June 2009.
- § To continuously engage the DHSS on health related issues and accessibility of health services in the region by June 2009.
- § To facilitate the establishment of Hospital boards & clinic committees where not existent by June 2009

6.6.3 Strategies

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

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

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

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

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

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

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

6.6.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Moloto Branch Office	New block of 10 offices constructed	Thembisile	DHSS	3,961,135			100% complete at the end of FY	
Municipal Health Services	Implementation of Municipal Health Services	NDM	NDM	13 000 000	14 500 000	16 500 000	Appointment/ Transfer of MHS personnel. Signing of SLA with Service Providers	Manager: Social Services
HIV/AIDS Strategy	Development and implementation of District HIV/AIDS Strategy	NDM	NDM	150 000	0	0	HIV/AIDS Strategy Developed	Manager: Social Services
District AIDS Council	Re-launching District AIDS Council	NDM	NDM	150 000	0	0	District AIDS Council Launched	Manager: Social Services
Mkobola Branch Office	New block of 10 offices constructed	Thembisile	DHSS	4,399,574			100% completed by March 2009	
Emergency medical services: stations	New stations: Kriel/Rietspruit -2	Emalaheni	DHSS					
Emergency medical services: ambulances	Purchase of ambulances		DHSS					
VCT sites	Increase from 10 to 14 VCT sites	NDM	DHSS					
CHC - Botleng Ext 3	Site establishment, foundation and brickwork done	Delmas	DHSS					
Emergency medical services: ambulances	Purchase of ambulances	NDM	DHSS					
Cemeteries	Establishment and maintenance of cemeteries in Thembisile	Thembisile	NDM	500 000	500 000	500 000	Annual Reports on functions performed	Manager: Social Services

6.7. ISSUE 7: EDUCATION

6.7.1 BACKGROUND AND PROBLEM STATEMENT

In terms of Section 29 of the Constitution everyone has the right to a basic education, including adult basic education; and to further education, which the state, through reasonable measures, must make progressively available and accessible. In terms of Schedule 4 Part A of the Constitution, education at all levels, excluding tertiary education falls under function areas of concurrent National and Provincial legislative competence. As such all education related issues in the District are dealt with by the Mpumalanga Department of Education (MDoE).

The Strategic Plan (2005/06 – 2009/10) of the MDoE identifies a number of problem areas within the system of education in Mpumalanga that are peculiar in their nature that are based on the provisioning of infrastructure, human resources, financial and technological aspects. Most of the education related challenges in the District are reflected in the MDoE Strategic Plan.

Among others, the MDoE identifies the challenge of ensuring that access to education reaches the poorest child through provision of scholar transport and exemption of school fees to needy children, dealing with illiteracy among the youth and adults, conducting vigorous programmes to tackle the HIV and AIDS pandemic, extending the National School Nutrition Programme to a reasonable number of schools to increase the number of feeding days and to include secondary schools if possible and expanding early childhood development programmes both to public and community centres.

From the District IDP community participation processes some of the challenges that are prominent in the District include, inter alia, dilapidated schools, lack of learner transport and lack of facilities (including laboratories, libraries, sport facilities, and basic necessities and services such as toilets, water

and electricity). Other schools have fencing as their priority for development. Other key social issues affecting schooling at an alarming rate include drug abuse in schools, teenage pregnancy and school violence. There are certain schools where the learners come from impoverished communities, albeit those schools are not declared as no fee schools. The criteria used for determining these schools need to be evaluated. The issue of learners with special needs, such as disabled learners, must be properly addressed.

Some of the challenges confronting the community as far as education is concerned include the following:

- § Learner transport must be provided and the conditions and road worthiness of the existing transport must be assessed.
- § Access to education facilities such as libraries, laboratories and sport facilities is a challenge in some schools.
- § Sanitation facilities are in a bad state in some schools.
- § Shortage of preschools.
- § Completion of administration blocks in some where they are being built must be fast-tracked.
- § Maintenance and renovation of schools.
- § Promotion of maths and science subjects from the low grades.
- § The lack of an institution higher learning in the whole provinces.
- § There is a culture of vandalism in schools, and commons in general.

The lack of facilities and basic services at schools may have significant negative impact on the development of the learners at the schools, which could be partly manifest in low pass rates. In the previous financial year the matric pass-rate of the District was recorded to be below the Provincial average, which is a major of concern that needs radical interventions. Thus, for these challenges to be adequately addressed there needs to be greater alignment, coordination and support between the District and the MDoE.

The MDoE has identified several short-term and long-term intervention strategies to improve performance at schools. These include the identification of all schools that continuously achieve a pass rate below 50% in Grade 12 examination and the adoption of all the affected schools by departmental officials, ongoing support to teachers, establishment of the regional monitoring teams to monitor and report on the implementation of the intervention programmes, curriculum development and improve programmes for learners.

6.7.2 Objectives

- § To facilitate and support the upgrading and maintenance of schools
- § To advocate for and support the provision of school facilities throughout the District;
- § To support the MDoE in the process of establishment of full complement of classes and laboratories.
- § To promote the existence of learning conducive environments at schools.
- § To participate in all Provincial and national programmes conducted in the NDM area.
- § To explore education dynamics in the District.
- § To facilitate provision of learner transport and the assessment of the current conditions of the existing transport system.
- § To facilitate provision of study materials in schools.
- § To ensure the establishment & training of SGBs by the end of June 2009.
- § To facilitate development of strategies to enhance security at schools.

6.7.3 Strategies

As education related matters are dealt with at the Provincial level the main role of the District will be to offer support and facilitate alignment between the MDoE and the District. Thus, the NDM will ensure maximum participation in all National and Provincial education related programmes that are conducted in the NDM area.

In order to create learning conducive environment and comprehend some of the dynamics confronting education in the District, the NDM will take further its vision of hosting a District Education Indaba (DEI). The DEI should also address issues of taverns and other liquor selling premises that are located in close proximity to schools, poor grade twelve results, ABET as well as tertiary institutions in the District. All public schools should have staff within their premises to avert the occurrences of vandalism.

6.7.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Vamuhle Primary - Boekenhout	Construct Gr R 2cr, 4t, f, admin, kit, 3sg, p and renovation of 8cr.	Thembisile	DoE	6 698 000				Manager: Social Services
Somtshongweni Primary - Kwaggafontein B	Construct Gr R 2cr, 4t, f, admin, 16t, f, 3sg, p and renovation of 16cr.	Thembisile	DoE	8 578 000				Manager: Social Services
Hlalisani Primary - Tweefontein G	Construct Gr R 2cr, 4t, f, 18cr, admin, lib, cc, 16t, f, kit, rr, 3sg, p and renovation of 12cr, 10t.		DoE	14 404 000				Manager: Social Services
			DoE					Manager: Social Services
Buhlebesizwe Secondary - Vlaklaagte 2	Construct admin, lab, 12t, rr, 3sg, p and renovation of 8cr.	Thembisile	DoE	3 635 000				Manager: Social Services
Mzimhlophe Secondary - Tweefontein J	Construct 18cr, admin, lab, lib, cc, 16t, f, 3sg, p and renovation of 16cr, 10t.		DoE	13 556 000				Manager: Social Services
Jabulani Primary - Tweefontein A	Construct Gr R 3cr, 5t, f, 5cr, 3sg, p and renovation of 19cr, admin.	Thembisile	DoE	9 565 000				Manager: Social Services
Vukuzame Secondary - Tweefontein C	Construct 18t, f, w, kit, rr, 3sg, p and renovate 16cr.	Thembisile	DoE	8 334 000				Manager: Social Services
Ekuphakameni Primary - Allemansdrift C	Construct Gr R 3cr, 5t, f 8cr, admin, lib, cc, f, kit, rr, 3sg, p and renovate 16cr.	Dr JS Moroka	DoE	0	15 746 000			Manager: Social Services
Emlundweni Primary - Vaalbank	Construct Gr R 3cr, 5t, f 4cr, admin, lib, cc, f, kit, rr, 3sg, p and renovate 12cr.	Dr JS Moroka	DoE	0	12 712 000			Manager: Social Services
Ukuphumulakwesizwe Primary - Allemansdrift	Construct Gr R 2cr, 4t, f, admin, lib, cc, w, kit, rr, 3sg, p and renovate 16cr, 6t.		DoE	0	15 097 000			Manager: Social Services
Phopolo Primary - Pankop	Construct Gr R 2cr, 4t, f, admin, lib, cc, f, w, kit, 3sg, p and renovate 15cr, 10t.	Dr JS Moroka	DoE	0	13 522 000			Manager: Social Services
Mapala Primary - Phake	Construct Gr R 2cr, 4t, f, admin, lib, cc, f, kit, rr, 2sg, p and renovate 11cr, 23t.	Dr JS Moroka	DoE	0	14 411 000			Manager: Social Services
Sithenjsiwe Secondary - De Beers	Construct admin, lib, cc, w and renovate 12cr, laboratory.	Dr JS Moroka	DoE	0	5 940 000			Manager: Social Services
Somabedlana Primary - Katjibane	Construct Gr R 3cr, 5t, f, admin, lib, cc, 12t, f, kit, rr, 1sg, p and renovate 14cr, 6t.	Dr JS Moroka	DoE	0	14 804 000			Manager: Social Services
Somkhahlekwa Secondary - Siyabuswa	Construct lab, Lib, cc, 13t, 1sg, p and renovate 13cr, admin, 4t.	Dr JS Moroka	DoE	0	9 072 000			Manager: Social Services
Ukhwezi Primary - Belfast	Construct Gr R 3cr, 4t, f, 2cr, admin, kit, rr, 3sg, p and renovate 20cr.	Emakhazeni	DoE	0	9 894 000			Manager: Social Services

Schools water and sanitation	Provision of Water and sanitation infrastructure	All	DWAF	To be confirmed			Eradicate backlog of water and sanitation in schools	Manager: Social Services
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6.8 ISSUE 8: WELFARE

6.8.1 BACKGROUND AND PROBLEM STATEMENT

The provision of welfare services is a functional area of concurrent National and Provincial competence, as promulgated in Schedule 4 Part A of the Constitution. However, in the spirit of cooperative governance and in the interest promoting social welfare in the District, the NDM has committed itself in collaborating, assisting and supporting the Mpumalanga Department of Health and Social Services (MDHSS) in its efforts to improve the lives of the communities in the District.

Child protection, youth development, older persons, orphans and the homeless, disability, family and women issues are some of the issues that the MDHSS deals with. One of the issues that have become increasingly important is the fight against the scourge of the HIV/AIDS pandemic. This needs integrated and coordinated efforts as it must be tackled by all the spheres of government in partnership with all stakeholders involved in the fight against the pandemic.

Throughout the District there is a general scantiness of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless and street children. Some of these challenges can be overcome through the mobilisation and capacitation of community based care facilities.

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 several interventions, which include the integration of these facilities, among other, into the new Multi Purpose Community Centres (MPCCs) as outlined in Priority Issue 5: Spatial Restructuring and Service Delivery. Some of the challenges that have been identified include lack of necessities and basic facilities such as water, shelter, waiting areas and sanitation facilities at pay points.

The communities have raised the following issues:

- § In general, the number of available social workers in relation to the demand for their services is not adequate.
- § The prioritisation of child headed households in the allocation of housing must be explored.
- § Government services are too far for the elderly and the disabled.
- § The elderly do not have proper housing.
- § There are employed persons who fraudulently benefit from child grants.
- § Public transport and government service centres are not user-friendly to the disabled members of community.
- § Shortage of preschools.

6.8.2 Objectives

To continue to facilitate and promote coordinated provision of the social welfare services of the MDHSS. Thus, the District will:

- Support, assist and facilitate the implementation of MDHSS's programmes.
- Develop and support special social development programmes.
- Work closely with local municipalities to facilitate the utilisation of their facilities for pension pay-outs and other social services.
- To facilitate information dissemination and awareness on reduction of pension age.
- To ensure that pay-points are to be located at the Thusong services centres

- To facilitate the establishment of Pensioners committees & clarification of their roles and responsibilities.
- To develop a programme to utilise CDWs in improving the safety of the pensioners
- To facilitate the registration of all ECD centres.
- To facilitate the establishment of units for transversal issues.
- To support the strengthening of equitable social welfare and simultaneously reduce the number of citizens dependent on social transfer.

6.8.3 Strategies

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

Overall, the NDM will participate, coordinate and support the implementation of the programmes of the MDHSS in the area of jurisdiction of the District. This will strengthen equitable social welfare provision within the District. Nonetheless, a growing dependency on social welfare must be avoided. A fair and ongoing assessment of the qualification for welfare programmes should take place. Welfare grants should be seen as temporary interventions which ought to diminish in the same measure as the economic interventions succeed. Therefore incentives for economic initiatives leading to social independence should be promoted likewise.

Given the limited access to services in farming and rural areas, special attention should also be given to pioneering and empowering the previously disadvantaged communities in order to promote access to services and “a better life for all”.

3.8.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility

6.9 ISSUE 9: CULTURE, SPORT AND RECREATION

6.9.1 BACKGROUND AND PROBLEM STATEMENT

The function of Culture, Sport and Recreation facilities is the competency of the Mpumalanga Department of Culture, Sport and Recreation (MDCSR). Nonetheless, the NDM focuses on two areas, viz; sports and recreation and cultural historic heritage sites. These are further detailed below.

Sports and Recreation

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

Delmas 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 Ngodwe

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 Kammelriver 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.

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

Emakhazeni LM: Belfast has been recognised for potential to host a high altitude-training centre. The planning (including feasibility studies) and development of the centre should fast-tracked. The process of upgrading the Siyathuthuka stadium in Belfast to a major level stadium should be taken forward. The existing facilities in the stadium should be extended in order to promote the existence of more sporting codes.

Steve Tshwete LM: The NDM has identified several areas of potential development in Steve Tshwete local municipality. Among other, the MPCC development in Mhluzi and other areas will seek to ensure broader access to these services. The availability of sporting facilities for the youth is considered as pivotal to youth development. The municipality has a sports academy which is not well publicised.

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

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

Cultural Historic Heritage Sites

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

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

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

Long-term: The thrust of this strategy is on developmental and it is based on informed prioritisation. This entails analysis of the existing data to prioritise further investigation, feasibility analysis, 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
§ Delmas Local Municipality	: 5
§ Thembisile Local Municipality	: 3

In line with the above initiative the Provincial Department of Arts and Culture invited Nkangala District Municipality to present a business plan for development of heritage sites in the District as part of the Heritage, Greening Mpumalanga and Tourism Flagship: “Heritage Pillar” Programme of the Mpumalanga Province. The business plan focuses on the development of five selected heritage sites within the NDM.

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

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

6.9.2 Objectives

- § To construct priority sports and recreation facilities in the District in line with the Sports Master Plan recommendations.
- § To explore funding opportunities for the construction and expansion of the sport and recreation facilities.
- § To support the MDCSR in implementing and monitoring the performance of the sports and recreation.
- § To promote equitable geographical distribution of sports and recreation, and arts and culture services in order to improve accessibility of such services.
- § To explore the possibility of co-hosting the CONCAF soccer tournament in the District prior to

the 2010 Soccer World Cup Tournament.

- § To formalise historical and cultural sites within the District.
- § To arrange a Culture and Heritage Indaba in the District.
- § To review the existing Sport Master Plan.
- § Packaging of the potential soccer related development projects in order to solicit funding for 2010 World Cup related projects.
- § To facilitate the updating of names of Heroes and heroines on Emalahleni Cenotaph.
- § To facilitate the establishment and resuscitation of Sports and Arts councils June 2009.
- § To investigate the possibility of the establishment of the municipal cenotaphs and heritage sites.
- § To develop a programme for the maintenance of cenotaph as cultural and heritage site.

6.9.3 Strategies

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

The second phase of the project on formalization of historical/cultural sites should be implemented to effect the recommendations implementation/ formalisation programme should be finalised and the following programmes/capital projects be implemented:

- § As part of this programme funding should be allocated towards the formalisation of graves of historic heroes in the District.
- § The Province should budget and take full fiscal responsibility for arts and culture programmes such as Siyadlala, Macfest, etc.
- § Sport for the disabled must be promoted.
- § The NDM should participate in the Social Cluster to elevate the issues and concerns concerned highlighted the District's Communities.

6.9.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Cultural/Heritage Sites Project	Development of Cultural Historical Sites within the NDM	NDM	DCRS	3 500 000			5 Cultural/Heritage Sites Developed within NDM	Manager: Social Services

6.10 ISSUE 10: SAFETY AND SECURITY

3.10.1 BACKGROUND AND PROBLEM STATEMENT

Combating crime forms one of the governmental strategic priorities within the medium term period. The two main thrusts focus on the improvement of the quality of life of poor and vulnerable communities as well as the improvement of the investment environment in general.

During the IDP process some safety and security issues became evident and need attention. These include shortage of policing facilities throughout the District, improvement of community policing initiatives, lack of and inadequacy of resources, incorporating institutional capacity and arrangements. These are some of the factors that hamper the effectiveness of the policing services.

Based on the 2005 IDP of the District, the ratio of police stations per person in the District is 1:33 203. The extent of the challenge is greater in Emalahleni and Dr JS Moroka local municipalities where the

ratios are 1:59 000 and 1:64 470 respectively. There is a need for improvement in community policing through a functional Community Policing Programme (CPP). Such a programme should focus on crime prevention, vandalism, illegal connections to municipal services and land uses that are inconsistent with the municipal by-laws.

During the IDP processes the communities of the NDM have highlighted the following challenges:

- § High crime rate, particularly at night in dark areas
- § Vandalism in common areas (i.e. schools, community halls, etc)
- § Lack of support and capacitation of Community Policing
- § Shortage and unavailability of police vehicles when needed
- § Long response time
- § Lack of trust between the police and the communities
- § Need for satellite police stations
- § Perpetrators of crime do not get convicted but are allowed to come back to society and perpetuate their criminal tendencies

6.10.2 Objectives

- § To engage SAPS to explore the possibility of increasing the number of police stations in Dr J S Moroka, Emalahleni and Thembisile areas.
- § To improve the policing service in the District by participating in the Provincial Department of Safety and Security initiatives
- § To facilitate establishment and revitalisation of Community Policing/Safety Forums, MAM structures and street committees to fight crime.
- § To participate in the implementation of National Crime Prevention Strategy.
- § To participate in the development of Regional Multi-Agency Mechanism (MAM) in order to involve the community in policing matters.
- § To facilitate a process of ensuring that Moral Regeneration is part of awareness campaigns at schools
- § To facilitate the installation of high-mast lights in high crime areas.
- § To develop strategies to fight crime in farm areas
- § To facilitate the upgrading of roads for accessibility and signage

6.10.3 Strategies

The Department Safety and Security (DoSS) in an effort to implement the crime prevention strategy sought to increase community awareness combating gender violence in the Nkangala region. Related activities were undertaken at Delmas and Thembisile local municipalities. Tourism awareness campaigns were also conducted. Through the establishment of CPFs in the region the overall relationship between the police and the community is improving however there is a need to establish more of these structures. Additionally, crime awareness campaigns on drug abuse, violence and illegal weapons were conducted at some schools. Other related activities were also successfully undertaken by the Department. The District is committed in participating and assuming an active role in crime prevention activities within the region. Through the various governmental interventions and efforts an atmosphere in which an honest day's work and up-right citizenship become the attractive lifestyle for communities shall be created and sustained.

Through improved and integrated transport planning the issue of safe and efficient transport could be tackled (see 15). Moreover, the instalment of sufficient street lighting and high mast lights for crime prevention will be ensured within the respective infrastructure programmes and service provisions.

6.10.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Social Crime Prevention Programme	To coordinate multi stakeholder Social Crime Prevention Programme	NDM	DoSS	60 000			Established and functional MAM structures by March 2009	
Social Crime Prevention Programme	Municipal safety plans	NDM	DoSS	100 000			Municipal safety plans by March 2009	
Social Crime Prevention Programme	To conduct 2 Izimbizo	Emalahleni & Thembisile	DoSS	500 000			2 Izimbizo conducted	
Awareness campaigns	To conduct 2 Awareness campaign on Drugs and Illegal substances	Emalahleni & Steve Tshwete	DoSS	50 000			2 Awareness campaign on Drugs and Illegal substances conducted by March 2009	
Gender based / domestic violence campaigns	To conduct 4 Gender based / domestic violence campaign	Thembisile, Dr JS Moroka, Emalahleni & Steve Tshwete	DoSS	60 000			4 Gender based / domestic violence campaigns conducted by March 2009	
Moral regeneration Campaigns	To Conduct 5 Moral regeneration Campaigns	Thembisile, Dr JS Moroka, Emalahleni & Steve Tshwete	DoSS	160 000			5 Moral regeneration Campaigns conducted by March 2009	
social crime prevention programmes	To conduct 4 Workshops for Tavern and Shebeen owners	Thembisile, Dr JS Moroka, Emalahleni & Steve Tshwete	DoSS	60 000			4 Workshops for Tavern and Shebeen owners conducted by March 2009	
social crime prevention programmes	Greening of 11 provincial priority police stations	Thembisile, Dr JS Moroka, Emalahleni & Steve Tshwete	DoSS	50 000			Tree planting and community gardens in the 11 Police Stations by March 2009	
social crime prevention programmes	To conduct 9 Tourism Safety Campaigns	Thembisile, Dr JS Moroka, Emakhazeni & Steve Tshwete	DoSS	40 000			9 Tourism Safety Campaigns conducted by March 2009	
Tourism Safety Monitors deployed	To deploy 45 Tourism Safety Monitors	NDM	DoSS	720			45 Tourism Safety Monitors deployed by March 2009	
To create a safer school environment	Collection and analysis of information in 15 schools	NDM	DoSS	80			Collection and analysis of information in 15 schools by March 2009	
	Establishment and monitoring of 12 School Safety Committees	NDM	DoSS	60 000			Establishment and monitoring of 12 School Safety	
	10 awareness campaigns around dangerous weapons, drugs and substance abuse	NDM	DoSS	60 000			Conducted 10 awareness campaigns around dangerous weapons, drugs and substance abuse by March 2009	
	Symposiums and debates in 11 schools	NDM	DoSS	80 000			Coordinate symposiums and debates in 4 schools by March 2009	
To co- ordinate the functioning of community CPF/CSFs	Established CPFs/CSFs in 11 provincial priority stations	Emalahleni, Dr JS Moroka & Thembisile	DoSS	550 000			Established CPFs/CSFs in 11 provincial priority stations by March 2009	

6.11 ISSUE 11: EMERGENCY SERVICES

6.11.1 BACKGROUND AND PROBLEM STATEMENT

Some local municipalities in the District (Thembisile, Dr JS Moroka, and Emakhazeni) are classified as low capacity and therefore cannot run the emergency services efficiently. The Belfast fire station for example, is managed by the head of traffic instead of the chief fire officer, and there is no professional fire officer employed to perform the fire fighting operations. Instead, volunteers are utilised to respond to emergencies.

In terms of Section 85 of the Municipal Structures Act, the District Municipality must perform the fire

fighting services in such municipalities. The NDM has assisted Thembisile and DR JS Moroka by building a fire station that will render emergency services to both municipalities. Beyond the acquisition of additional equipment, the personnel were also taken through relevant training. The fire station is now in a position to deliver efficient and timely service to the community.

The District's Disaster Management Framework has been adopted by Council. This is a policy document that outlines the pace and nature of interventions that must be undertaken in case of a disaster. Following the adoption of the framework, the District will develop a Disaster Management Plan which will also identify the risks and vulnerabilities at the six local municipalities.

6.11.2 Objectives

Fire fighting

- § To ensure that the Thembisile/Dr JS Moroka fire station functions efficiently and responds timely.
- § To ensure effective and efficient fire and rescue operational service in the District
- § To co-ordinate the ongoing capacitation of all the fire fighting officers within the District in order to ensure effective and efficient fire fighting services.
- § To acquire additional fire fighting vehicles and equipment in addition to the existing resources and maintenance thereof.
- § To sign service level agreements for the provision of fire fighting services between neighbouring municipalities to ensure that resources will be made available when needed.
- § To form fire protection associations to ensure effective and integrated fighting of veld fires.
- § To facilitate the engagement of the fire fighting industry in preparation for 2010
- § To facilitate the functioning of fire fighting stations that are not in operational state.
- § To facilitate the upgrading of roads for accessibility and signage.
- § To facilitate fictionalisation of the fire and emergency stations.

Disaster Management

- § To facilitate and support the compilation and review of the Disaster Management Plans of the local municipalities and submission thereof to the District annually.
- § To operationalise the Disaster Management Centre (DMC) in order to fully carryout all the disaster management functions in line with the adopted Disaster Management Framework of the NDM.
- § To develop a Disaster Management Plan for the District
- § To enter into mutual agreements with all municipalities to facilitate cooperation during disasters

6.11.3 Strategies

Fire Fighting: The District has constructed phase 1 of a fire station in Thembisile, which will now be followed by phase II. This fire station will be used to carry out fire fighting services and disaster management. The District will seek further support in improving the fire fighting services by increasing its involvement with other role players and partners in order to compliment and harness its capacity. One of the ways in which this can be achieved is through registering and becoming a member of the Fire Protection Association (FPA). Of critical importance is to engender a working relationship between the farming communities of Dr JS Moroka and Thembisile Municipalities in their endeavour to safe life and property. The FPA will also ensure that the government sector departments give relevant support during fire fighting. The District will further ensure work towards ensuring the community from disaster, road accidents, and fires by procuring the necessary equipment to enhance service delivery.

Disaster Management: The NDM will ensure that coordination and facilitation of disaster management

activities and information dissemination between all the affected stakeholders is performed through the utilisation of the District's DMC. The formation of the Disaster Management Advisory Forum is of critical importance to ensure that all key stakeholders are on par. These include all six local authorities, NGOs, private sector and government departments as required by the Disaster Management Act of 2002. The NDM is in the process of procuring disaster management equipments and more funding will be sourced for equipping the DMC. The District will also assist in the drafting process of the framework and plans for local municipalities. A comprehensive Disaster Management Plan for the District indicating all the potential disasters, hazards and disaster prone areas in each municipality will be developed based on the DMF as adopted by council.

6.11.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
fire fighting services.	Day to day functioning of the fire fighting services.	Thembisile	NDM	1 050 000	1 102 500	1 200 000	Annual report on activities undertaken	Manager: Social Services
Thembisile Fire Station	Building of phase II of Thembisile Fire Station	Thembisile	NDM	4 200 000	4 300 000	4 500 000	A complete fire station built by December 2009	Manager: Social Services
Acquisition of emergency vehicles and equipment	Upgrade fire fighting services by acquisition of emergency vehicles and equipment	Thembisile	NDM	1 050 000	1 102 500	1 200 000	Two major fire engines purchased and some loose equipment by June 2009	Manager: Social Services
disaster management centre	Acquisition of equipments for the disaster management centre	NDM	NDM	2 500 000	2 700 000	2 800 000	Base radio and communication system installed in the centre by July 2008	Manager: Social Services
Acquisition of emergency vehicles and equipment	Upgrade fire fighting services by acquisition of emergency vehicles and equipment	Dr JS Moroka	NDM	1 500 000	2 000 000	2 200 000	Upgrading of fire services and acquisition of emergency vehicles and equipment done by June 2009	Manager: Social Services
Acquisition of emergency vehicles and equipment	Upgrade service by acquisition of emergency vehicles and equipment	Steve Tshwete	NDM	1 000 000	1 102 500	1 200 000	Acquisition of emergency vehicles and equipment done by July 2008	Manager: Social Services
Acquisition of emergency vehicles and equipment	Upgrade service by acquisition of emergency vehicles and equipment	Emalahleni	NDM	1 000 000	1 102 500	1 200 000	Acquisition of emergency vehicles and equipment done by July 2008	Manager: Social Services
Acquisition of emergency vehicles and equipment	Upgrade service by acquisition of emergency vehicles and equipment	Emakhazeni	NDM	1 000 000	1 102 500	1 200 000	Acquisition of emergency vehicles and equipment done by July 2008	Manager: Social Services
veld fires and accidents	Building of fire houses/sub-stations to enhance coordinated response to veld fires and accidents along the N4 (Emakhazeni)	Emakhazeni	NDM	1 000 000	1 102 500	1 200 000	Two fire houses built by July 2008	Manager: Social Services
Water carrier and Fire engine	Acquisition of a 10 000 litre Water carrier and Fire engine	Delmas	NDM	1 500 000	1 700 000	2 000 000	Water carrier purchased Acquisition of emergency vehicles and equipment done by July 2008	Manager: Social Services
Acquisition of "Jaws of life", Rescue, Hazmat and fire fighting	Acquisition of "Jaws of life", Rescue, Hazmat and fire fighting	Delmas	NDM	1 000 000	1 102 500	1 200 000	Acquisition of "Jaws of life", Rescue, Hazmat and fire fighting finalised by August 2008	Manager: Social Services

6.12 ISSUE 12: WATER AND SANITATION

3.12.1 BACKGROUND AND PROBLEM STATEMENT

In the 2007/08 financial year, the District assisted all its local municipalities to compile Water Service Development Plans (WSDPs). This culminated to the aggregation of the main issues in the District Water Master Plan. The WSDP outlines service level profile, resources profile and future bulk needs, as well as programmes that must be pursued to address the identified challenges. The District Water Master Plan provides a holistic integrated view of the water and sanitation service requirements and planning within the District. However, capacity to implement these plans, particularly at the level of local municipalities is a challenge that must be carefully explored.

The great challenge that the District 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 (see table 6). Extremely high water losses are experienced in the region, especially in the jurisdiction of DR JS Moroka, Emalahleni and Thembisile LMs due to inadequate operation and maintenance (refer to table 8). It must be noted that the amount of R464 766 339 and R198 333 000 for sanitation and water respectively indicated in table 5 only refers to reticulation requirements.

Table 6: 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)
Delmas	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)

Despite the enormous capital investments committed as depicted in table 7 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 Delmas Local Municipality this challenge of poor water quality becomes evident in the persistence of water related disease out breaks.

Table 7: NDM Infrastructure Investments for the Period 2004 – 2007

Focus Area	2003/04	2004/05	2005/06	TOTAL
Water	37,891,776	42,835,055	51,644,530	144,285,624
Sewer	13,960,813	10,754,164	31,106,035	51,561,167
Roads & Stormwater	23,890,161	35,199,833	63,018,235	109,685,607
Electricity	10,103,204	16,670,132	14,267,976	38,172,755
Urban Development	4,456,035	8,332,123	5,501,253	33,090,140
Cleaning Services	2,211,781	2,204,100	1,313,956	8,658,133
Fire Fighting Services	1,431,863	1,453,463	1,193,451	10,399,718
Other	9,932,036	3,833,246	5,726,579	26,695,003
Passenger Transport	-	-	-	165,280
Total	103,877,669	121,282,116	173,772,015	422,713,427

FREE BASIC SERVICES

One of the conditions that enable local municipalities to target their poor households within provision of free basic services is the existence of indigent registers. It is pivotal that municipalities ensure that these

registers are updated frequently. For the standardisation process of the registers, the District should develop a District Framework which will assist and guide local municipalities in this task.

The Table 7 below provides the status of the provision of free basic water in the Local Municipalities, and also on various attributes which are critical in ensuring that service provision is affordable and sustainable.

Table 8: Status of FBW Provision

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

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

Delmas LM:	Review of water services bylaws Unaccounted for water is very high
Dr JS Moroka LM:	Implementation of water services bylaws FBW policy and promulgate tariff structures Unaccounted for water is as high at 70-80% Completely dependant on equitable share as operating income The indigent policy and register must be updated Water Conservation (WC) and Water Demand Management (WDM) strategies must be in place.
Emalahleni LM:	Implementation of Water Demand Management
Emakhazeni LM:	Implementation of water services bylaws
Steve Tshwete LM:	On track
Thembisile LM:	Development and implementation of the FBW policy. Promulgation of water services bylaw Development and implementation of Water Demand Management and WC strategies Completely dependant on equitable share for operating income The indigent register must be updated.

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

- § Poor quality of water (i.e. Delmas 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

6.12.2 Objectives

- § To ensure that the Master Plan for bulk water supply emanating from the Water Services Development Plan is compatible with the reticulation needs of local municipalities.
- § To ensure that metering and payment collection systems are upgraded parallel with the water provision systems.
- § To implement projects in line with the WSDPs and the NDM's Regional Water Master plan.
- § To ensure that local municipalities fulfil WSA functions as required by the legislation.
- § To develop ground water schemes and be used as alternative water resource for the western highveld areas.
- § To investigate possible alternative sanitation systems to pit latrines that are environmentally friendly, yet cost effective, in order to serve communities in the towns and villages.
- § To ensure that the areas in need for VIPs are listed and communicated to the Water Collaboration Forum.
- § To continuously maintain, upgrade and expand the waterborne sanitation systems in the District and DWAF for funding.
- § To review the District-wide Free Basic Services Policy.
- § To formulate a District-wide Sanitation Policy to ensure uniform sanitation standards and appropriate, affordable technology.
- § To conduct a Section 78(i), (ii) and (iii) investigation on water and sanitation in the District.
- § To assist all municipalities in the NDM area to achieve the Millennium Targets.
- § To coordinate the investigation undertaken by DWAF on the best model to manage the bulk water supply to the Western Highveld Region including establishment of a multi jurisdictional entity.
- § To ensure service delivery to farm areas.
- § To ensure that free basic services are fully implemented at local municipalities

3.12.3 Strategies

As part of a comprehensive strategy to deal with water and sanitation related challenges facing the Nkangala District, the following range of initiatives are currently prioritised. The priority area that the NDM will focus on is the operation and maintenance failure in areas where the infrastructure exists but inadequate service is provided. The council resolved to utilise MIG funding towards the MDG targets, particularly on water and sanitation. Discussed below are the key strategic trusts and initiatives emanating from the Water Master Plan that have been on consideration, which include:

- § Collaboration,
- § Institutional Arrangements,
- § Cullinan and the Western Highveld Region Emergency Augmentation Scheme,
- § Rand Water Augmentation Scheme for Delmas,
- § Reclamation of Mine Water,
- § Raw Water Supply to Industries,
- § 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.

INSTITUTIONAL ARRANGEMENTS: The Water Summit in March 2005 confirmed the position of Local Municipalities as the Water Services Authorities but also the need for District level support to strengthen and coordinate action. The key decision is that appropriate institutions must deliver according to their functions. 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.

The Local Municipalities are to implement water services delivery and capacity improvements but clarity on roles and responsibilities is necessary to remove misunderstandings and deal with problem areas. To this end an institutional development plan, which to some extent will be defined by the Section 78 processes, is required where the efforts and support activities of the sector partners can be aligned and managed in a way to efficiently and quickly deal with the institutional needs of the WSAs.

CULLINAN AND THE WESTERN HIGHVELD REGION EMERGENCY AUGMENTATION SCHEME : This involves the construction of a water pipeline from the existing Rand Water Bulk Supply in Mamelodi via Cullinan to Ekandustria in the Western Highveld to supplement the water supply from the Bronkhorstspuit Dam. The project has been completed and it is envisaged to increase the delivery to the desired capacity of 30 ML/day.

The Ekandustria reservoir is situated in Kungwini area. Thembisile Municipality has entered into an agreement with Rand Water for the services wherein the average amount payable to Rand Water is R 2.5 million per month. Control over this reservoir to Thembisile is facilitated by DWAF through the interim Bulk WSP contract with Rand water and Makgalis Water.

This impacts DWAF directly as DWAF is contractually committed to pay Rand Water for water supplied to Western Highveld from the Mamelodi Pipe Line. DWAF has budgeted R2.5m per month for this commitment. However payments are currently about R4–4.5 million per month as a result of unmanaged water demand on the side of Kungwini and Thembisile. The implication is that DWAF is directly liable to Rand Water for an additional R15 – 20m / annum towards water purchases in the Western Highveld Region.

RAND WATER AUGMENTATION SCHEME FOR DELMAS: The Rand Water bulk line from Bloemendaal to Delmas is currently on design stage. This initiative is intended to augment the demand in Delmas local municipality. At this early stage the indications are that the provision of approximately 35 km pipeline will cost approximately R54 million. The Provincial government has committed to fund the project. However, Delmas Municipality must enter into a contract with Rand water for bulk provision. To thwart the high cost of water, the municipality must put in place a workable operation and maintenance plan.

RECLAMATION OF MINE WATER: Emalahleni Water Reclamation Project (EWRP) is one of the initiatives which are undertaken jointly with the mining industry. The current capacity (Phase 1) of the EWRP is 25ML per day and it supplies ELM with 10ML per day. In order to meet demand supply must be increased to at least 20ML per day. Potential mine supply and costs in Emalahleni is indicated to be R 300 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 draw-down of the water level and the water reserve may be depleted.

In Steve Tshwete Municipality the work is at the pre-feasibility stage and further investigations and analysis is required to improve the project definition. BHP Billiton, one of the firms involved in mining within the District, is actively involved in pre-feasibility study.

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

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

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

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

Recommendations from the Short Term Regional Intervention Project

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

6.12.4 Projects

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Bulk water connection line Delmas & Botleng from Bloemendal Pumping Station	Bulk water connection line Delmas & Botleng from Bloemendal Pumping Station	Delmas	NDM	50,000,000	6,000,000	70,000,000		
Plan, construct, commission and maintain a water purification plant	Plan, construct, commission and maintain a water purification plant	Delmas	NDM	1,000,000	1,000,000	1,100,000		
Plan, drill, commission and maintain four (4) additional boreholes - Delmas-Botleng	Plan, drill, commission and maintain four (4) additional boreholes - Delmas-Botleng	Delmas	NDM	100,000	100,000	110,000		
Plan and provide potable water - Rural Communities	Plan and provide potable water - Rural Communities	Delmas	NDM	1,000,000	1,000,000	1,100,000		
Acquire and commission a water tanker for potable water to rural area	Acquire and commission a water tanker for potable water to rural area	Delmas	NDM					
Provide potable water to rural area	Provide potable water to rural area	Delmas	NDM					
Extension of water reticulation in Eloff Holdings	Extension of water reticulation in Eloff Holdings	Delmas	NDM					
Water Reticulation System for Modder East Orchard	Water Reticulation System for Modder East Orchard	Delmas	NDM					
Maintain and replace all asbestos Pipes	Maintain and replace all asbestos Pipes	Delmas	NDM	900,000	800,000	700,000		
Maintain , upgrade and extend water reticulation system	Maintain , upgrade and extend water reticulation system	Delmas	NDM	1,500,000	1,500,000	2,000,000		
Construct and maintain fences around reservoirs	Construct and maintain fences around reservoirs	Delmas	NDM	500,000	600,000	600,000		
Investigate and report on creating a municipal entity for the water service	Investigate and report on creating a municipal entity for the water service	Delmas	NDM					
Outfall sewer Portion 6 of the farm Middleburg	Outfall sewer Portion 6 of the farm Middleburg	Delmas	NDM					
Upgrading of Water Care Works – Botleng X4	Upgrading of Water Care Works – Botleng X4	Delmas	NDM	11,600,000	1,000,000	1,100,000		
Plan, construct, commission and maintain phase 2 of the water care works	Plan, construct, commission and maintain phase 2 of the water care works	Delmas	NDM	2,000,000	2,000,000	2,000,000		
Upgrading of Delmas Sewer Plant	Upgrading of Delmas Sewer Plant	Delmas	NDM					
Development of Eloff & Sundra Sewer Care Works	Development of Eloff & Sundra Sewer Care Works	Delmas	NDM					
Plan and deliver sanitation services in Rural Communities (VIP Toilets)	Plan and deliver sanitation services in Rural Communities (VIP Toilets)	Delmas	NDM	600,000	700,000	800,000		
Maintain and upgrade sewerage pipeline from Eloff to Delmas	Maintain and upgrade sewerage pipeline from Eloff to Delmas	Delmas	NDM	30,000	40,000	50,000		
Maintain and upgrade sewerage pump stations - Botleng and Delmas	Maintain and upgrade sewerage pump stations - Botleng and Delmas	Delmas	NDM	5,000	6,000	7,000		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Plan, construct, commission and maintain an outfall sewer for 2280 stands in Botleng Extension 5	Plan, construct, commission and maintain an outfall sewer for 2280 stands in Botleng Extension 5	Delmas	NDM	1,500,000	1,500,000	2,000,000		
Acquire, commission and maintain a power rod sewerage unblocking system	Acquire, commission and maintain a power rod sewerage unblocking system	Delmas	NDM	3,000	4,000	5,000		
Plan, construct, commission and maintain an accredited laboratory	Plan, construct, commission and maintain an accredited laboratory	Delmas	NDM	120,000	130,000	140,000		
Maintain and upgrade sewer network	Maintain and upgrade sewer network	Delmas	NDM	600,000	700,000	800,000		
Development of 2280 stands on portion 6 of the farm Middleburg 231 IR (Toilet Structures)	Development of 2280 stands on portion 6 of the farm Middleburg 231 IR (Toilet Structures)	Delmas	NDM	8,890,000	590,000			
Strategic & Operational Programmes and Projects	Strategic & Operational Programmes and Projects	DR JS Moroka	NDM	200,000	590,000			
Repair of bulk water meters	Repair of bulk water meters	DR JS Moroka	NDM	20,000				
Reading and calculation of monthly water balances	Reading and calculation of monthly water balances	DR JS Moroka	NDM	500,000	20,000			
Repair telemetry system or investigate the installation of remote monitoring technology to monitor water flow at strategic valves and reservoir levels.	Repair telemetry system or investigate the installation of remote monitoring technology to monitor water flow at strategic valves and reservoir levels.	DR JS Moroka	NDM	20,000				
Programme and execute testing of water quality on a weekly basis at distribution reservoirs.	Programme and execute testing of water quality on a weekly basis at distribution reservoirs.	DR JS Moroka	NDM	3,000,000	20,000			
Sectorisation of reticulation network & pressure management in Siyabuswa, Ga-mormorwe, Madubaduba, Maphotla &	Sectorisation of reticulation network & pressure management in Siyabuswa, Ga-mormorwe, Madubaduba, Maphotla &	DR JS Moroka	NDM	100,000				
Customer care: Set up and implement a customer care desk (i.e. toll free number) to record customer complaints.	Customer care: Set up and implement a customer care desk (i.e. toll free number) to record customer complaints.	DR JS Moroka	NDM	50,000				
Billing and debt collection of large consumers	Billing and debt collection of large consumers	DR JS Moroka	NDM		50,000			
Compile / update the strategic plan for the appointment and training of personnel for the technical and financial departments	Compile / update the strategic plan for the appointment and training of personnel for the technical and financial departments	DR JS Moroka	NDM					
Complete the Section 78 Assessment	Complete the Section 78 Assessment	DR JS Moroka	NDM					

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Compile and promulgate bylaws	Compile and promulgate bylaws	DR JS Moroka	NDM					
Complete / update the policies (e.g. Indigent Policy, Free Basic Water Policy)	Complete / update the policies (e.g. Indigent Policy, Free Basic Water Policy)	DR JS Moroka	NDM	5,000,000				
Information Management Systems	Information Management System, O&M system, Customer Care System, Financial system: Investigate the market to determine the most appropriate system(s) to be implemented at Dr JSM LM. Implement	DR JS Moroka	NDM	-	500,000			
Siyabuswa STP: Refurbishment implement.	Siyabuswa STP: Refurbishment implement.	DR JS Moroka	NDM		-			
Weltevreden WTW: Refurbishment	Weltevreden WTW: Refurbishment	DR JS Moroka	NDM			-		
Weltevreden Raw Water P/S: Refurbishment	Weltevreden Raw Water P/S: Refurbishment	DR JS Moroka	NDM					
Other Pumpstations: Kuilen, Kameelrivier,	Other Pumpstations: Kuilen, Kameelrivier,	DR JS Moroka	NDM					
Loskop Dam Canal: Mthombo and Valschfontein Pumpstations: "Refurbishment Loskop emergency supply"	Loskop Dam Canal: Mthombo and Valschfontein Pumpstations: "Refurbishment Loskop emergency supply"	DR JS Moroka	NDM					
Sewer reticulation at Siyabuswa D, Makopanong & Gaphaahla	Sewer reticulation at Siyabuswa D, Makopanong & Gaphaahla	DR JS Moroka	NDM					
Equip boreholes & storage tank Loding	Equip boreholes & storage tank Loding	DR JS Moroka	NDM					
Connecting water pipeline	Connecting pipeline from Toitskraal Purification works, including pumpstation and pump house towards Maganagobushwa to serve 700 households and to link the existing elevated tower including all control valves, isolation valves for maintenance and water meters	DR JS Moroka	NDM	8,390,000				
Water Infrastructure supply to retail consumers:	Water Infrastructure supply to retail consumers:	DR JS Moroka	NDM		-			
Water reticulation & water meters	Water reticulation & water meters	DR JS Moroka	NDM					
Water reticulation RDP standard Rebene Ext	Water reticulation RDP standard Rebene Ext	DR JS Moroka	NDM					
Water reticulation to RDP Standard Mmaduma	Water reticulation to RDP Standard Mmaduma	DR JS Moroka	NDM					
Water reticulation Madubaduba & Water meters	Water reticulation Madubaduba & Water meters	DR JS Moroka	NDM					
Bulk water reticulation & meter installation Makopanong	Bulk water reticulation & meter installation Makopanong	DR JS Moroka	NDM					
Bulk water supply & reticulation Maphotla	Bulk water supply & reticulation Maphotla	DR JS Moroka	NDM					
Ga-Maria, Lefiso & Lefisoane Water reticulation	Ga-Maria, Lefiso & Lefisoane Water reticulation	DR JS Moroka	NDM	1,000,000				
Kameelrivier A Water reticulation	Kameelrivier A Water reticulation	DR JS Moroka	NDM	2,000,000				
Water reticulation Ga Morwe & water meters	Water reticulation Ga Morwe & water meters	DR JS Moroka	NDM	460,000				

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Water Reticulation to RDP Standard (Rebone)	Water Reticulation to RDP Standard (Rebone)	DR JS Moroka	NDM					
Bulk water reticulation & meter installation Maganagobuswa	Bulk water reticulation & meter installation Maganagobuswa	DR JS Moroka	NDM					
Maganagobuswa (Township development)	Maganagobuswa (Township development)	DR JS Moroka	NDM	4,930,000				
Reticulation to eradicate backlogs	Reticulation to eradicate backlogs	DR JS Moroka	NDM	51,750,000				
Retail sanitation: Install VIPs throughout communities to eradicate backlogs	Retail sanitation: Install VIPs throughout communities to eradicate backlogs	DR JS Moroka	NDM					
VIPs Madubaduba & Ga Morwe	VIPs Madubaduba & Ga Morwe	DR JS Moroka	NDM					
VIP Troya	VIP Troya	DR JS Moroka	NDM					
VIPs Magononong	VIPs Magononong	DR JS Moroka	NDM					
VIPs Mbongo	VIPs Mbongo	DR JS Moroka	NDM					
VIPs Marothobolong	VIPs Marothobolong	DR JS Moroka	NDM					
House hold Sanitation Nokaneng VIPs	House hold Sanitation Nokaneng VIPs	DR JS Moroka	NDM					
House hold Sanitation Borolo & Seabe VIPs	House hold Sanitation Borolo & Seabe VIPs	DR JS Moroka	NDM					
VIPs Dihekeng	VIPs Dihekeng	DR JS Moroka	NDM					
VIPs Katjebane	VIPs Katjebane	DR JS Moroka	NDM					
VIPs Madubaduba & Ga morwe	VIPs Madubaduba & Ga morwe	DR JS Moroka	NDM					
VIPs Makopanong	VIPs Makopanong	DR JS Moroka	NDM					
VIPs Matshiding	VIPs Matshiding	DR JS Moroka	NDM					
VIPs Mmakola	VIPs Mmakola	DR JS Moroka	NDM					
VIPs Two line	VIPs Two line	DR JS Moroka	NDM					
VIPs Makometsane	VIPs Makometsane	DR JS Moroka	NDM					
VIPs Thabana	VIPs Thabana	DR JS Moroka	NDM					
VIPs Ramokgeletsane	VIPs Ramokgeletsane	DR JS Moroka	NDM					
VIPs Maphotla	VIPs Maphotla	DR JS Moroka	NDM					
VIPs Senotlelo	VIPs Senotlelo	DR JS Moroka	NDM					
Sanitation for Malapomogale, Mbongo & Libangeni Ukukhanya with Allemansdrift	Sanitation for Malapomogale, Mbongo & Libangeni Ukukhanya with Allemansdrift	DR JS Moroka	NDM	51,750,000				
VIPs in villages not identified in IDP	VIPs in villages not identified in IDP	DR JS Moroka	NDM					
Water Infrastructure supply	Water Infrastructure supply	Emakhazeni	NDM	22,550,000	15,100,000	4,300,000		
Upgrading of raw water supply from 2000kl/ day to 3250kl/ day by incorporating of Suikerboschkop Dam	Upgrading of raw water supply from 2000kl/ day to 3250kl/ day by incorporating of Suikerboschkop Dam	Emakhazeni	NDM					

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Dullstroom/Sakhelwe Upgrading of Water Treatment Plant from current capacity of 2000kl/ day to 3000kl/ day	Dullstroom/Sakhelwe Upgrading of Water Treatment Plant from current capacity of 2000kl/ day to 3000kl/ day	Emakhazeni	NDM	5,000,000.00				
Increase current reservoir storage capacity from 1290kl/ day to 3100kl/ day	Increase current reservoir storage capacity from 1290kl/ day to 3100kl/ day	Emakhazeni	NDM					
Upgrading of water reticulation network to comply with minimum requirements	Upgrading of water reticulation network to comply with minimum requirements	Emakhazeni	NDM		3,800,000.00			
Upgrading of Dullstroom rising main	Upgrading of Dullstroom rising main	Emakhazeni	NDM					
Upgrading of Sakhelwe rising main	Upgrading of Sakhelwe rising main	Emakhazeni	NDM		1,600,000.00			
New elevated storage capacity for Dullstroom	New elevated storage capacity for Dullstroom	Emakhazeni	NDM		1,500,000.00			
Upgrading of pumps at Water Treatment Plant	Upgrading of pumps at Water Treatment Plant	Emakhazeni	NDM	250,000.00				
New elevated storage capacity for Sakhelwe	New elevated storage capacity for Sakhelwe	Emakhazeni	NDM			1,500,000.00		
New 2 MI cement reservoir for Belfast	New 2 MI cement reservoir for Belfast	Emakhazeni	NDM					
Upgrading of Belfast water rising main	Upgrading of Belfast water rising main	Emakhazeni	NDM					
Upgrading of Wes street pump station	Upgrading of Wes street pump station	Emakhazeni	NDM					
Upgrading of Industrial Area Water Supply	Upgrading of Industrial Area Water Supply	Emakhazeni	NDM					
Replacement of water reticulation in Belfast	Replacement of water reticulation in Belfast	Emakhazeni	NDM	8,000,000.00				
Upgrading of elevated storage Siyathuthuka	Upgrading of elevated storage Siyathuthuka	Emakhazeni	NDM	1,500,000.00				
Upgrading of elevated storage Belfast	Upgrading of elevated storage Belfast	Emakhazeni	NDM					
Upgrading of water rising main	Upgrading of water rising main	Emakhazeni	NDM					
New 2MI cement reservoir with pump station in Emthonjeni	New 2MI cement reservoir with pump station in Emthonjeni	Emakhazeni	NDM		3,200,000			
New 2MI cement reservoir in Machadodorp	New 2MI cement reservoir in Machadodorp	Emakhazeni	NDM			2,800,000		
New 2MI cement reservoir	New 2MI cement reservoir	Emakhazeni	NDM	2,800,000				
Upgrading of water network Waterval Boven	Upgrading of water network Waterval Boven	Emakhazeni	NDM		5,000,000			
New raw water pipeline and pump station Phase 4 to be completed	New raw water pipeline and pump station Phase 4 to be completed	Emakhazeni	NDM					
Upgrade Water Treatment Plant	Upgrade Water Treatment Plant	Emakhazeni	NDM	4,000,000.00				
Upgrade of water pump stations Waterval Boven/ Emgwenya	Upgrade of water pump stations Waterval Boven/ Emgwenya	Emakhazeni	NDM	1,000,000.00				
Close open storage dam to construct new reservoir	Close open storage dam to construct new reservoir	Emakhazeni	NDM					
Installation of Rural Area boreholes	Installation of Rural Area boreholes	Emakhazeni	NDM					

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Sanitation Infrastructure supply	Sanitation Infrastructure supply	Emakhazeni	NDM	5,500,000	-	-		
Upgrading of sewer network(New reticulation)	Upgrading of sewer network(New reticulation)	Emakhazeni	NDM	-	-	-		
Upgrading of Sewer Treatment Plant from 1000kl/ day to 2000kl/day	Upgrading of Sewer Treatment Plant from 1000kl/ day to 2000kl/day	Emakhazeni	NDM	-	-	-		
Upgrading of Sewer Treatment Plant Phase 2	Upgrading of Sewer Treatment Plant Phase 2	Emakhazeni	NDM	-	-	-		
Replacement of sewer pipe to Sewer Treatment Plant Phase 2	Replacement of sewer pipe to Sewer Treatment Plant Phase 2	Emakhazeni	NDM	-	-	-		
Installation of sewer network in Belfast	Installation of sewer network in Belfast	Emakhazeni	NDM	5,500,000				
Phasing out of Sewer Treatment Plant in Machadodorp	Phasing out of Sewer Treatment Plant in Machadodorp	Emakhazeni	NDM	-	-	-		
Upgrading of 2x sewer pump stations in Machadodorp	Upgrading of 2x sewer pump stations in Machadodorp	Emakhazeni	NDM	-	-	-		
Installation of VIP toilets	Installation of VIP toilets	Emakhazeni	NDM	-				
Upgrading of WSDP	Upgrading of WSDP	Emakhazeni	NDM					
Belfast/ Siyathuthuka Machadodorp/ Emthonjeni Conduct section 78 assessment (Water)	Belfast/ Siyathuthuka Machadodorp/ Emthonjeni Conduct section 78 assessment (Water)	Emakhazeni	NDM					
Conduct section 78 assessment (Sewer)	Conduct section 78 assessment (Sewer)	Emakhazeni	NDM					
Conduct an EIA of the VIP's on ground water.	Conduct an EIA of the VIP's on ground water.	Emakhazeni	NDM					
Installation of Water & Sanitation Siyathuthuka Church Sites	Installation of Water & Sanitation Siyathuthuka Church Sites	Emakhazeni	NDM					
Installation of water and sanitation to 100 stands in Emgwenya	Installation of water and sanitation to 100 stands in Emgwenya	Emakhazeni	NDM					
Upgrading of the water purification plant	Upgrading of the water purification plant	Emalahleni	NDM	5,800,000	6,500,000	-		
Water installation Thubelihle x4 & 5	Water installation Thubelihle x4 & 5	Emalahleni	NDM	1,000,000	-	-		
Bulk & zonal meters	Bulk & zonal meters	Emalahleni	NDM	800,000	-	-		
Water reticulation Thushanang Twala	Water reticulation Thushanang Twala	Emalahleni	NDM	-	-	-		
Witbank pumpstation	Witbank pumpstation	Emalahleni	NDM	1,500,000	-	-		
Replace A.C. water pipe Tasbet park ext.s	Replace A.C. water pipe Tasbet park ext.s	Emalahleni	NDM	600,000	700,000	1,200,000		
Bulk line Del Judor 4 to Benfleur	Bulk line Del Judor 4 to Benfleur	Emalahleni	NDM	700,000	-	-		
Replace A.C. pipes van Rensburg	Replace A.C. pipes van Rensburg	Emalahleni	NDM	400,000	600,000	-		
Install bulk lines Phola/Wilge	Install bulk lines Phola/Wilge	Emalahleni	NDM	1,500,000	2,000,000	1,000,000		
Upgrade capacity purification plant to point D (ph.2)	Upgrade capacity purification plant to point D (ph.2)	Emalahleni	NDM	2,500,000	2,000,000	-		
Replace 350mm dia pipe Jackaroo	Replace 350mm dia pipe Jackaroo	Emalahleni	NDM	600,000	600,000	-		
Bulk supply 500mm dia to Klarinet exts	Bulk supply 500mm dia to Klarinet exts	Emalahleni	NDM	500,000	500,000	500,000		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Replace bulk supply to Paxton	Replace bulk supply to Paxton	Emalahleni	NDM	700,000	500,000	-		
Replace reticulation Blanchville	Replace reticulation Blanchville	Emalahleni	NDM	800,000	500,000	500,000		
Replace reticulation Zeekoewater	Replace reticulation Zeekoewater	Emalahleni	NDM	700,000	900,000	900,000		
Ringfeed to Vosman	Ringfeed to Vosman	Emalahleni	NDM	1,800,000	1,000,000	-		
Replace bulk supply Ackerville to Lynnvillie	Replace bulk supply Ackerville to Lynnvillie	Emalahleni	NDM	800,000	500,000	500,000		
Replace AC pipes Phola Ph. 2	Replace AC pipes Phola Ph. 2	Emalahleni	NDM	800,000	700,000	1,000,000		
Replace steel pipe Steenkamp ph. 2	Replace steel pipe Steenkamp ph. 2	Emalahleni	NDM	250,000	300,000	1,000,000		
Upgrade B/line N4 to Casino	Upgrade B/line N4 to Casino	Emalahleni	NDM	1,000,000	300,000	-		
Upgrade B/line Clewer to Phola	Upgrade B/line Clewer to Phola	Emalahleni	NDM	1,800,000	2,000,000	1,000,000		
Establish lab	Establish lab	Emalahleni	NDM	400,000	-	-		
Implementation of dam safety inspections	Implementation of dam safety inspections	Emalahleni	NDM	2,500,000	1,000,000	1,000,000		
Replace A.C. pipes at Ogies	Replace A.C. pipes at Ogies	Emalahleni	NDM	1,200,000	1,000,000	-		
Emsagweni:Water reticulation	Emsagweni:Water reticulation	Emalahleni	NDM	400,000	-	-		
Upgrade bulk water supply in Ferrobank	Upgrade bulk water supply in Ferrobank	Emalahleni	NDM	700,000	400,000	-		
Replace A.C. pipe Del Judor x4	Replace A.C. pipe Del Judor x4	Emalahleni	NDM	1,500,000	1,100,000	500,000		
High level reservoir point A	High level reservoir point A	Emalahleni	NDM	150,000	-	-		
Water reticulation Phola ext. 1 & 2	Water reticulation Phola ext. 1 & 2	Emalahleni	NDM	550,000	500,000	500,000		
Raw water storage quarry	Raw water storage quarry	Emalahleni	NDM	500,000	-	-		
Enkanini:Water reticulation	Enkanini:Water reticulation	Emalahleni	NDM	3,500,000	5,000,000	3,000,000		
Main bulk supply line Enkanini ph. 1	Main bulk supply line Enkanini ph. 1	Emalahleni	NDM	1,700,000	-	-		
Replace AC pipes in Clewer	Replace AC pipes in Clewer	Emalahleni	NDM	600,000	1,000,000	600,000		
3ML high level reservoir	3ML high level reservoir	Emalahleni	NDM	900,000	800,000	400,000		
Replace reticulation Ga-Nala	Replace reticulation Ga-Nala	Emalahleni	NDM	700,000	400,000	400,000		
Replace reticulation Rietspruit	Replace reticulation Rietspruit	Emalahleni	NDM	600,000	600,000	-		
Replace reticulation Wilge	Replace reticulation Wilge	Emalahleni	NDM	400,000	500,000	300,000		
Replace reticulation Witbank X8	Replace reticulation Witbank X8	Emalahleni	NDM	900,000	500,000	400,000		
Replace reticulation CBD	Replace reticulation CBD	Emalahleni	NDM	500,000	400,000	-		
Replace bulk line Point A to point B	Replace bulk line Point A to point B	Emalahleni	NDM	1,800,000	1,000,000	-		
Provision of new water connections Wildebeesfontein	Provision of new water connections Wildebeesfontein	Emalahleni	NDM	600,000	1,800,000	1,100,000		
Bulk main line Wildebeesfontein	Bulk main line Wildebeesfontein	Emalahleni	NDM	800,000	1,000,000	-		
Provision of treated effluent to HSVC	Provision of treated effluent to HSVC	Emalahleni	NDM	10,000,000	12,000,000	12,000,000		
Recycling of treated effluent Klipspruit and Riverview to Emalahleni Dam	Recycling of treated effluent Klipspruit and Riverview to Emalahleni Dam	Emalahleni	NDM	11,000,000	15,000,000	15,000,000		
Corrosion protection and automation of radial sluices Emalahleni dam	Corrosion protection and automation of radial sluices Emalahleni dam	Emalahleni	NDM	15,000,000	18,000,000	600,000		
Conversion of dam spill way	Conversion of dam spill way	Emalahleni	NDM	30,000,000	35,000,000	35,000,000		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Construction of additional 2 x 20MI per day water purification modules	Construction of additional 2 x 20MI per day water purification modules	Emalahleni	NDM	20,000,000	27,000,000	28,000,000		
Upgrading of pumps valves at reservoirs A, B & C	Upgrading of pumps valves at reservoirs A, B & C	Emalahleni	NDM	600,000	900,000	-		
Provision of new 3MI high level reservoir Point E	Provision of new 3MI high level reservoir Point E	Emalahleni	NDM	250,000	1,000,000	500,000		
Construction of new 20MI reservoir Klarinet	Construction of new 20MI reservoir Klarinet	Emalahleni	NDM	3,000,000	5,000,000	4,000,000		
Construction of new 20MI reservoir point E	Construction of new 20MI reservoir point E	Emalahleni	NDM	250,000	300,000	200,000		
Refurbishment of floating roof point C	Refurbishment of floating roof point C	Emalahleni	NDM	3,500,000	250,000	-		
Replacement/upgrade pumping main between point B and C	Replacement/upgrade pumping main between point B and C	Emalahleni	NDM	3,000,000	5,000,000	4,000,000		
Bulk supply line from point A to Klarinet reservoir	Bulk supply line from point A to Klarinet reservoir	Emalahleni	NDM	900,000	600,000	500,000		
Upgrade bulk supply point A to Schonland Drive	Upgrade bulk supply point A to Schonland Drive	Emalahleni	NDM	1,200,000	900,000	600,000		
Upgrade bulk supply Bankenveld adjacent developments	Upgrade bulk supply Bankenveld adjacent developments	Emalahleni	NDM	700,000	300,000	-		
Provision of basic sanitation VIP's (ph.2)	Provision of basic sanitation VIP's (ph.2)	Emalahleni	NDM	2,500,000	1,500,000	-		
Upgrade Klipspruit SPW	Upgrade Klipspruit SPW	Emalahleni	NDM	3,850,000	10,000,000	10,000,000		
Ferrobank SPW palisade fencing	Ferrobank SPW palisade fencing	Emalahleni	NDM	450,000	-	-		
Ga-Nala/Thubelihle SPW	Ga-Nala/Thubelihle SPW	Emalahleni	NDM	710,000	1,000,000	1,000,000		
Provision of sewer reticulation at Emsagweni	Provision of sewer reticulation at Emsagweni	Emalahleni	NDM	150,000	-	-		
Naauwpoort SPW	Naauwpoort SPW	Emalahleni	NDM	250,000	-	-		
Vosman pumpstation	Vosman pumpstation	Emalahleni	NDM	400,000	-	-		
Ga-Nala X10 main outfall line	Ga-Nala X10 main outfall line	Emalahleni	NDM	300,000	-	-		
Main outfall line Lynnville, Thushanang	Main outfall line Lynnville, Thushanang	Emalahleni	NDM	600,000	-	-		
Sewer top structures : Emalahleni (Thubelihle X4 & 5, Hlalanikahle X2 & 4) Kwaguqa	Sewer top structures : Emalahleni (Thubelihle X4 & 5, Hlalanikahle X2 & 4) Kwaguqa	Emalahleni	NDM	1,500,000	1,000,000	-		
Provision of sewer network Phola ext. 1 & 2 (1011 Stands)	Provision of sewer network Phola ext. 1 & 2 (1011 Stands)	Emalahleni	NDM	1,200,000	1,000,000	1,000,000		
Main outfall line Wilge to Phola	Main outfall line Wilge to Phola	Emalahleni	NDM	350,000	500,000	-		
Enkanini:Sewer network	Enkanini:Sewer network	Emalahleni	NDM	4,500,000	4,000,000	2,500,000		
High pressure sewer jet machine	High pressure sewer jet machine	Emalahleni	NDM	30,000	-	-		
Sewer reticulation Hlalanikahle 2 & 4	Sewer reticulation Hlalanikahle 2 & 4	Emalahleni	NDM	1,800,000	1,000,000	1,000,000		
Provision of sewer reticulation Hlalanikahle 1, 2 & 3	Provision of sewer reticulation Hlalanikahle 1, 2 & 3	Emalahleni	NDM	1,100,000	500,000	500,000		
Sewer main outfall line : Enkanini	Sewer main outfall line : Enkanini	Emalahleni	NDM	4,000,000	2,400,000	1,000,000		

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Sewer reticulation Twala & Tala	Sewer reticulation Twala & Tala	Emalahleni	NDM	700,000	500,000	500,000		
Sewer reticulation at Clewer	Sewer reticulation at Clewer	Emalahleni	NDM	1,800,000	1,000,000	-		
Main outfall line at Thubelihle	Main outfall line at Thubelihle	Emalahleni	NDM	700,000	-	-		
Phola SPW	Phola SPW	Emalahleni	NDM	1,770,000	1,000,000	-		
Riverview SPW Ph.1	Riverview SPW Ph.1	Emalahleni	NDM	3,850,000	10,000,000	10,000,000		
Upgrade mains from bush pump station to Ferrobank	Upgrade mains from bush pump station to Ferrobank	Emalahleni	NDM	1,200,000	500,000	500,000		
Upgrade Bankenveld pumping main	Upgrade Bankenveld pumping main	Emalahleni	NDM	1,500,000	1,000,000	1,000,000		
Main outfall line – Klarinet/Klipspruit (ph 2)	Main outfall line – Klarinet/Klipspruit (ph 2)	Emalahleni	NDM	800,000	700,000	-		
Provision of sewer network Klarinet Ext. 6	Provision of sewer network Klarinet Ext. 6	Emalahleni	NDM	1,800,000	1,500,000	500,000		
Purchase vehicles LDV	Purchase vehicles LDV	Emalahleni	NDM	500,000	-	-		
Provision of new sewer reticulation Wildebeesfontein	Provision of new sewer reticulation Wildebeesfontein	Emalahleni	NDM	1,800,000	1,500,000	500,000		
Main outfall line Wildebeesfontein	Main outfall line Wildebeesfontein	Emalahleni	NDM	1,200,000	600,000	-		
Upgrading of Ferrobank	Upgrading of Ferrobank	Emalahleni	NDM	6,000,000	7,800,000	4,200,000		
Upgrading of Klipspruit	Upgrading of Klipspruit	Emalahleni	NDM	8,000,000	16,000,000	16,000,000		
General upgrading and refurbishment of various sewage pump stations	General upgrading and refurbishment of various sewage pump stations	Emalahleni	NDM	1,200,000	1,300,000	-		
Replacement of outfall sewer to Ferrobank running through Lynnville (so-called "pap & vleis line)	Replacement of outfall sewer to Ferrobank running through Lynnville (so-called "pap & vleis line)	Emalahleni	NDM	1,800,000	700,000	1,000,000		
New line to link KwaGuqa to existing outfall sewer	New line to link KwaGuqa to existing outfall sewer	Emalahleni	NDM	700,000	300,000	-		
Miscellaneous upgrading of existing sewage network	Miscellaneous upgrading of existing sewage network	Emalahleni	NDM	800,000	1,200,000	1,000,000		
Upgrading of high level booster pump stations in Phola and Ogies	Upgrading of high level booster pump stations in Phola and Ogies	Emalahleni	NDM	150,000	-	-		
Upgrading of high level booster pump station at Jacaroo Park	Upgrading of high level booster pump station at Jacaroo Park	Emalahleni	NDM	120,000	-	-		
Drill Boreholes & equipment Rural Areas	Drill Boreholes & equipment Rural Areas	Steve Tshwete	NDM					
New water network Kwaza X7	New water network Kwaza X7	Steve Tshwete	NDM					
New water network Kwaza X7	New water network Kwaza X7	Steve Tshwete	NDM					
New water network Middelburg X18	New water network Middelburg X18	Steve Tshwete	NDM					
Water network Tokologo	Water network Tokologo	Steve Tshwete	NDM					
Water network Tokologo	Water network Tokologo	Steve Tshwete	NDM					
Drill Boreholes & equipment Rural Areas	Drill Boreholes & equipment Rural Areas	Steve Tshwete	NDM					

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
New networks Villages – Bankfontein	New networks Villages – Bankfontein	Steve Tshwele	NDM					
Water – Rural Villages Bankfontein	Water – Rural Villages Bankfontein	Steve Tshwele	NDM					
Water services : rural area	Water services : rural area	Steve Tshwele	NDM					
Water : Rockdale (Phase 1)	Water : Rockdale (Phase 1)	Steve Tshwele	NDM					
Water : Rockdale (Phase 1)	Water : Rockdale (Phase 1)	Steve Tshwele	NDM					
Extension 11 : Water Network	Extension 11 : Water Network	Steve Tshwele	NDM					
New networks (Hendrina/Kwaza)	New networks (Hendrina/Kwaza)	Steve Tshwele	NDM					
New networks Aerorand	New networks Aerorand	Steve Tshwele	NDM					
New water network Middelburg X18	New water network Middelburg X18	Steve Tshwele	NDM					
Rockdale bulk water	Rockdale bulk water	Steve Tshwele	NDM					
Hendrina mine water supply from Optimum	Hendrina mine water supply from Optimum	Steve Tshwele	NDM					
Drill Boreholes & equipment Rural Areas	Drill Boreholes & equipment Rural Areas	Steve Tshwele	NDM	420,000				
Water Rockdale Phase 2	Water Rockdale Phase 2	Steve Tshwele	NDM	3,600,000				
Water Rockdale Phase 2	Water Rockdale Phase 2	Steve Tshwele	NDM	630,000				
Water services : rural area	Water services : rural area	Steve Tshwele	NDM	105,000				
Water services Rural Village Botshabelo	Water services Rural Village Botshabelo	Steve Tshwele	NDM	1,750,000				
Water services Rural Village Botshabelo	Water services Rural Village Botshabelo	Steve Tshwele	NDM	245,000				
Bulk water new industrial area	Bulk water new industrial area	Steve Tshwele	NDM	5,000,000				
Mine Water : Middelburg WTP	Mine Water : Middelburg WTP	Steve Tshwele	NDM	14,500,000				
New networks (Hendrina/Kwaza)	New networks (Hendrina/Kwaza)	Steve Tshwele	NDM	105,000				
New networks Aerorand	New networks Aerorand	Steve Tshwele	NDM	1,100,000				
Water network Middelburg X23	Water network Middelburg X23	Steve Tshwele	NDM	138,600				
Water network Middelburg X23	Water network Middelburg X23	Steve Tshwele	NDM	990,000				
Water : Kwaza X8	Water : Kwaza X8	Steve Tshwele	NDM	315,000				
Water : Kwaza X8	Water : Kwaza X8	Steve Tshwele	NDM	2,250,000				
Drill Boreholes & equipment Rural Areas	Drill Boreholes & equipment Rural Areas	Steve Tshwele	NDM		440,000			
Water Rockdale Phase 2	Water Rockdale Phase 2	Steve Tshwele	NDM		3,600,000			
Water Rockdale Phase 2	Water Rockdale Phase 2	Steve Tshwele	NDM		630,000			
Water services : rural area	Water services : rural area	Steve Tshwele	NDM		110,000			
Bulk water new industrial area	Bulk water new industrial area	Steve Tshwele	NDM		4,500,000			
Mine Water : Middelburg WTP	Mine Water : Middelburg WTP	Steve Tshwele	NDM		14,000,000			
New networks (Hendrina/Kwaza)	New networks (Hendrina/Kwaza)	Steve Tshwele	NDM		110,000			
New networks Aerorand	New networks Aerorand	Steve Tshwele	NDM		400,000			
Drill Boreholes & equipment Rural Areas	Drill Boreholes & equipment Rural Areas	Steve Tshwele	NDM			300,000		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Water services : rural area	Water services : rural area	Steve Tshwele	NDM			116,000		
New networks (Hendrina/Kwaza)	New networks (Hendrina/Kwaza)	Steve Tshwele	NDM			116,000		
New network – Tokologo	New network – Tokologo	Steve Tshwele	NDM					
New network – Tokologo	New network – Tokologo	Steve Tshwele	NDM					
New networks – Aerorand	New networks – Aerorand	Steve Tshwele	NDM					
New networks – Hendrina/Kwaza	New networks – Hendrina/Kwaza	Steve Tshwele	NDM					
New networks Kwaza X7 (600 stands)	New networks Kwaza X7 (600 stands)	Steve Tshwele	NDM					
New networks Kwaza X7	New networks Kwaza X7	Steve Tshwele	NDM					
New networks Mhluzi/Tokologo	New networks Mhluzi/Tokologo	Steve Tshwele	NDM					
Sanitation X18	Sanitation X18	Steve Tshwele	NDM					
Sanitation Kwaza X3	Sanitation Kwaza X3	Steve Tshwele	NDM					
Sewerage connections	Sewerage connections	Steve Tshwele	NDM					
New networks – Aerorand	New networks – Aerorand	Steve Tshwele	NDM					
New networks – Hendrina/Kwaza	New networks – Hendrina/Kwaza	Steve Tshwele	NDM					
Outfall sewer lines Mall & German development	Outfall sewer lines Mall & German development	Steve Tshwele	NDM					
Sanitation X18	Sanitation X18	Steve Tshwele	NDM					
Sanitation Rockdale Phase 1 : 1000 stands	Sanitation Rockdale Phase 1 : 1000 stands	Steve Tshwele	NDM					
Sanitation rural villages Bankfontein - Bio Toilets	Sanitation rural villages Bankfontein - Bio Toilets	Steve Tshwele	NDM					
Sanitation rural villages Bankfontein - Bio Toilets	Sanitation rural villages Bankfontein - Bio Toilets	Steve Tshwele	NDM					
Sanitation services rural settlements - Bio Toilets	Sanitation services rural settlements - Bio Toilets	Steve Tshwele	NDM					
Sewer network indust. Stand X11	Sewer network indust. Stand X11	Steve Tshwele	NDM					
Sewer connections	Sewer connections	Steve Tshwele	NDM					
New networks – Aerorand	New networks – Aerorand	Steve Tshwele	NDM	1,155,000				
New networks – Middelburg X24	New networks – Middelburg X24	Steve Tshwele	NDM	1,496,000				
New networks – Hendrina/Kwaza	New networks – Hendrina/Kwaza	Steve Tshwele	NDM	67,000				
Outfall sewer lines Mall & German development	Outfall sewer lines Mall & German development	Steve Tshwele	NDM	1,200,000				
Sanitation Mfube Village	Sanitation Mfube Village	Steve Tshwele	NDM	1,650,000				
Sanitation Mfube Village	Sanitation Mfube Village	Steve Tshwele	NDM	600,000				
Sanitation Rockdale Phase 2	Sanitation Rockdale Phase 2	Steve Tshwele	NDM	672,000				
Sanitation Rural Village Arnot - Bio Toilets	Sanitation Rural Village Arnot - Bio Toilets	Steve Tshwele	NDM	750,000				
Sanitation Rural Village Botshabelo - Bio Toilets	Sanitation Rural Village Botshabelo - Bio Toilets	Steve Tshwele	NDM	600,000				
Sanitation services rural settlements - Bio Toilets	Sanitation services rural settlements - Bio Toilets	Steve Tshwele	NDM	53,000				
Sewer connections	Sewer connections	Steve Tshwele	NDM	121,000				

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
New networks – Aerorand	New networks – Aerorand	Steve Tshwete	NDM		600,000			
New networks – Hendrina/Kwaza	New networks – Hendrina/Kwaza	Steve Tshwete	NDM		71,000			
Outfall sewer lines Mall & German development	Outfall sewer lines Mall & German development	Steve Tshwete	NDM		1,000,000			
Sanitation Rockdale Phase 2	Sanitation Rockdale Phase 2	Steve Tshwete	NDM		4,128,000			
Sanitation Rockdale Phase 2	Sanitation Rockdale Phase 2	Steve Tshwete	NDM		672,000			
Sanitation services rural settlements - Bio Toilets	Sanitation services rural settlements - Bio Toilets	Steve Tshwete	NDM		55,000			
Sewer connections	Sewer connections	Steve Tshwete	NDM		127,000			
New networks – Hendrina/Kwaza	New networks – Hendrina/Kwaza	Steve Tshwete	NDM			74,000		
Outfall sewer lines Mall & German development	Outfall sewer lines Mall & German development	Steve Tshwete	NDM			1,000,000		
Sanitation services rural settlements - Bio Toilets	Sanitation services rural settlements - Bio Toilets	Steve Tshwete	NDM			58,000		
Sewer connections	Sewer connections	Steve Tshwete	NDM			134,000		
Repair of bulk water meters	Repair of bulk water meters	Thembisile	NDM					
Reading and calculation of monthly water balances	Reading and calculation of monthly water balances	Thembisile	NDM	40,000	40,000	40,000		
Repair telemetry system or investigate the installation of remote monitoring technology to monitor water flow at strategic valves and reservoir levels.	Repair telemetry system or investigate the installation of remote monitoring technology to monitor water flow at strategic valves and reservoir levels.	Thembisile	NDM					
Programme and execute testing of water quality on a weekly basis at distribution reservoirs.	Programme and execute testing of water quality on a weekly basis at distribution reservoirs.	Thembisile	NDM	20,000				
Water supply to retail consumers: Implement technical solutions throughout communities. Highest priorities to eradicate any backlogs.	Water supply to retail consumers: Implement technical solutions throughout communities. Highest priorities to eradicate any backlogs.	Thembisile	NDM	25,000,000				
WC & WDM: Active leakage control programmes to be done.	WC & WDM: Active leakage control programmes to be done.	Thembisile	NDM	5,000,000				
Customer care: Set up and implement a customer care desk (i.e. toll free number) to record customer complaints.	Customer care: Set up and implement a customer care desk (i.e. toll free number) to record customer complaints.	Thembisile	NDM					
Billing and debt collection of large consumers	Billing and debt collection of large consumers	Thembisile	NDM	50,000				
Compile / update the strategic plan for the appointment and training of personnel for the technical and financial departments	Compile / update the strategic plan for the appointment and training of personnel for the technical and financial departments	Thembisile	NDM					

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Complete the Section 78 Assessment	Complete the Section 78 Assessment	Thembisile	NDM					
Compile and promulgate bylaws	Compile and promulgate bylaws	Thembisile	NDM					
Water and Sanitation Master Plan	Water and Sanitation Master Plan	Thembisile	NDM					
Asset Management Plan	Asset Management Plan	Thembisile	NDM					
Complete / update the policies (e.g. Indigent Policy, Free Basic Water Policy)	Complete / update the policies (e.g. Indigent Policy, Free Basic Water Policy)	Thembisile	NDM					
Information Management System	Information Management System, O&M system, Customer Care System, Financial system: Investigate the market to determine the most appropriate system(s) to be implemented at Thembisile LM. Implement	Thembisile	NDM	2,500,000				
Refurbishment	Tweefontein K STP: Investigate and determine the extent of refurbishment required. Implement.	Thembisile	NDM					
Water Reticulation – Matthys Zyn Loop	Water Reticulation – Matthys Zyn Loop	Thembisile	NDM	410,000	410,000	410,000		
Water Reticulation – Kwaggafontein A	Water Reticulation – Kwaggafontein A	Thembisile	NDM	-	-	-		
Water Reticulation – Kwaggafontein C	Water Reticulation – Kwaggafontein C	Thembisile	NDM	-	-	-		
Water Reticulation – Kwaggafontein D	Water Reticulation – Kwaggafontein D	Thembisile	NDM	120,000	120,000	120,000		
Water Reticulation – Phola Park	Water Reticulation – Phola Park	Thembisile	NDM	370,000	370,000	370,000		
Rehab of Water Network – Boekenhouthoek	Rehab of Water Network – Boekenhouthoek	Thembisile	NDM	410,000	410,000	410,000		
Water Reticulation – Moloto North	Water Reticulation – Moloto North	Thembisile	NDM	-	-	-		
Water Reticulation – Moloto South	Water Reticulation – Moloto South	Thembisile	NDM	980,000	980,000	980,000		
Water Meters – Thokoza	Water Meters – Thokoza	Thembisile	NDM	1,330,000	1,330,000	1,330,000		
Water reticulation - Enkeldoornog A	Water reticulation - Enkeldoornog A	Thembisile	NDM	390,000	390,000	390,000		
Water reticulation - Enkeldoornog B	Water reticulation - Enkeldoornog B	Thembisile	NDM	60,000	60,000	60,000		
Water reticulation - Goederede A	Water reticulation - Goederede A	Thembisile	NDM	220,000	220,000	220,000		
Water reticulation - Mandela	Water reticulation - Mandela	Thembisile	NDM	60,000	60,000	60,000		
Water reticulation - Mountain View	Water reticulation - Mountain View	Thembisile	NDM	370,000	370,000	370,000		
Water reticulation - Sakhile	Water reticulation - Sakhile	Thembisile	NDM	250,000	250,000	250,000		
Water reticulation - Sun City AA	Water reticulation - Sun City AA	Thembisile	NDM	430,000	430,000	430,000		
Water reticulation - Tweefontein A	Water reticulation - Tweefontein A	Thembisile	NDM	-	-	-		
Water reticulation - Tweefontein B	Water reticulation - Tweefontein B	Thembisile	NDM	30,000	30,000	30,000		
Water reticulation - Tweefontein C	Water reticulation - Tweefontein C	Thembisile	NDM	-	-	-		
Water reticulation - Tweefontein G	Water reticulation - Tweefontein G	Thembisile	NDM	-	-	-		
Water reticulation - Tweefontein H	Water reticulation - Tweefontein H	Thembisile	NDM	100,000	100,000	100,000		
Water reticulation - Tweefontein J	Water reticulation - Tweefontein J	Thembisile	NDM	90,000	90,000	90,000		
Water reticulation - Tweefontein M	Water reticulation - Tweefontein M	Thembisile	NDM	1,330,000	1,330,000	1,330,000		
Water reticulation - Verena (Welas)	Water reticulation - Verena (Welas)	Thembisile	NDM	-	-	-		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Water reticulation - Vlaklaagte 1	Water reticulation - Vlaklaagte 1	Thembisile	NDM	50,000	50,000	50,000		
Water reticulation - Zakheni	Water reticulation - Zakheni	Thembisile	NDM	1,110,000	1,110,000	1,110,000		
Water reticulation - Klipfontein	Water reticulation - Klipfontein	Thembisile	NDM					
VIP Toilets – Zenzele	VIP Toilets – Zenzele	Thembisile	NDM	980,000	980,000	980,000		
VIP Toilets – Belfast	VIP Toilets – Belfast	Thembisile	NDM	810,000	810,000	810,000		
VIP Toilets – Sun City	VIP Toilets – Sun City	Thembisile	NDM	2,520,000	2,520,000	2,520,000		
VIP Toilets – Phola Park	VIP Toilets – Phola Park	Thembisile	NDM	2,140,000	2,140,000	2,140,000		
VIP Toilets – Langkloof	VIP Toilets – Langkloof	Thembisile	NDM	680,000	680,000	680,000		
VIP Toilets – Mzimuhle	VIP Toilets – Mzimuhle	Thembisile	NDM	1,330,000	1,330,000	1,330,000		
VIP Toilets - Vlaklaagte 1&2	VIP Toilets - Vlaklaagte 1&2	Thembisile	NDM	4,710,000	4,710,000	4,710,000		
VIP Toilets - Boekenhouthoek	VIP Toilets - Boekenhouthoek	Thembisile	NDM	2,200,000	2,200,000	2,200,000		
VIP Toilets - Buhlebuzile	VIP Toilets - Buhlebuzile	Thembisile	NDM	290,000	290,000	290,000		
VIP Toilets - Enkeldoornoog A	VIP Toilets - Enkeldoornoog A	Thembisile	NDM	2,630,000	2,630,000	2,630,000		
VIP Toilets - Enkeldoornoog B	VIP Toilets - Enkeldoornoog B	Thembisile	NDM	1,370,000	1,370,000	1,370,000		
VIP Toilets - Goederede A	VIP Toilets - Goederede A	Thembisile	NDM	1,330,000	1,330,000	1,330,000		
VIP Toilets - Goederede B	VIP Toilets - Goederede B	Thembisile	NDM	470,000	470,000	470,000		
VIP Toilets - Klipfontein	VIP Toilets - Klipfontein	Thembisile	NDM	220,000	220,000	220,000		
VIP Toilets - Kwaggafontein A	VIP Toilets - Kwaggafontein A	Thembisile	NDM	3,830,000	3,830,000	3,830,000		
VIP Toilets - Kwaggafontein B	VIP Toilets - Kwaggafontein B	Thembisile	NDM	930,000	930,000	930,000		
VIP Toilets - Kwaggafontein C	VIP Toilets - Kwaggafontein C	Thembisile	NDM	2,180,000	2,180,000	2,180,000		
VIP Toilets - Kwaggafontein D	VIP Toilets - Kwaggafontein D	Thembisile	NDM	1,670,000	1,670,000	1,670,000		
VIP Toilets - Kwaggafontein E	VIP Toilets - Kwaggafontein E	Thembisile	NDM	670,000	670,000	670,000		
VIP Toilets - Luthuli	VIP Toilets - Luthuli	Thembisile	NDM	460,000	460,000	460,000		
VIP Toilets - Mandela	VIP Toilets - Mandela	Thembisile	NDM	1,560,000	1,560,000	1,560,000		
VIP Toilets - Mathyszynloop	VIP Toilets - Mathyszynloop	Thembisile	NDM	1,070,000	1,070,000	1,070,000		
VIP Toilets - Moloto North	VIP Toilets - Moloto North	Thembisile	NDM	1,040,000	1,040,000	1,040,000		
VIP Toilets - Moloto South	VIP Toilets - Moloto South	Thembisile	NDM	2,520,000	2,520,000	2,520,000		
VIP Toilets - Mountain View	VIP Toilets - Mountain View	Thembisile	NDM	1,690,000	1,690,000	1,690,000		
VIP Toilets - Sakhile	VIP Toilets - Sakhile	Thembisile	NDM	180,000	180,000	180,000		
VIP Toilets - Tweefontein A	VIP Toilets - Tweefontein A	Thembisile	NDM	520,000	520,000	520,000		
VIP Toilets - Tweefontein B	VIP Toilets - Tweefontein B	Thembisile	NDM	1,150,000	1,150,000	1,150,000		
VIP Toilets - Tweefontein C,D	VIP Toilets - Tweefontein C,D	Thembisile	NDM	1,910,000	1,910,000	1,910,000		
VIP Toilets - Tweefontein E	VIP Toilets - Tweefontein E	Thembisile	NDM	1,260,000	1,260,000	1,260,000		
VIP Toilets - Tweefontein F	VIP Toilets - Tweefontein F	Thembisile	NDM	990,000	990,000	990,000		
VIP Toilets - Tweefontein G	VIP Toilets - Tweefontein G	Thembisile	NDM	1,140,000	1,140,000	1,140,000		
VIP Toilets - Tweefontein H	VIP Toilets - Tweefontein H	Thembisile	NDM	1,100,000	1,100,000	1,100,000		
VIP Toilets - Tweefontein J	VIP Toilets - Tweefontein J	Thembisile	NDM	820,000	820,000	820,000		

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
VIP Toilets - Tweefontein M	VIP Toilets - Tweefontein M	Thembisile	NDM	1,960,000	1,960,000	1,960,000		
VIP Toilets - Tweefontein N	VIP Toilets - Tweefontein N	Thembisile	NDM	340,000	340,000	340,000		
VIP Toilets - Verena A & B	VIP Toilets - Verena A & B	Thembisile	NDM	1,900,000	1,900,000	1,900,000		
VIP Toilets - Verena C	VIP Toilets - Verena C	Thembisile	NDM	1,760,000	1,760,000	1,760,000		
VIP Toilets - Verena D	VIP Toilets - Verena D	Thembisile	NDM	1,040,000	1,040,000	1,040,000		
VIP Toilets - Wolvenkop	VIP Toilets - Wolvenkop	Thembisile	NDM	800,000	800,000	800,000		
VIP Toilets - Zakheni	VIP Toilets - Zakheni	Thembisile	NDM	1,050,000	1,050,000	1,050,000		
Water Meters – Zenzele	Water Meters – Zenzele	Thembisile	NDM	-	-	-		
Water Meters – Behlesizwa	Water Meters – Behlesizwa	Thembisile	NDM	-	-	-		
Water Meters – Wolvenkop	Water Meters – Wolvenkop	Thembisile	NDM	-	-	-		
Water Meters – Kwaggafontein C	Water Meters – Kwaggafontein C	Thembisile	NDM	-	-	-		
Water erf connections - Verena	Water erf connections - Verena	Thembisile	NDM	-	-	-		
KwaMhlanga Oxidation Ponds	KwaMhlanga Oxidation Ponds	Thembisile	NDM	-	-	-		
Bulk sewer line – Vlaklaagte 1&2	Bulk sewer line – Vlaklaagte 1&2	Thembisile	NDM	-	-	-		
Bulk sewer line – Mzimuhla	Bulk sewer line – Mzimuhla	Thembisile	NDM	-	-	-		

6.13 ISSUE 13: ELECTRICITY SUPPLY

6.13.1 BACKGROUND AND PROBLEM STATEMENT

Communities in the Nkangala District are fairly well supplied with electricity. From this it is evident that about 215 911 of the 246 049 households in the District have access to electricity. The largest backlogs seem to be in Emalahleni (about 20 000 units). The total electricity backlog in the District is in the order of about 30 000 units.

The municipal electricity consumption index, which shows the number of people that are living in houses with or without electricity, shows that about 85% of the people lived in houses that were electrified and 15% were not electrified (Stats SA 2006). About 95% of the people in Thembisile and Dr JS Moroka local municipalities lived in houses that were electrified in 2005. In Emakhazeni and Steve Tshwete local municipalities about 88% of the people lived in houses that were electrified. Delmas and Emalahleni local municipalities show the highest levels of backlog with about 72% in 2005.

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

The following electricity related issues emanated from the IDP process:

- § Electricity supply to isolated Rural Communities/Farm Workers
- § Short term clarity needed on electricity licenses between ESKOM, NDM and the local municipalities in accordance with the Integrated National Electrification Programme Business Planning Unit (INEP BPU).
- § Clarity is needed regarding the Department of Minerals and Energy's (DMEs) subsidies and funding procedure.
- § EDI Holdings was established to have effective control over REDS in accordance with National Electricity Regulator (NER). Co-operative agreements to be signed by Municipalities are due. The REDS initiative and what impact it would have on service providers in the District is still a

concern.

- § Varying quality of electrical current and supply - especially in the Western Region.
- § Address backlogs of Municipalities.
- § Street lighting, high mast lights and maintenance thereof
- § Illegal electricity connections
- § The provision of free basic electricity does not reach all the qualifying members of community

6.13.2 Objectives

- § To clarify the roles and responsibilities in terms of Integrated National Electrification Programme Business Planning Unit (INEP BPU), for electricity supply between ESKOM, the District Municipality and Local Municipalities (in line with REDS initiative) - especially Emakhazeni, Dr J S Moroka and Thembisile.
- § To prepare for the implementation of the REDS initiative according to National Electricity Regulator (NER) in the NDM area.
- § To ensure that the electricity supply network expands to serve the entire NDM community, including rural communities and farm workers.
- § To expand the pre-paid metering system and vending machines to meet the needs of communities.
- § To ensure that there is consistent quality of current and supply in the NDM area.
- § Facilitate provision of Free Basic Services by ESKOM and other Service Providers.
- § To investigate alternative sources of energy other than electricity.
- § To establish a District Energy Forum

6.13.3 Strategy

- § To establish an Energy Forum by end of March 2006 comprising representatives of all municipalities within NDM, DME, DLGTT and DPLG, SALGA and ESKOM to:
 - work out/refine a detailed ESKOM Operational Plan including a roll-out plan. This is to be monitored by the Energy Forum and the NDM;
 - sort out/negotiate matters regarding the supply of electricity (license) with ESKOM in the short term;
 - conduct some preparatory work regarding the future implementation of the REDS initiative;
 - coordinate the planning of electricity supply and project initiatives and implementation within the NDM area.

Through this forum local authorities should submit project proposals which will inform the capital budgets of ESKOM and the NER during the next year.

As one of the major programmes designed to address electricity challenges confronting the country, the Minister of Finance announced in his 2008 budget speech that:

“Over the next five years Eskom’s capital expansion plans will amount to R343 billion, with about 73 percent earmarked for power generation projects. The return-to-service of previously mothballed power-stations, Camden, Grootvlei and Komati, will add a combined 3 677 MW of generating capacity by 2011 and other smaller projects will produce about 2 000 MW. Two major new coal-fired plants, Medupi in Lephalale and Bravo near Witbank, will each cost in excess of R80 billion and produce about 4 500 MW each”.

The Bravo project, which is valued at about R 80 billion and the Komati power station which is to have a major revamp are in the District area of jurisdiction. The Bravo project is a new coal fired power station located to the West of the R545 between the N4 and N12 freeways near the existing Kendal

power station. It comprises of six units rated at approximately 4 800 MW installed capacity. The first unit is planned for commercial operation in 2012 with the last unit in operation by 2015/16.

6.13.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Electrification Bundu	Electrification Bundu	Thembeisile	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification Kwaggafontein D	Electrification Kwaggafontein D	Thembeisile	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification THEMBALETHU	Electrification THEMBALETHU	Thembeisile	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification VERENA D	Electrification VERENA D	Thembeisile	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification ZAKHENI	Electrification ZAKHENI	Thembeisile	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification Ga Moree (KameelRivier B)	Electrification Ga Moree (KameelRivier B)	DR JS Moroka	ESKOM	240 000			30 connections by June 2009	Manager: Technical Services
Electrification Ga PHAAHLA EXT	Electrification Ga PHAAHLA EXT	DR JS Moroka	ESKOM	800 000			100 connections by June 2009	Manager: Technical Services
Electrification GA-MARIA, LEFISO & LEFISWANE	Electrification GA-MARIA, LEFISO & LEFISWANE	DR JS Moroka	ESKOM	1 200 000			150 connections by June 2009	Manager: Technical Services
Electrification Loding, Malempule & Dihekeng	Electrification Loding, Malempule & Dihekeng	DR JS Moroka	ESKOM	1 000 000			125 connections by June 2009	Manager: Technical Services
Electrification MMAMETLHAKA EXT 1	Electrification MMAMETLHAKA EXT 1	DR JS Moroka	ESKOM	3 920 000			490 connections by June 2009	Manager: Technical Services
Electrification PHAAKE	Electrification PHAAKE	DR JS Moroka	ESKOM	2 320 000			290 connections by June 2009	Manager: Technical Services
Electrification Thabange/Ramokgeletsane	Electrification Thabange/Ramokgeletsane	DR JS Moroka	ESKOM	856 000			107 connections by June 2009	Manager: Technical Services
Bravo Project	Construction of a new power station	Emalaheni	ESKOM	80 000 000 000			Project fully operational by 2016.	Manager: Technical Services

6.14 ISSUE 14: ROADS AND STORMWATER

6.14.1 BACKGROUND AND PROBLEM STATEMENT

The NDM has been allocated the function of Municipal Roads in Thembeisile Municipality and the service must continue (Section 84(1) (f)). This function must be effectively continued with, without disruption. During the past year the NDM funded the compilation of an electronic Pavement Management System for the Thembeisile Local Municipality. From this system an Implementation Plan and Strategy now has to be designed. The Thembeisile municipality in its IDP processes identified all routes forming part of the public transport network in the municipal area as top priority routes for upgrading and maintenance. It is thus logical that the Pavement Management System should now be used to determine the priority upgrading and maintenance needs along the public transport routes in Thembeisile, and from this assessment the projects to be implemented can be identified, costed and programmed.

The general state and conditions of roads throughout the NDM has been identified as an area that needs urgent attention as roads are critical in promoting economic growth and tourism. In order to address this challenge there is a need for a comprehensive strategy that will ensure timely construction, maintenance and repair of roads throughout the region.

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

- § Road maintenance in rural and urban areas.
- § Traffic calming measures
- § Stray animals on the roads
- § Lack of public transport roads (i.e. road are too small)
- § Upgrading/tarring of rural roads & streets
- § Poor road signage
- § Monitoring of road construction work
- § Proper stormwater system installation during construction of routes
- § Lack of stormwater in townships

6.14.2 Objectives

- § To determine priority upgrading and maintenance needs along the public transport routes in Thembisile local municipality.
- § To ensure that the NDM area receives an equitable share of the Provincial budget allocated towards construction, maintenance and upgrading of roads.
- § To provide for upgrading of municipal streets and access roads with NDM capital grants.
- § To ensure that roads and storm water systems are maintained and upgraded to an acceptable standard in the Thembisile Municipality.
- § To design an Implementation Programme for the Thembisile Local Municipality based on the Pavement Management System.
- § To develop an Integrated Roads Maintenance Strategy by March 2009.
- § To upgrade the Visual Pavement Management System
- § To Develop Stormwater master plans for municipalities

6.14.3 Strategies

- § Local municipalities are to nominate and motivate roads/sections of roads qualifying for any of the above categories to be funded through the NDM Capital Grant.
- § The Section 79 Committee on Transport and Safety will coordinate/align Provincial programme and local needs.
- § NDM is to sign an agreement/contract with Thembisile Municipality and start with the compilation of the Roads Upgrading and Maintenance Implementation Programme.
- § To build capacity (including plant and personnel) at Thembisile local municipality.

6.14.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Stormwater Master Plans	Development of Water Master Plans for municipalities	All LMs	NDM	5 000 000	0	0	Development of Water Master Plans for municipalities completed by June 2009	Manager: Technical Services
Visual Pavement Management System	Upgrading of Visual Pavement Management System	Thembisile	NDM	1 000 000	0	0	Visual Pavement Management System upgraded by June 2009	Manager: Technical Services
Maintenance P131/1	Milling and repair of Delmas-Leandra - 37 Km	Delmas /Govern Mbeki	DoRT	25,000 000			100 % C0mplete	Manager: Technical Services
Weigh Bridge And Bridges D2927-D2727	Upgrading of Lefiso-Marapyane - 7km	Dr JS Moroka	DoRT	22,000 000			87% Complete in 2008/09	Manager: Technical Services
Construction P29/1	Construction for rehabilitation of Witbank to Ogies - 27Km	Emalahleni	DoRT	29,624 000			12,5% Complete in 2008/09	Manager: Technical Services
Weigh Bridge And Bridges Bn998	Completion of the Rehabilitation of Bruno Bridge	Emalahleni	DoRT	12,000 000			100% Complete	Manager: Technical Services
Coal Haulage Routes Phase 1	R555 Ogies-Kendall Power station - 10,3Km	Emalahleni	DoRT	1,600 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 1	Kendal Powerstation- Leeufontein mine Delmas turn off - 20Km	Emalahleni	DoRT	2,400 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	R554 Duvha Powerstation- Hendrina Turn off 23Km	Emalahleni	DoRT	3,800 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	R547 Turn off from Matlala to Kriel T-junction 16Km	Emalahleni	DoRT	2,500 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	Off R545 Kriel to Tavistock Mine T-junction 17Km	Emalahleni	DoRT	2,600 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	R 544 Witbank-Kriel turn off to Clewer 35Km	Emalahleni	DoRT	3,900 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	R545 Ogies-Balmoral 15Km	Emalahleni / Delmas	DoRT	2,500 000			Final design and Tendering	Manager: Technical Services
MAINTENANCE P100/1	Mill and Repair of Witbank-Verena-Tweefontein 22 Km	Emalahleni / Thembisile	DoRT	28,441 000			100% Complete	Manager: Technical Services
Coal Haulage Routes Phase 1	D683/P141/1 Kendal Power station-Kleinkopje mine turn off 20Km	Emalahleni?	DoRT	3,900 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 1	Rehabilitation of Van Dyksdrift to Hendrina 38km	Steve Tshwete	DoRT	1,900 000			Final design and contract documentation completed	Manager: Technical Services
Coal Haulage Routes Phase 1	Hendrina-Arnot Powerstation 23Km	Steve Tshwete	DoRT	3,000 000			Final design and Tendering	Manager: Technical Services

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Coal Haulage Routes Phase 2	R575 Off R545 (Duvha Ps to N4 23Km)	Steve Tshwele	DoRT	5,600 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	Amot PS to N4 18Km	Steve Tshwele	DoRT	2,800 000			Final design and Tendering	Manager: Technical Services
Coal Haulage Routes Phase 2	Duvha PS to R35	Steve Tshwele	DoRT	2,600 000			Final design and Tendering	Manager: Technical Services
Construction D1361	Upgrading of Langkloof-Verena 4,5km	Thembisile	DoRT	4,500 000			100% Complete	Manager: Technical Services
Construction D25 – P207/1	Upgrading of D25 – Tweefontein D25-P207/1 18,5Km	Thembisile	DoRT	50,000 000			65 % Complete in 2008/09	Manager: Technical Services

6.15 ISSUE 15: TRANSPORTATION

6.15.1 BACKGROUND AND PROBLEM STATEMENT

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

- § General need for the upgrading and expansion of public transport system, the road and rail network.
- § Unreliable public transport and the need for public transport routes to serve communities
- § The utilisation of old and road unworthy vehicles to transport public
- § The proposed rail system for the development of the Moloto Development Corridor needs to be implemented urgently.
- § Control over the transport function is fragmented and proper coordination and improved governance is required, particularly in respect of the regulation and coordination of the taxi industry, control over taxi ranks and the management of subsidized public transport.
- § The NDM area has a taxi rank backlog amounting to about R21 million for which an amount of about R6 million per annum would be required to successfully address it.
- § Sufficient funding for transport needs remains a critical problem.
- § The possibility of the District municipality to own a Municipal public transport

As far as the Moloto Rail Corridor Initiative is concerned, the following can be reported:

The Minister of Transport announced in a letter to the NDM his endorsement for the project, as quoted: *“That the project be treated as part of the priority corridor strategy of the National Passenger Rail Plan”* and *“That a detailed feasibility study be conducted on the proposed Moloto rail line corridor”*.

The detailed study is already in process (but only partly funded) and succeeds previous pre-feasibility studies. The detailed study incorporates the rail routing process, capital and operating cost determination, community consultation, land reservation, final feasibility, EIA, employment assessments, amongst other items. To date only the rail routes within Thembisile and Dr JS Moroka received attention and now the sections to link with Tshwane (Gauteng) and Sekhukhune (Limpopo) should also be attended to.

The budget requirements for the basic design, detailed feasibility, EIA and Environmental Impact which are all components of the detailed study are listed in table 9.

Table 9: Summary of Budget Requirements: Project Phases/Sections

Phase 1			Phase 2		Phase 3	Total R Mill. 2006
Section 1 Tshwane- Kwaggafontein	Section 2a Kwaggafontein- Siyabuswa	Section 2b Moletli- Dennilton	Section 3 Dennilton-Marble Hall	Section 4 Siyabuswa- Pankop	Section 5 Marble Hall-Burgersfort	
3 040	1 010	800	1 360	2 350	1 240	9 800
15.0% , contingency	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
R not allocated 456	152	120	204	353	186	1 470
Total Planning 3 496	1 162	920	1 564	2 703	1 426	11 270

6.15.2 Objectives

The following represent some general transport related objectives:

- § Develop and upgrade transport infrastructure, particularly public transport.
- § Improve public transport services and the rationalisation of the subsidy system to include the taxi industry.
- § Focus on identified and prioritised corridor developments.
- § Improve governance of the transport function, including structured coordination and comprehensive consultation programmes.
- § Address the funding of the transport function.
- § To include roads in the updating of the NDM ITP, and specifically the regional road network, maintenance of roads, road infrastructure priorities, road side furniture, and the classification of roads.
- § To investigate the feasibility of the NDM becoming a Transport Authority.
- § To implement the Moloto Rail Project and conduct the Moloto economic study.

6.15.3 Strategies

The NDM should focus on the following strategies to efficiently deal with Transportation issues in the District:

Institutional strategies, including the establishment of a transport authority for the District; the establishment of internal coordinating structures or committees; the establishment of external forums and consultation mechanisms; the establishment of a transport development agency.

Financial strategies, including incorporation of transport as a new budget item, determination of the transport financial needs profile, development of specialized financial processes, identification and development of additional local funding sources.

Transport planning strategies, including transport management information, transport policy formulation and ITP planning, integrated land use and transport development, transport corridor development, application of alternative transport technologies, modal integration and co-ordination.

Operational strategies, including identification and prioritisation of service provision requirements, subsidised road based commuter services, services for special category passengers, rail corridor developments and other transport infrastructure developments.

Transport regulation and control strategies, including create regulatory capacity, implementation of the OLS and RATPLAN, law enforcement of permit system, conflict resolution.

Training and capacity building strategies, including assessment of the training and capacity building needs, develop and implement training and capacity building programs. The Department of Education

should be involved in the planning and provision of learner transport.

6.15.4 Projects

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
ITP	Annual review of the ITP	NDM	NDM	500 000	150 000	150 000	ITP document reviewed annually	Manager: Technical Services
Transport Authority	Conduct feasibility study on NDM becoming a Transport Authority	NDM	NDM	1 000 000	0	0	Feasibility study completed by June 2009	Manager: Technical Services
Taxi recapitalisation	Development of a District wide taxi recapitalisation Strategy	NDM	NDM	500 000	0	0	Strategy Completed by June 2009	Manager: Technical Services
	Learner transport investigation	NDM	DoE & DoRT	250 000	0	0	Learner transport report compiled by March 2008	Manager: Technical Services
Multimodal transport facilities	Development of Multimodal transport facilities	Emalahleni & Steve Tshwele	DoRT	2 000 000	200 000	200 000	MOA signed by July 2007 and Multimodal transport facilities developed by July 2008	Manager: Technical Services
Non-motorised transportation systems	Implementation of non-motorised transportation systems	NDM	DoRT	1 000 000	1 000 000	1 000 000	Quarterly reports submitted to NDM IDP technical committee quarterly.	Manager: Technical Services
Maputo Corridor Master Plan	Implementation of projects emanating from Maputo Corridor Master Plan	NDM	DoRT					Manager: Technical Services
Construction Of Irma Projects - New Designs For Irma	Zakheni, Mathysnloop, Rietfontein, Tweefontein-footbridge (kwaggafontein pedestrian walkways	Thembisile	DoRT	500 000			Preliminary design and detail design completed	Manager: Technical Services
Construction Of Irma Projects - New Designs For Irma	Busshelters: Senotlelo, Ramantshabane, Mabhoko, Lefiso, Loding Leeufontein Lowlevel bridge Magononong, Makola, Mapoch Ext 1 and Katsibane	Dr JS Moroka	DoRT	400 000			Preliminary design and detail design completed	Manager: Technical Services
Construction Of Irma Projects	Construct walkways, footbridge and cycle paths EPWP	Dr JS Moroka	DoRT	3 000 000			Project completed and professional fees paid	Manager: Technical Services
Construction Of Irma Projects	Construct walkways, footbridge and cycle paths EPWP	Thembisile	DoRT	3 500 000			project completed and professional fees paid	Manager: Technical Services
Bus Contracts	Phola/Witbank BUS CONTRACTS	Emalahleni	DoRT	9 937 000			Payment	Manager: Technical Services
Non Motorised Transportation	DONATION OF 1000 BICYCLES	Dr JS Moroka Thembisile and Emakhazeni	DoRT	625 000			Straight frame-400, Yframe-400, BMX-100, Deck Wheel-100, Vest-1000 Donated	Manager: Technical Services
Non Motorised Transportation	Donation of animal drawn carts and wheelbarrows	Dr JS Moroka, Thembisile & Emakhazeni	DoRT	375 000			12 Animal drawn carts and 415 bicycles donated	Manager: Technical Services
Multi-Modal Infrastructure	CONSTRUCTION OF MULTI-MODAL INFRASTRUCTURE FACILITIES	Steve Tshwele	DoRT	6 100 000				Manager: Technical Services

Project	Description/Project	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Tourism Routes	Upgrading Mooiplaas – Kromdraai 8km	Steve Tshwele	DoRT	9 500 000			35% Complete in 2008/09	Manager: Technical Services

6.16 ISSUE 16: LAND REFORM AND LAND ADMINISTRATION

6.16.1 BACKGROUND AND PROBLEM STATEMENT

Through the IDP planning processes, the communities have highlighted several challenges. They include the following:

- § Sustainability of farming and agricultural activities. Of the relevance is that the emerging farmers who are engaged in agriculture and farming need support to ensure their continued survival in the short to medium term.
- § There are agricultural cooperatives that need land for their productive activities to commence.
- § One of the ways of empowering the poor, particularly women is through the development of cooperatives and training thereof.
- § Lack of land for grazing
- § The issue of the slow pace of land reform has also been highlighted.
- § Lack of skills and resources for land development by the claiming community
- § Lack of strategy to support and capacitate cooperatives
- § A challenge of the 3 year Lease Agreement that is considered too short, particularly on securing funding

Notwithstanding the achievements within the District, the following challenges still have to be adequately addressed:

- § Permanent and sustainable accommodation for evicted farm workers.
- § Strategy towards the establishment of rural agri-villages.
- § Need for upgrading of tenure – especially in tribal areas.
- § Speedy processing of land claims in terms of the Land Restitution Act.
- § Little support is provided to beneficiaries with regard to developing sustainable livelihoods by those involved in land reform processes.
- § The lack of cadastral information for the former homeland areas and the impact on the coordination of planning and land-use management in those areas.
- § The process of finalising the lease agreements between farmers and government in case of state owned land is cumbersome to development.

DALA has also stated that “In terms of the policy framework document for the Land Redistribution for Agricultural Development (LRAD), it is crucial that municipalities should create mechanisms within its programmes to allow rural communities to express their needs for land reform (LRAD in particular), and to respond to these demands. It further provides that the local Department of Agriculture in collaboration with the District and Local Municipalities should ensure the congruence of LRAD projects with the IDPs.

Furthermore, in relation to Land Reform, Section 10(1) (c) of Land and Assistance Act, 1993 (Act 126 of 1993), as amended, provides that the Minister may, from money appropriated by parliament, on such conditions as he or she may determine, grant an advance or subsidy to municipalities to acquire land to be used as a commonage or extent an existing commonage.

Flowing from the above background it is suggested that the municipalities should consider the following issues for incorporation into their IDPs:

- § Identification and purchase of private agricultural land within the area of municipal jurisdiction for commonage purposes;
- § Identification of all state land (SADT farms, RSA farms and National Government of SA farms) within the area of municipal jurisdiction for redistribution purposes;
- § Creation of mechanisms through which both commonage and land reform (LRAD projects in particular) beneficiaries could access support such as provision of necessary farm infrastructure; training and capacity building; marketing and business development; and information and knowledge management;
- § Establishment of leasehold or freehold small family farms (as opposed to large farms) to enhance access and security of tenure to land for the majority of those who have interest in farming in order to ensure secured and increased household food production and production for local markets”.

DALA is expected to expand support services to emerging farmers who are mainly characterised as being resource poor farmers. The services that are rendered by the Department to farmers that are engaged primarily in subsistence farming on communal land will also continue to receive attention. The communal lands of the Province contribute significantly to the social safety net in food security and village survival strategies.

Together with its partners, DALA promotes agricultural activities that are aimed at expanding the role of agriculture in wealth creation and poverty reduction. Improved coordination and planning in an integrated manner will go a long way in unlocking the agricultural potential of the Province to create wealth and jobs. It will play a leading role in the delivery of development services in the rural areas that will contribute to rolling back the frontiers of poverty. Therefore, programmes like Masibuyel’ Emasimini, the Agricultural Rural Development Fund, the Sustainable Resource Management Fund, the Provincial Food Security Fund and CASP, ensure that we all work together to ensure that the land and its use is to the benefit of all the people of the Province.

The Province has, since the inception of CASP in the 2004/05 financial year concentrated on on- and off-farm infrastructure development and improvement of the farmer settlement, food security, and farmer support programmes, in an effort to reform specific areas towards sustainable production.

The programme will assist to facilitate the rehabilitation and development of on- and off-farm infrastructure (boreholes, dams, farm access roads, irrigation systems, livestock handling facilities, fencing, farm buildings), provide support to subsistence and emerging farmers with production inputs, promote and support broad based Agri-BEE, create job opportunities and alleviate poverty, as well as improve farming practices to promote natural resource management.

6.16.2 Objectives

- § To establish and/or stabilisation of Agriculture and Land Reform Forums.
- § To lobby DALA utilise their Extension Officers to ensure optimal usage of land acquired through land reform.
- § To facilitate development of a post-land reform land use management programme with DALA to promote optimal usage of land.
- § To ensure active involvement and engagement of the Departments of Land Affairs and Agriculture and Administration in the implementation of Agricultural and Land Reform related programmes.
- § To participate in the Provincial programme of tenure upgrading and redistribution of farm land (DLA Competency).

- § To participate in the Provincial task team set up to investigate matters around farm evictions in the area (DLA Competency).
- § To facilitate the development of concept and strategy around rural agri-villages in order to accommodate farm workers and landless people.
- § To assist in, and speed up the processing and verification of land restitution claims in the NDM area.
- § To develop a District Strategy in response to outstanding land claims in line with the Land Audit Report
- § To conduct research on land claims affecting identified development corridors
- § To resuscitate farmers forum

6.16.3 Strategies

The District through channels like the IDP Technical Committee will participate in the following initiatives spearheaded by the Department of Land Affairs; Department of Local Government and Housing and the Department of Agriculture and Land Administration during the next financial year:

- tenure upgrading
- proper participation from NDM and local municipalities in Provincial Farm Eviction Task Team.
- development of a concept and strategy around agri-villages to be established in the NDM area (Security of Tenure for farm workers) and landless people
- obtain an equitable share of the funding available for redistribution of farmland in the NDM area.
- monitor land invasion and illegal farm evictions and take appropriate steps in the NDM area.

The NDM will also participate, monitor and evaluate the programmes of the following institutional structures managed by Province:

- District Projects Screening Committee
- Provincial Eviction Task Team
- Municipal based Tenure Reform Committees

6.16.4 Projects

Project Name	Project Description (Key Outputs)	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
CASP- Rietkuil	Land preparation; Production inputs & capacity building	Emalahleni	DALA	1 680 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Newlife Kibbutz	Land preparation; Production inputs & capacity building	Emalahleni	DALA	1 260 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Weldevreden	Land preparation; Production inputs & capacity building	Emalahleni	DALA	840 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Haartebeesiaagte	Land preparation; Production inputs & capacity building	Emalahleni	DALA	1 050 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Manzi-mahle	Land preparation; Production inputs & capacity building	Steve Tshwete	DALA	540 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Leeupoortjie	Land preparation; Production inputs & capacity building	Steve Tshwete	DALA	630 000			Soyabeans produced by March 2009	Manager: Social Services
CASP- Tsogang Baswa Boar Goats	Development of farm infrastructure	Dr JS Moroka	DALA	1 744 000			Goats infrastructure developed by March 2009	Manager: Social Services
CASP- Barolong Bapedi	Development of farm infrastructure	Dr JS Moroka	DALA	1 744 000			Goats infrastructure developed by March 2009	Manager: Social Services

Project Name	Project Description (Key Outputs)	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
CASP- Thembisile Goats Breeding Unit	Development of farm infrastructure	Thembisile	DALA	462 000			Goats infrastructure developed by March 2009	Manager: Social Services
CASP- Shamuva kwezolimo	Development of farm infrastructure	Delmas	DALA	13 200 000			Broiler houses developed by March 2009	Manager: Social Services
CASP- Zivuseni	Development of farm infrastructure	Thembisile	DALA	35 000			Effectively operating business by March 2009	Manager: Social Services
CASP- Simunye	Development of farm infrastructure	Thembisile	DALA	12 000			Effectively operating business by March 2009	Manager: Social Services
CASP- Khulanolwazi	Development of farm infrastructure	Thembisile	DALA	130 000			6-weeks broilers produced by March 2009	Manager: Social Services
CASP- Borhobo	Development of farm infrastructure	Thembisile	DALA	420 000			Eggs produced by March 2009	Manager: Social Services
CASP- Sidlakhona	Development of farm infrastructure	Dr JS Moroka	DALA	74 000			Effectively operating business by March 2009	Manager: Social Services
CASP- Amogelang	Development of farm infrastructure	Dr JS Moroka	DALA	29 000			Effectively operating business by March 2009	Manager: Social Services
CASP- Itireleng	Development of farm infrastructure	Dr JS Moroka	DALA	300 000			Effectively operating business by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Kabete Farmers Association	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	633 024			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Itsekeng Balimi	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	65 940			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Badiri Farmers	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	16 485			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Troya Farmers Association	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	197 160			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Sizanani	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	99 569			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Katjibane Farmers	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	197 820			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Kliplaatdrift Farmers Club	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	16 485			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Mangwato	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	218 868			Sunflower produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Gatshweu	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	219 600			Sunflower produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Loding farmers	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	292 800			Sunflower produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Opgerain	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	146 400			Sunflower produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Phaphama	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	147 864			Sunflower produced by March 2009	Manager: Social Services

Project Name	Project Description (Key Outputs)	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
MASIBUYELE EMASIMINI - Seabe farmers	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	197 820			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Nokaneng Co-operative	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	197 820			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Uthlwanang	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	46 158			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Kameelpoort	Purchasing of production inputs and mechanization	Dr JS Moroka	DALA	47 476			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Mechanization	Purchasing of Mechanization	Dr JS Moroka	DALA	47 476			Mechanization acquired by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Machipe Co-op	Purchasing of production inputs	Thembisile	DALA	164 850			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Sozama	Purchasing of production inputs	Thembisile	DALA	10 550			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Khayalethu	Purchasing of production inputs	Thembisile	DALA	65 940			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Verena subsistence farmers	Purchasing of production inputs	Thembisile	DALA	19 782			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Swartkopies Co-operative	Purchasing of production inputs	Thembisile	DALA	65 940			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Swartkopies Co-operative	Purchasing of production inputs	Thembisile	DALA	32 940			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Goederede farmers	Purchasing of production inputs	Thembisile	DALA	13 188			Maize produced by March 2009	Manager: Social Services
MASIBUYELE EMASIMINI - Mathysensloop	Purchasing of production inputs	Thembisile	DALA	8 473			Maize produced by March 2009	Manager: Social Services
GREENING MPUMALANGA - Dr JS Moroka Greening	Planting trees	Dr JS Moroka	DALA	466 000			Trees planted by March 2009	Manager: Social Services
GREENING MPUMALANGA - Thembisile Greening	Planting trees	Thembisile	DALA	466 000			Trees planted by March 2009	Manager: Social Services
GREENING MPUMALANGA - Emalahleni Greening	Planting trees	Thembisile	DALA	466 000			Trees planted by March 2009	Manager: Social Services
GREENING MPUMALANGA - Steve Tshwete Greening	Planting trees	Thembisile	DALA	466 000			Trees planted by March 2009	Manager: Social Services
GREENING MPUMALANGA - Emakhazeni Greening	Planting trees	Emakhazeni	DALA	233 000			Trees planted by March 2009	Manager: Social Services
GREENING MPUMALANGA - Delmas Greening	Planting trees	Delmas	DALA	233 000			Trees planted by March 2009	Manager: Social Services

Project Name	Project Description (Key Outputs)	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
VETERINARY PUBLIC HEALTH CLINICS - FOSMAN/MHLUZI VETERINARY PUBLIC HEALTH CLINICS	Animal Health Clinic - Witbank/Middelburg	Emalahleni/ Steve Tshwete	DALA	550 000			Animal Health Clinic Constructed by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment Project	Conservation of natural Resources & awareness campaign - Loding.	Dr JS Moroka	DALA	120 000			Capacited community about natural resource use by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Limpopo.	Dr JS Moroka	DALA	250,000			Informed community about natural resource conservation by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Siyabuswa.	Dr JS Moroka	DALA	339,000			Jobs created and poverty alleviated by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Waterval, Maphotla.	Dr JS Moroka	DALA	276,000			Fenced camps, Prevented erosion by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Seabe Kudoespoort, Allemansdrif.	Dr JS Moroka	DALA	300,000			Protected land by December 2008	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Maphotla.	Dr JS Moroka	DALA	355,000			Conserved natural resources by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Pieterskraal.	Dr JS Moroka	DALA	150,000			Conserved natural resources. by March 2009	Manager: Social Services
LANDCARE - Dr J.S. Moroka Landcare Catchment	Conservation of natural Resources & awareness campaign - Marapjane.	Dr JS Moroka	DALA	10,000			Conserved natural resources by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of natural Resources - Verina	Thembisile	DALA	400,000			Conserved natural resources by March 2009.	Manager: Social Services
Mkobola Landcare Project	Conservation & protection of natural resources - Langkloof	Thembisile	DALA	30,000			Informed community about natural resource conservation by March 2009	Manager: Social Services
Mkobola Landcare Project	Thembisile - Verena	Thembisile	DALA	400,000			Jobs created by March 2009	Manager: Social Services
Mkobola Landcare Project	conservation & of natural resources - Swartkopje, Langkloof Verena, Wolwekop	Thembisile	DALA	90,000			Capacited farmers by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of resources - Hartbeesfontein, Swartkopje	Thembisile	DALA	200,000			Rehabilitated and conserved resources by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of natural resources - Butfontein, Klipdrift, Leeuwkop	Thembisile	DALA	200,000			Well fenced camps & wetlands by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of natural resources - Butfontein, Leeuwkop	Thembisile	DALA	160,000			Changed lifestyle by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of natural resources - Leeuwkop, Leeuwfontein	Thembisile	DALA	80,000			Water for animals and irrigation by March 2009	Manager: Social Services

Project Name	Project Description (Key Outputs)	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Mkobola Landcare Project	Conservation of natural resources - Hartbeesfontein, Rooderpoortje, Swart kopje, Bultfontein unit, Welverdien	Thembisile	DALA	180,000			Developed infrastructure by March 2009	Manager: Social Services
Mkobola Landcare Project	Conservation of natural resources - Verena	Thembisile	DALA	10,000			Conserved environment and soil by March 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources, awareness campaign - Lefiso, Loding, Lefisoana	DR JS Moroka	DALA	50,000			Capacitated community about natural resource conservation October 2009	Manager: Social Services
Mmaphake	Conservation - All Dr JS Villages and some Extensions	DR JS Moroka	DALA	25,000			Capacitated community by March 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources - Marapjane	DR JS Moroka	DALA	241,000			Jobs created and poverty alleviated by March 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources - Mametlake	DR JS Moroka	DALA	232,000			Improved grazing, reduced erosion, improved soil fertility by March 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources - Lefiso, Loding, Lefisoana	DR JS Moroka	DALA	97,000			Rehabilitated land by December 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources - Marapyane	DR JS Moroka	DALA	250,000			Capacitated community about natural resource conservation by March 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources - Katjibane	DR JS Moroka	DALA	75,000			Reduced erosion by October 2009	Manager: Social Services
Mmaphake Landcare Project	Conservation of natural resources	DR JS Moroka	DALA	30 000			Protected workers by March 2009	Manager: Social Services

6.17 ISSUE 17: HOUSING

6.17.1 BACKGROUND AND PROBLEM STATEMENT

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.

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.

Despite all the initiatives implemented during the past few years the NDM still has a housing backlog which needs to be addressed during the next decade. This would require funding to the order of R 3 615 million to address. The housing backlog continues to grow despite the delivery of 1, 831 million subsidised houses in the country between 1994 and March 2005.

In terms of the municipal housing index released by Stats SA (2005), which distinguishes between permanent, semi-permanent and temporal housing, in the District 73% of the houses are permanent structures (e. g. brick and traditional houses), 8% are semi-permanent (informal houses) and 19% are temporal (e. g. caravans). With a total population of 1 116 400 in the District (estimated by Stats SA in 2005) this means that approximately 301 400 (27%) people have no permanent structure to live in.

Apart from the funding constraints currently encountered, the communities have emphasized the need to address the following issues:

- § High level of housing backlog;
- § Slow pace of housing delivery (i.e. RDP housing);
- § Poor building quality by some contractors;
- § Long periods for construction and completion of RDP houses;
- § Lack of housing in farm areas for farm workers;
- § Illegal selling and renting out of RDP houses;
- § Inadequate budget allocations;
- § Need for prioritisation of informal settlement dwellers
- § Need for prioritisation of the elderly and the disabled in the allocation of the RDP housing
- § The challenges pertaining to title deeds, particularly in tribal areas
- § Lack of support by private sector. e.g. banks & material suppliers;
- § Outstanding accreditation of capacitated municipalities to implement housing programme;
- § Challenges relating to spatial integration of settlements; and
- § The requirement of R2 479 up-front payments for RDP houses.

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

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

6.17.2 Objectives

- § To ensure that communities have security of tenure and access to basic services in a safe and sustainable environment;
- § To promote the formalisation and upgrading of informal settlements in the NDM area.
- § To participate in the planned development of Provincial Integrated Housing Plan.
- § To ensure that concomitant CMIP or related funding is available before/when housing projects are being implemented.
- § To focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Framework of the District.
- § To promote the provision of different housing options (low, medium high income houses) through strategic town planning and land use management.
- § To participate in the process of facilitating the completion of housing projects that have not been completed and those that were shabbily built.
- § To facilitate the process of obtaining Housing Accreditation for medium to high capacity

municipalities in the NDM.

6.17.3 Strategies

The government has an imperative of ensuring that settlements are sustainable and habitable. Thus the Department of Housing (DoH) priorities are to:

- § accelerate delivery of housing within the context of sustainable human settlements;
- § provision of housing within human settlements
- § provide quality housing to turn homes into assets;
- § create a single, efficient formal housing market; and
- § abolish apartheid spatial planning by restructuring and integrating human settlements.

The NDM will partner with the Province to ensure that housing backlogs are addressed in the NDM area in accordance with the priority needs. The highest aim must be the development of sustainable human settlements. Disintegrated, unsustainable and unsafe housing must be avoided.

A major strategy to address service backlogs and pursue sustainable human settlement development will be to focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Frameworks of the District. The municipalities budgeting process must receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure in these priority areas. It is hereby referred to Chapter 4.4 “Capital Investment Framework and Implementation Priority Areas”.

Moreover, one of the strategies to speed up the housing delivery process would be the possible re-instatement of ‘site-and-service’ approach in the District. This could especially apply in the areas characterised by high incidences of informal settlement. This would at least constitute some form of management of the process of informal settlement.

The NDM will seek to fast-track the process of obtaining Housing Accreditation for medium to high capacity municipalities in the District. The general feeling is that this could speed-up housing delivery and that it would ensure the proper management of housing allocation processes in the District. The District and some local municipalities (e. g. Emalahleni, Steve Tshwete) have applied and the accreditation process is underway.

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

The projects listed in the table below are designed for various housing needs. Key is the process of informal settlement formalisation, which is in line with the government’s ‘Breaking New Ground’ policy. A large proportion of the budget will be spent in the Emalahleni local municipality where the housing backlog is soaring. Access to low cost housing for the elderly and disabled members of the community are some of the governments’ focus areas.

6.17.4 Projects

Project	Project Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Individual Housing	individual Subsidies and housing opportunities – 13 units	Dr J.S. Moroka	DLG&H	617 773				Manager: Social Services
Individual Housing	Individual Subsidies and housing opportunities – 32 units	Emakhazeni	DLG&H					Manager: Social Services
Individual Housing	individual Subsidies and housing opportunities – 200 units	Emalahleni	DLG&H	9 504 200				Manager: Social Services
Individual Housing	individual Subsidies and housing opportunities – 35 units	Steve Tshwete	DLG&H	1 663 235				Manager: Social Services
Redification of RDP stock 1994-2002 (Current)	Rectification of 40 houses	Emalahleni	DLG&H	640 000				Manager: Social Services
Redification of RDP stock 1994	Rectification of 30 houses	Thembisile	DLG&H	480 000				Manager: Social Services
Redification of RDP stock 1994	Rectification of 30 houses	Dr J.S. Moroka	DLG&H	480 000				Manager: Social Services
Redification of RDP stock 1994	Rectification of 40 houses	Steve Tshwete	DLG&H	640 000				Manager: Social Services
Redification of RDP stock built pre- 1994	Assessment of 400 houses	Emalahleni	DLG&H	600 000				Manager: Social Services
Redification of RDP stock built pre- 1994	Assessment of 400 houses	Steve Tshwete	DLG&H	600 000				Manager: Social Services
Social and Economic Facilities	To provide for the construction of 2 community Halls and Child Care facilities	Emalahleni	DLG&H	8 680 000				Manager: Social Services
Project Linked Projects (Current Commitments)	Provision of 150 project linked subsidies	Delmas	DLG&H					Manager: Social Services
Project Linked Projects (Current Commitments)	To provide for 180 project linked subsidies	Emakhazeni	DLG&H	7 200 00				Manager: Social Services
Project Linked Projects (Current Commitments)	To provide for 200 project linked subsidies	Emalahleni	DLG&H	8 000 000				Manager: Social Services
Project Linked Projects (Current Commitments)	To provide for 220 project linked subsidies	Steve Tshwete	DLG&H	8 800 000				Manager: Social Services
Project Linked Projects (Current Commitments)	To provide for 156 project linked subsidies	Thembisile	DLG&H	6 240 000				Manager: Social Services
Project Linked Projects (Current Commitments)	To provide for 180 project linked subsidies	Dr J.S. Moroka	DLG&H	7 200 000				Manager: Social Services
Integrated Residential Development Programme	Installation of services in 990 sites	Dr J.S. Moroka	DLG&H	19 299 060				Manager: Social Services
People Housing Process	To facilitate administer and ensuring the construction of 100 PHP Housing units	Delmas	DLG&H	4 300 000				Manager: Social Services
People Housing Process	To facilitate administer and ensuring the construction of 100 PHP Housing units	Dr J.S. Moroka	DLG&H	4,300,00				Manager: Social Services
People Housing Process	To facilitate administer and ensuring the construction of 277 PHP Housing units	Steve Tshwete	DLG&H	11,911,00				Manager: Social Services
People Housing Process	To facilitate administer and ensuring the construction of 100 PHP Housing units	Thembisile	DLG&H	4,300,00				Manager: Social Services

Project	Project Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Top Structure Construction	Top Structure Construction – 280 units	Emalahleni	DLG&H	13,305,880				Manager: Social Services
Top Structure Construction	Top Structure Construction – 280 units	Delmas	DLG&H	13,305,880				Manager: Social Services
Top Structure Construction	Top Structure Construction – 280 units	Steve Tshwete	DLG&H	13,305,880				Manager: Social Services
Consolidated Subsidies	Provision of 39 Consolidated Subsidies	Delmas	DLG&H	1,560,00				Manager: Social Services
Emergency Housing Assistance	Provision of 213 Emergency Housing Assistance	Thembeisile	DLG&H	10,121,973				Manager: Social Services
Community Residential Units		Emalahleni	DLG&H	9,250,000				Manager: Social Services
Community Residential Units		Emakhazeni (Emthonjeni)	DLG&H	1,248,750				Manager: Social Services
Community Residential Units		Emakhazeni (Emngwenya)	DLG&H	1,040,625				Manager: Social Services
Community Residential Units		Emalahleni	DLG&H	693,750				Manager: Social Services
Rural Housing-Communal Land Rights	Provision of 100 housing units	Dr J.S. Moroka	DLG&H	4,752,100				Manager: Social Services
Farm Worker Housing Assistance	Provision of 30 housing units	Delmas	DLG&H	1,425,630				Manager: Social Services
Farm Worker Housing Assistance	Provision of 40 housing units	Emalahleni	DLG&H	1,900,840				Manager: Social Services
Farm Worker Housing Assistance	Provision of 40 housing units	Steve Tshwete	DLG&H	1,900,840				Manager: Social Services
Technical Assistance	Implement bulk infrastructure projects for housing projects	Delmas	DLG&H					Manager: Social Services
Technical Assistance	To partially complete the installation of new pipeline for the bulk water infrastructure to replace the old asbestos pipelines (Farm Middleburg)	Delmas	DLG&H	2,704,568				Manager: Social Services
Technical Assistance	To complete the sewer outfall line, civil construction of the pump station and the rising mains	Delmas	DLG&H	1,895,432				Manager: Social Services
Technical Assistance	install the mechanical and electrical equipment at the new sewer pump station to cater for the sewage outflow from the new housing project	Delmas	DLG&H	3,433,231				Manager: Social Services
Special infrastructural interventions	Facilitate, fund and support the implementation and construction of 15MI Water; Treatment Works; 10MI Waste Water TW; 35km pipeline connection to Rand Water	Delmas	DLG&H					Manager: Social Services

6.18 ISSUE 18: ENVIRONMENTAL MANAGEMENT

6.18.1 BACKGROUND AND PROBLEM STATEMENT

Due to its attractive natural features, the tourism and conservation potential of the NDM area is regarded as high and it should be developed to its fullest potential. In contradiction to the tourism and conservation potential, which requires the protection, rehabilitation and enhancement of the attractive natural areas, the area also has extremely high mining potential that attracts mining activities (i.e. sporadic urban settlement patterns) that are detrimental to the valuable bio-physical elements of the environment. It is essential that low capacity municipalities are assisted both technically and financially to develop and implement their environmental management function. Currently, DALA has identified Emakhazeni, Delmas, Dr J S Moroka and Thembisile as those that require urgent intervention:

The NDM in partnership with the DALA compiled a State of Environment Report (SoER) for the District Municipality. The SoER reflects the state of the environment within the District and highlights the environmental issues and concerns within the region and aims to aid both decision making, information generation and awareness raising. The main areas of attention as raised within the SoER are also echoed in the Highveld Environmental Priority Area as declared by the National Minister. In an effort to address the identified challenges, the NDM has developed an Environmental Management Policy which will lead to a development of an Integrated Environmental Management Plan.

The state of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. Issue 19 will deal with waste management. The elements of air, water, biodiversity and land are briefly outlined below.

AIR: The following are the air quality management issues that were raised at the stakeholder workshops that were identified not to be sufficiently addressed in the District:

- § Location of industries vs. residential areas (relating to land use)
- § Rezoning of areas that might result in an increase in air pollution (relating to land use)
- § Smog on highways (relating to Environmental Management)
- § Management of greenhouse gases (relating to Environmental Management)
- § Veld fires (related to Environmental Management) and refuse and tyre burning (also related to waste)
- § Management of vehicle emissions
- § Management of informal industries such as car spraying in residential areas (linking with Environmental Management)
- § Domestic fuel burning (linking with Environmental Management)
- § Lack of air pollution management plans (including environmental education)

WATER: Information on water quality at municipal level is very limited and is not detailed enough to add significant value to local municipality decision makers. There is a need for increased level of surface and ground water resource monitoring in the District on a regular basis. The monitoring programme in local municipalities urgently needs to be revised to cover the whole year so as to provide a better indication of the overall trend. Some of the issues raised include:

- § The frequency and quality of water sampling needs to be standardized and improved in all the local municipalities across the District.
- § The presence and origin of heavy metals (such as aluminium, vanadium, copper, lead and zinc) in water samples is of concern and should be investigated.
- § The presence of faecal coliform bacteria in some water samples is of concern and sanitation management systems must be re-evaluated.

BIO DIVERSITY: The Nkangala District has a wealth of biological diversity potential with the potential to benefit both current and future generations of the region, hence the following interventions are recommended:

- § Protected Area Network: Include more sensitive river catchment areas and highly threatened vegetation types into the current protected area network as well as more irreplaceable areas. Especially important are the headwaters of the upper Elands and Crocodile Rivers.
- § Improve Law Enforcement Capacity by increasing the number of law enforcement officials employed by MTPA within Nkangala Municipality.
- § Medicinal Plant Survey: Appoint a relevant body such as MTPA to oversee an initiative investigating current extent of medicinal plant harvesting within the entire province.
- § Environmental Impact Assessments: Apply more stringent control over standard of environmental impact assessments for developments in sensitive areas.
- § Medicinal Plant Propagation: Consider potential for a community initiative in collaboration with MTPA to propagate medicinal plants.
- § Tourism Strategy: A dynamic, yet realistic strategy needs to be put together for the under utilized and under-developed game reserves in the north western part of the District, namely Mdala, Mkhombo, SS Skosana and Mabusa Game Reserves.
- § Upgrade Reserves: Reserves and associated infrastructure in the north western part of the District should be upgraded in accordance with the above proposed ecotourism strategy.
- § Stakeholder Co-ordination: Improve co-ordination between MTA and accommodation establishment owners, in order to make accommodation listings more comprehensive.
- § Staff Re-Distribution: Where newly acquired ex-DALA reserves are seen to have excess staff, consideration should be given to re-distributing excess staff to under-staffed reserves such as Verloren Valei.

Land: The NDM has compiled a land audit report (LAR), which starts to point to development patterns, trends, and land reform issues in the District. The LAR depicts several issues relating to land in the District. Some of the aspects could have a negative contribution towards the growth of the region's economy and employment creation. In terms of the study undertaken which is based on the information that was available as of June 2006 the land restitution progress is depicted in figure 18. In general, the land reform process needs to be fast-tracked. The Department of Land Affairs should be engaged in terms of providing further detailed information on land reform issues within the region with the context of the Land Audit Report undertaken by the District. In addition it will be pivotal that land identified by municipalities for development be assessed and processes be fast-tracked to facilitate development in the designated areas.

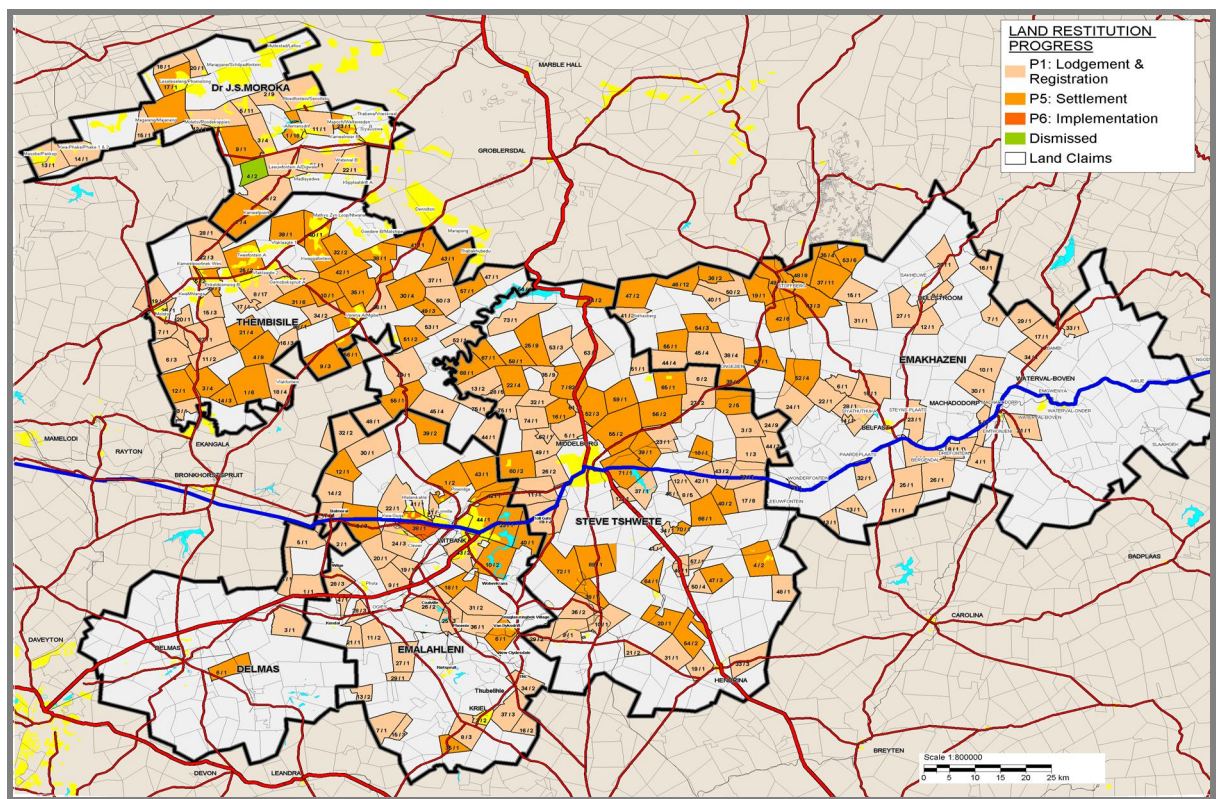


Figure 18: Land restitution progress in the NDM

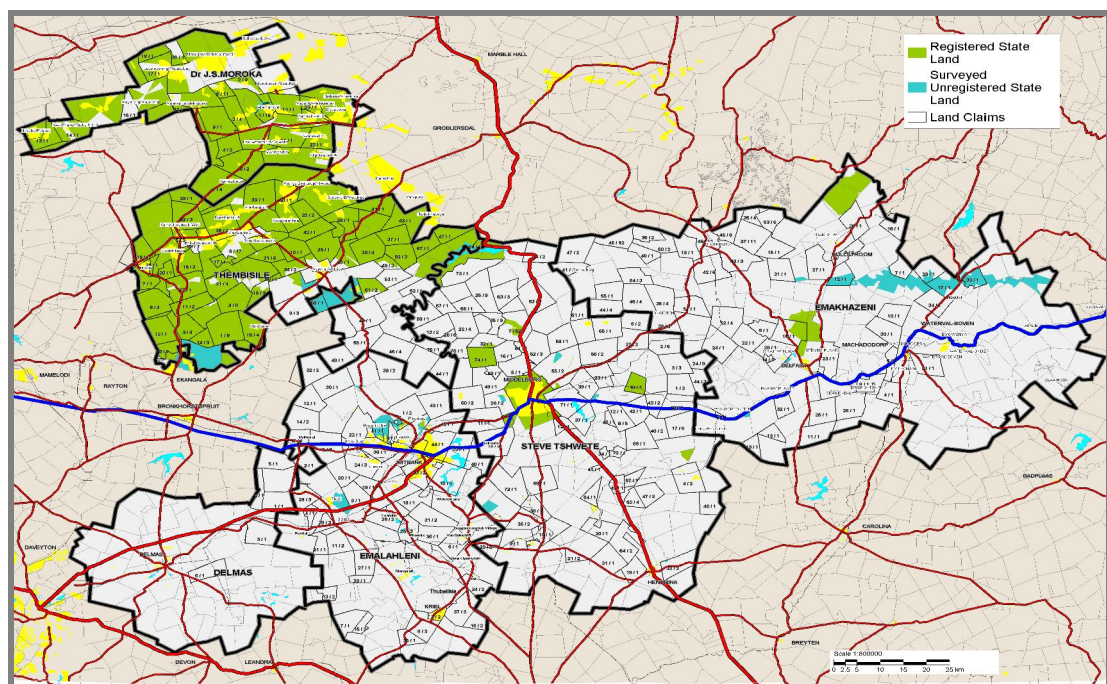


Figure 19: State land and land claims

NKANGALA DISTRICT MUNICIPALITY BIODIVERSITY ASSESSMENT

Legend

- Towns
- Rivers
- Roads
- Wetlands
- Nkangala District
- Local Municipal

Biodiversity Assessment

- Highly Significant
- Important & Necessary
- Irreplaceable
- Least Concern
- No Natural Habitat Remaining
- Protected Areas

In terms of the figure above (figure 20) certain areas within the NDM are environmental sensitive areas that need to be preserved. Most of these areas are located in Emakhazeni, Steve Tshwete and Thembisile municipalities. Linked to the tourism potential of the area, protected areas are even spread through the District.

§ To enhance a safe and healthy environment;

§ To direct sustainability and responsible planning and decision-making;

§ To spearhead sustainable development;

§ To improve environmental governance throughout the District; and

§ To create environmental awareness and commitment within the District.

- § To support the local municipalities within the NDM to comply with environmental legislation, policies and plans (i.e. National Environmental Management Act and its related legislation, Mpumalanga Environmental Implementation Plan, etc) (on-going).
- § To implement the NDM Environmental Management Policy.
- § To continuously facilitate intergovernmental coordination by facilitating communication between local, Provincial and national spheres of government on the matter.
- § To continuously coordinate the integration of environmental management and sustainability in

- all the planning and development activities including public awareness within the District.
- § To develop an Environmental Management Plan for the District by December 2008.

6.18.3 Strategies

- § Implementation of the Integrated Municipal Environmental Programme within the NDM.
- § Establishment of Nkangala District Environmental Management Committee to facilitate integration.
- § Implementation of the key recommendations from the State of Environment Report (SoER) for the NDM by June 2008.
- § Implementation of an Integrated Environmental Policy for the NDM;
- § The implementation of the provisions of the Air Quality Control Act in respect of Air Quality Management Plans and the licensing function of the District Municipalities;
- § Facilitate and support environmental management and institutional capacity building program within the NDM.
- § Implement an Environmental monitoring and auditing programme within the NDM;

6.18.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Environmental Management Plan	Development of Environmental Management Plan	NDM	DALA DBSA	R700 000.00			Environmental Management Plan Developed and Approved	Manager: Social Services
Air Quality Management Plan	Development of Air Quality Management Plan	NDM Steve Tshwete Emalahleni & Delms	DEAT	?			Participation of the NDM in the process of formulating the Plan	Manager: Social Services

6.19 ISSUE 19: WASTE MANAGEMENT

6.19.1 BACKGROUND AND PROBLEM STATEMENT

In terms of the Department of Environmental Affairs and Tourism, waste is an undesirable or superfluous by-product, emission, or residue of any process or activity, that has been discarded, accumulated or been stored for the purpose of discarding or processing. Waste products may be gaseous, liquid or solid or any combination thereof and may originate from domestic, commercial or industrial activities, and include sewage sludge, radioactive waste, as well as mining, metallurgical and power generation waste. The inclusion of mining and power generation waste in the definition of waste is of particular relevance to the Nkangala District.

Presently, no data exist as to what makes up the respective waste stream within Nkangala District. It is critical that the NDM conduct waste characterization studies so as to statistically analyse the specific component of their waste stream, including the sources of origin and seasonal variation in generation of waste. Such information is required to support planning, landfill planning and management, waste minimization, re-use and recycling initiatives within the region. Municipalities will have to put measures in place to ensure that all the landfill sites are equipped with facilities such as weigh bridges and other data capturing equipments, security and other essentials.

The poor level of compliance of Nkangala District landfill sites with the Department of Water Affairs and Forestry (DWAF) minimum standards is a serious cause for concern. This includes lack of waste information such as the available air space in most landfill sites within the District, crude dumping and

other related littering problems. There is therefore a need for the development or the review of the current District wide Integrated Waste Management Plan so as to conduct a proper waste analysis and planning.

The National Waste Management Strategy (NWMS) provides guidelines on provision of waste management services at local government level. The development of the Waste Management Plan for the NDM was one major programme which provided an outlet of dealing with waste management in an integrated manner at District municipality level. It also provided a platform of establishing uniformity with regards to dealing with waste management. The Status Quo and the Gap Analysis reports have revealed that the ideal situation is not yet achieved, e.g. that of planning together and evaluating the availability and use of resources, and ensuring that opportunities for shared services are maximised. Delmas, Dr JS Moroka, Thembisile and Emakhazeni have developed their own Integrated Waste Management Plans.

There are backlogs with regards to waste management services which need to be dealt with so that there is visibility and the impact of services rendered is experienced by communities.

However the equipments of ensuring sustainable waste management services are still not in place and coordinated in an effective manner. Communities have also highlighted the shortage of refuse removal bins, illegal dumping, unreliable waste removal services as the main challenges in terms of waste management.

The Skips in most municipalities need attention either refurbishment or evaluating alternative ways of bulk community collection services. The disposal sites are not all operated according to minimum requirements, and the development of policy and implementation of policy would ensure that there are mechanisms and procedures in place to deal with waste management.

There is a need to initiate and enhance waste recycling initiatives in order to improve avoidance, minimization and re-use.

The District Municipality has approved the implementation of the Thembisile/Dr J S Moroka Waste Recycling Project. This project has been funded by a part of the prize money of the 2004 VUNA AWARDS. The overall objectives of the Waste Recycling project are:

- § To establish and operate a sustainable waste recycling project in Thembisile/Dr J S Moroka Municipalities.
- § To reduce the amount of municipal solid waste generated and disposed off at the municipal waste disposal sites by encouraging waste avoidance, minimization, reclamation and recycling.
- § To coordinate and encourage partnership in waste management/recycling projects which positively impact on the local economic development.
- § To increase awareness and promote participation of communities in waste management.

The identified challenges include the following issues:

- § The amount allocated to the Waste Recycling Project will cover the 1st Phase of the project that will put together infrastructure but will fall short of fully operationalizing the project and that sourcing of further funds be investigated.
- § The capacity and the system of waste collection are far from being adequate especially in Thembisile and Dr JS Moroka municipalities.
- § Lack of Waste Information System;
- § Landfill sites are not operated according to National Minimum Standards and there is also lack of equipment on site;
- § Within the Mpumalanga Province currently only a few private owned Hazardous Waste Infill Sites exist. Due to the lack of a central Hazardous Waste Treatment Facility most of

the hazardous waste has to be treated in Holfontein, Gauteng Province.

6.19.2 Objectives

- § To facilitate that all local municipalities develop and implement their Integrated Waste Management Plans and policies – incorporating waste characterisation, and align that to their IDPs by March 2009.
- § To facilitate the improvement of the provision of Waste Management Services, which promote community participation (on going).
- § To promote partnerships in waste management projects and link that to LED activities annually.
- § To formulate and implement capacity building and awareness programmes on Waste Management at local municipal level by March 2009.
- § To coordinate capacity building and awareness campaign programmes on waste management in all LMs by April 2009.
- § To identify and facilitate development of a landfill site in Emalahleni/Steve Tshwete.
- § To undertake an audit of the legislative compliance of waste management and landfill sites operating within all local municipalities within the NDM.
- § To support local municipalities in developing action plans for monitoring landfill sites.
- § To actively engage in the development of a Provincial Hazardous Waste Management Plan.

6.19.3 Strategy

- § Through the establishment of a waste management stakeholder forum the District should create an environment where individual municipalities are assisted in drafting their integrated waste management plans and policies. These plans should be linked to the IDP process. Where required, the District municipality should explore possibilities of providing minimal financial resources, for assisting the municipality to start the process.
- § Through prioritising needs, individual local municipalities should plan and prioritise the waste management services most required within their community.
- § Through a consultative process of the stakeholder forum, the District municipality should formulate a long-term sustainable strategy in respect of sound environmental management of landfill sites; establish and maintaining capacity building programmes regarding same.
- § A consultative process of the stakeholder forum should also formulate a long-term sustainable strategy for partnerships in implementation of waste management/ recycling projects that are linked to LED.
- § Development and implementation of waste management By-laws to regulate the behaviour of individuals and institutions.
- § Currently the Department of Agriculture and Land Administration is developing a Hazardous Waste Management Plan for the Mpumalanga Province. This plan will be compiled in three phases (Status Quo Report, Planning Options and HW Management Plan), from which the first phase has been completed. The aim is inter alia to identify a central hazardous waste treatment site in the Province and develop the needed management proposals. The NDM will actively engage in the process.
- § Environmental awareness programmes including waste issues must be continued. Waste Clean-up Campaigns should be repeatedly executed and supported by the NDM.

6.19.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Integrated Waste Management Plan	Review of the Integrated Waste Management Plan	NDM	DALA /NDM	600 000	0	0	Approved NDM Integrated Waste Management Plan by April 2008	Manager: Social Services
Waste Recycling	Implementation of the Waste Recycling Project Phase 2:	Thembisile	NDM	400 000	1 000 000	800 000	Functional Waste Recycling Project by June 2008	Manager: Social Services
Waste Management Plan	Development of an Integrated Waste Management Plan	Delmas	NDM	650 000	0	0	Integrated Waste Management Plan approved by April 2008	Manager: Social Services
Waste Management Facility.	Establishment of a Centralized Waste Management Facility.	NDM Steve Tshwete; Emalahleni	DALA	1 500 000			ToR and Specifications drafted; Advert for the study	Manager: Social Services
Hazardous Waste Management Plan	Development of the Provincial Hazardous Waste Management Plan	Site still to be identified in the Province	DALA & All Municipalities	To be determined			Mpumalanga Hazardous Waste Management Plan Developed	Manager: Social Services
Hazardous Waste Management Site	Development of a Hazardous Waste Management Site	To be Identified	DALA	To be determined			A Hazardous Waste Management	Manager: Social Services

6.20 ISSUE 20: ECONOMIC DEVELOPMENT AND JOB CREATION

6.20.1 PROBLEM STATEMENT AND BACKGROUND

The average unemployment rate in the NDM is 32% and even higher in areas like Thembisile (51%) and Dr J S Moroka (61%). This is a huge problem which results in a large portion of the NDM population having to seek job opportunities outside the NDM area - e.g. Gauteng. This in turn results into various socio-economic problems and challenges. In such condition inequalities and poverty become inevitable.

The communities have highlighted several challenges pertaining to economic development and job creation, which include the following:

- § Skills development and support for women who produce traditional products
- § Skills development for youth, the disabled, women and the unemployed in general
- § Establishment of learnerships and financial support for skills development
- § Expansion and diversification of the EPWP
- § Support to emerging businesses in the textile industry
- § Linkage of emerging farmers with markets
- § Employment of local youth in the local industries
- § Lack of District-wide business linkage centre between big business and SMMEs

In the endeavour to progressively address these challenges in partnership with all relevant stakeholders, the NDM has developed an LED Strategy for the District in 2004. It was developed in line with the MPGDS. Due to the changing circumstances in the regional economy over time, it was deemed necessary that the strategy be reviewed and such an exercise was completed in 2006. Based on the challenges identified in the preceding IDP (06/07) relating to Delmas, Emakhazeni and Emalahleni LMs which did not have LED strategies and Steve Tshwete, Dr JS Moroka and Thembisile LMs which did have their LED strategies, in the review process of its 2004 LED strategy the NDM also commissioned a development and alignment of the LED strategies of all the six local municipalities. However, several challenges were identified in the LED strategies of the local municipalities. Some of these municipalities have commissioned further studies to supplement the current strategies.

The following challenges regarding economic development and job creation identified in the IDP Hearings Report are still relevant:

- § The narrowing of the gap between the first and second economy and providing equitable access to economic opportunities and the supporting infrastructure and services to all who reside in its area of jurisdiction.
- § Contending with escalating backlogs and high absolute poverty figures in urban areas (Emalahleni and Middelburg) due to significant rural-urban migration as a result of unemployment and poverty in the rural areas of the District.
- § Addressing the high rates of poverty (average rate of 46, 8% for the District), especially in the northern parts of the District (Dr JS Moroka and Thembisile), and “opening up” these areas to the broader regional economy.
- § Optimally utilising the development potential associated with the Maputo corridor which runs through the central part of the District, the mining and electricity generating capacity in the area.
- § Optimally utilising the agricultural potential and the tourism opportunities in the north western and eastern parts of the District.
- § Fast-tracking the implementation of the District anchor projects.

As far as the private sector is concerned, the following constraints currently exist:

- § There is limited understanding on how the private sector can co-operate with the public sector.
- § There is limited capacity to put together joint ventures in PPP.
- § The NDM is in a process of creating a conducive environment for investment by encouraging Local Municipalities to develop incentive plans.

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.

Multi Purpose Community Centre (R 63 million): Through the establishment of Multi Purpose Community Centres (MPCC) or Thusong Service Delivery Centres easy access to government services, technology, information shall be provided for the communities especially in the more rural areas of the District. Besides the information, communication and service component of the MPCC, learning and transactional activities as well as local economic activities should be included to use agglomeration advantages of concentration. By means of these strategically positioned facilities an economic effect will be triggered in rural areas. MPCCs should ideally be located at intersections of important rural roads. Further details on the MPCCs are contained under Issue 5, which deals with spatial restructuring and service provision.

Agro-processing (R 73 million): The NDM is one of the districts throughout the country with high potential to produce the quality and quantity of crops that are needed for bio-fuel production. Considering the current National and Provincial initiatives bio-fuel focused local projects will have a major impact on the District economy. Through increased employment opportunities an improvement of income and poverty alleviation can be achieved. The proposed project involves cultivating, harvesting and processing essential oils in Nkangala District that will supplement the existing agricultural/agro-processing activities in the District. The proposed location of the project is Dr JS Moroka local municipality. The town of Middelburg has been selected to be home to one of the seven Ethanol factories to be erected. For commercial production, trial areas of approximately 200 plants each with selected cultivars to determine quality and yields before planting on a large scale will be identified. A total of 24 hectares will be established with these cultivars during the 2nd phase of the project.

International Convention Centre (R 110 million): With the proposed Nkangala Convention Centre the region aims to attract events of a larger scale and serve those that are beyond the capacity of the existing facilities. As a technically fully equipped conference centre the multi-use facility will be able to accommodate various activities beyond normal conferences and therefore promote the cultural, economical and social development of the entire region likewise.

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

Moloto Corridor Rail System (R 2.4 billion - phase 1): The proposed Moloto Corridor Rail system is one of the biggest and most important projects that could be implemented in the region. It is expected to provide affordable, safe and comfortable transport for the commuters and highly benefit the local economic development in the rural, historically disadvantaged communities of Thembisile and Dr. JS Moroka.

A detailed feasibility study for phase 1, which is regarded as the primary section (Siyabuswa to Tshwane) was completed by the end of 2007 and the necessary decisions were taken. The project management

preparations for the implementation are currently underway. The commissioning of the Rail System, the Road Feeder System and the integrated management structure is envisioned for 2013.

Highlands Gate and Estate Development (R 850 million): This private development of a Golf and Trout Estates within Emakhazeni local municipality aims to enhance Dullstroom as a tourist destination. Beside the establishment of a new golf course the project will include a housing estate, a wellness centre, a lodge and a conference centre. The main parts are already under construction. The full completion of this development is expected by the end of 2009. The developments of similar major Golf Estate projects are also underway (e.g. St. Michels near Belfast).

Delmas International Cargo Airport (R 1.2 Billion): 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.

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.

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 seeks to undertake in unlocking the tourism development potential of the area, within the broad tourism belt.

Rust de Winter Development

Rust de Venter 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 Venter, some parts of Moloto, KwaMhlanga, Klipfotein, Loding Almansdrift, Mdala Nature Reserve, Mkhombo/Rhensterkop Dam, Rooikoppen Dam, Rust De Venter Dam including some major tourist sites like General Smuts House in the Rust Deventer area.

The development will mainly centre around Tourism attraction based on the Game Reserves, the dams listed, hotel accommodation, condominiums and Corporate Lodges, Sangoma Village with "Muti Nursery"(Traditional Medicinal Plants), Bird Park, Equestrian Centre and Polo Clubs. The development project is earmarked to use Commuter traffic using efficient and economic diesel electric train sets hauled by steam locomotives hence local power generation is expected to further boost economic growth within the area.

3.20.2 Objectives

- § Reduce unemployment rate, poverty rate and skills shortage by 2% an annum.
- § To implement the NDM's LED strategy and projects emanating from various LED sectoral strategies (i.e. LED Marketing Strategy ~~advertise the anchor projects to attract investors.~~, Industrial Development Strategy, Tourism Development Strategy, Historical/Cultural Sites Phase 2 Project).
- § To implement projects identified in each of the LED pillars for strategic intervention
- § To advertise the anchor projects to attract investors.
- § To implement programmes and projects identified in the 2007 Growth and Development Summit and the Mining Indaba
- § To proactively address the following issues:
 - All economic sectors must be audited.
 - The LED strategy must address problems leading to shedding of employment.
 - Municipalities must explore incentives for business attraction.
 - Municipalities must collate information on the progress achieved thus far.
 - Anchor projects should be implemented and spin-offs be exploited.
 - Economic empowerment and BBBEE must be encouraged and promoted.
 - A database of SMMEs must be kept by local municipalities.
 - Big industries and mining should be encouraged to be more involved in social responsibility initiatives and community development.
 - Vertical and horizontal development of the regions' economy must be enhanced.
 - The strengths (including resource endowments) of local municipalities must be identified and exploited.
 - Tourism development and the identification of additional areas with tourism potential must be pursued.
 - The economic development programmes of the municipalities must be aligned with the Provincial and National initiatives (sector departments).
 - The shortage of skills and the mismatch between available skills and industry needs must be addressed.
 - Municipalities should actively involve the progressive social partners in their economic development initiatives and activities.
 - Key stakeholders (social partners) must be drawn into the activities of the LED IDP Working Groups.
 - EPWP must be expanded.
 - Economic spin-offs that result from infrastructure investments must be exploited.

3.20.3 Strategies

In order to facilitate economic development, the NDM LED Strategy 2006 identified seven pillars for strategic intervention. Emanating from the NDM Growth and Development Summit 2007 two pillars have been added. The identified strategic pillars are:

Pillar 1: Good Governance and Capacitation: This pillar aims to address the internal operations of the various local municipalities to improve their impact on the above mentioned location considerations. The re-alignment and capacitation of the institutional structures, especially local government, can only be preformed through a systematic approach to the problems currently experienced. It is emphasised that the role of local government in the development process is extremely important in influencing the location decision of private firms.

Pillar 2: Human Resource and Community Development: The main aim of this pillar is to facilitate an improvement of the accessibility of skills development programmes for communities in a manner that is conducive to the improved availability of skilled labour. It also gives communities the opportunity to participate in local initiatives that will enhance their livelihoods.

Pillar 3: Industrial and Big Business Development: This pillar focuses on the activities that should be undertaken to support the development of existing as well as potential businesses and industrial developments throughout the NDM.

Pillar 4: SMME Development and Support: The focus of this pillar is to support the existing SMMEs and the emerging entrepreneur in the initial phases (as well as other phases) of the business cycle. Development of a mechanism to ensure that a certain proportion of project value is allocated to local SMME when contracting big companies should be considered in the procurement of projects.

Pillar 5: Agricultural Development: Agriculture as a sector is largely undeveloped. This pillar aims to integrate employment creation with the stimulation of this sector. Traditional commercial farming is included and the potential growth in agro-processing activities must be investigated and exploited.

Pillar 6: Tourism Development: This pillar focuses on the extension of tourism spending and job creation through promoting tourism development in the District on all levels.

Pillar 7: Rural Development: This pillar aims at the utilisation, protection and enhancement of the natural, physical and human resources that are needed to make the long-term improvements in rural living conditions, provide jobs and income opportunities and enrich cultural life, while maintaining and protecting the environment of rural areas.

Pillar 8: Sustainable Environmental Development: This pillar focuses on sustainable development which seeks to balance social, economic and ecological requirements in a long term perspective. Any economic development must consider environmental aspects, inter alia, as needs for development and conservation are often competing, industrial development usually implicates pollution or other environmental challenges and environmental management awareness is still lacking in the public and private sector.

Pillar 9: NEPAD and International Cooperation: The focus of this pillar lies on the promotion of trade and investment opportunities including possibilities for enhanced international cooperation.

Based on the above-mentioned strategic intervention areas, the NDM has established LED Working Groups with the aim to fast-track implementation of the NDM LED strategy and additional LED sector strategies. The following Working Groups were formed and meet bi-monthly:

- § Agricultural development
- § Industrial and big business development
- § Tourism development
- § Rural and urban development
- § SMME development

In order to proactively address the economic challenges that confront the NDM, several additional initiatives have been undertaken in 2007, inter alia, Mining Indaba, Growth and Development Summit, Skills Summit, Moloto Rail Corridor Initiative Workshop and Expanded Public Works Programme (EPWP) Conference. The recommendations emanating from these initiatives will facilitate the process of creating a shared understanding of the economic issues and challenges confronting the region as well as determining the pace and path of economic growth in order to fast-track the implementation of the LED Strategy.

Emanating from the action plans within the NDM LED Strategy and from the above-mentioned LED related initiatives the following specific LED strategies for certain economic sectors have been developed in 2007 and were adopted by the NDM council in 2008:

- § Tourism Development and Branding Strategy
- § Industrial Strategy
- § LED Marketing Strategy

The main development proposals of these strategies can be summarized as follows:

Tourism Strategy: Beside recommendations concerning institutional arrangements one key area of the different implementation plans within the strategy focuses on the identification, assessment and development of priority tourism clusters, key journey components in the NDM and a 2010 Action Plan.

In addition to the existing tourism clusters in NDM following potential clusters has been identified in order to improve the tourism spread within the NDM

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

Industrial Strategy: Emanating from a growth and opportunity analysis the following industrial clusters in NDM are proposed for development support:

- § Agro-processing (e. g. food & beverages, bio-fuels)
- § Textile & Clothing (e. g. industrial & household textiles)
- § Wood & Paper (e. g. furniture, paper products)
- § Petroleum & Chemical Products (e. g. cleaning chemicals, water treatment chemicals)
- § Metal Products, Machinery & Equipment (e. g. tubes, pipes, fences)
- § Metals Beneficiation (e. g. carbon steel, stainless steel)
- § Non-Metal Mineral Beneficiation (e. g. glass products, ceramic ware)
- § Tourism (e. g. production of local Arts & Crafts)

Following key programmes and projects are suggested (inter alia):

- § Establishment of an institutional management structure like the proposed Development Agency
- § Development of a support programme for the Food & Beverages Sector
- § Development of the Non-Metal Mineral Products cluster
- § Establishment of the Iron & Steel Beneficiation cluster and a Research Centre
- § Establishment of a world class ICT in Nkangala
- § Promotion of SMME development

LED Marketing Strategy: Keys amongst the activities proposed in the Implementation Plan are suggestions on:

- § Establishment of an agency that will deal with economic development and marketing matters
- § Development of a communication strategy, a media strategy and PR plans
- § Establishment of a Research Agency, e. g. for customer satisfaction surveys
- § Launching of internal and external marketing programme via radio and print advertisements, website upgrading, PR campaign, tactical TV programmes etc.

Additionally a study on the “**Formalization of Cultural and Historical Heritage Sites**” in the NDM has been completed with its second phase in 2008 which will feed into the implementation of the Tourism Development and Branding Strategy.

Due to the strong linkages between Economic Development and Human Resource Development (HRD) an active participation within the development of the NDM’s **HRD Strategy** has taken place as well.

Beyond the above-mentioned intervention areas and strategic approaches towards economic growth and development in the District, the following recommendations will be followed up:

- § Municipalities should provide necessary incentives in favour of the strategies;
- § The NDM should influence the education curriculum of schools and FETs in the District to be in line with the economic activities in the District;
- § The NDM should develop a policy to direct social plans of the private sector;
- § Alignment with the provincial Flagship “Heritage, Greening and Tourism”, co-operation and the initiation of joint intervention must be sought;
- § Economic development opportunities around the Tshwe-leni Corridor should be investigated.

6.20.4 Projects

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Anchor project: Catalytic convector s	Catalytic convector components manufacturing plant / Review of business plan	Emalahleni	Private Sector Funding *	Undetermined				Manager: Social Services
Anchor project: Truck port/logistics hub	Truck port/logistics hub/ Review of business plan	Emalahleni	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: MPCC	Establishment of MPCCs	All LMs	Private Sector Funding*	Undetermined				Manager: Social Services
MPCC anchor- SMME support centres	Establish SMME support centres in MPCCs	All LMs	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Agro-processing	Agro-processing of essential oils	Dr JS Moroka	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Agro-processing	Value addition on the farming activities	NDM	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Convention Centre	Establishment of an International Convention Centre / Review of business plan	Steve Tshwete	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Research study on Moloto Corridor	Research study on Moloto Corridor	Thembisile	Private Sector Funding*	Undetermined				Manager: Technical Services
Anchor project: Moloto Corridor Development	Economic Development Plan for the Moloto Corridor Development	Thembisile	Private Sector Funding*	Undetermined				Manager: Technical Services
Marketing and Communication of the Moloto Rail Development Corridor	Marketing and Communication of the Moloto Rail Development Corridor	Thembisile/ Dr JS Moroka	DoRT	2 000 000			Launch of the project by March 2008	Manager: Technical Services
Detailed design (Rail) for Moloto Rail Development	Detailed design (Rail) for Moloto Rail Development	Thembisile/ Dr JS Moroka	SARCC	323 000 000			Detailed Design completed by December 2009	Manager: Technical Services
Land Expropriation (380 Ha)	Audit land ownership followed by Land Acquisition	Thembisile/ Dr JS Moroka	DALA	80 000 000			Process completed by September 2009	Manager: Technical Services

Project	Description	Project Location	Funding Source	Budget 08/09	Budget 09/10	Budget 10/11	Indicator	Responsibility
Resettlement of Communities (293 Dwellings)	Identification and settlement of affected communities	Thembisile/ Dr JS Moroka	DLG&H	20 000 000			Identification and settlement of affected communities Completed by June 2008	Manager: Technical Services
Detailed Implementation Plan of Moloto Corridor Development	Environmental Impact Assessment (Phase 1)	Thembisile/ Dr JS Moroka	DALA	5 000 000			EIA approved by October 2008	Manager: Technical Services
Economic Scoping Report	Conduct Economic scoping report and Implementation Plan	Thembisile/ Dr JS Moroka	DEPD	1 000 000			Economic scoping report and Implementation Plan completed by September 2008	Manager: Technical Services
Stainless Steel Incubator(Pall Rings)	500 000 Pall rings project offered by SASOL	NDM		2 000 000			Project completed by August 2008	Manager: Social Services
Anchor project: Moloto Rail Development	Implementation of Phase 1 (Siyabuswa to Tshwane)	Thembisile	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Highlands Gate and Estate Development	Completion of Highlands Gate and Estate Development	Emakhazeni	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Delmas International Freight Airport	Delmas international Freight airport	Delmas	Private Sector Funding*	Undetermined				Manager: Social Services
Anchor project: Loskop Dam and Zithabiseni Tourism Belt Development	Initiative/ Development of business plan	Thembisile	Private Sector Funding*	Undetermined				Manager: Social Services
Loskop Dam/Zithabiseni Tourism Belt	Loskop Dam/Zithabiseni Tourism Belt	NDM & Thembisile		8 900 000				Manager: Social Services
Loskop and Zithabiseni Tourism Complex	Loskop and Zithabiseni Tourism Complex			3 500 000				Manager: Social Services
Industrial strategy	Implementation of the industrial strategy	NDM	NDM	2 600 000				Manager: Social Services
Witbank/ Middelburg Industrial Park	Witbank/ Middelburg Industrial Park	NDM		To be confirmed				Manager: Social Services
Tourism strategy	Implementation of tourism strategy	NDM	NDM	3 500 000				Manager: Social Services
Marketing strategy	Implementation of marketing strategy	NDM	NDM	2 200 000				Manager: Social Services
Cultural & Historical Heritage Site study	Implementation of Integrated Sites Management Plans	NDM	DCSR	2 400 000	-	-		Manager: Social Services
LED Project Management Unit	Establishment of LED Project Management Unit	NDM	NDM	1 637 637			LED Project Management Unit established by September 2008	Manager: Social Services
Rural development initiative	Support and expansion of the Goat farming project	Thembisile/ DR JS Moroka	NDM	1 600 000			Progress report completed by December 2007	Manager: Social Services
SMME Development	Creation of SMME database	NDM	NDM	200 000	-	-	Database established by March 2009	Manager: Social Services
Cooperatives Support and Development	Development of Cooperatives Support and Development Strategy	NDM	NDM	600 000	-	-	Cooperatives Support and Development Strategy Developed by February 2009	Manager: Social Services
Fresh Produce Market	Establishment of fresh produce market	NDM	NDM	500 000	500 000	-	Establishment of Market completed by June 2009	Manager: Social Services

CHAPTER SEVEN

7. IMPLEMENTATION MONITORING

Section 3 of this document highlighted the priority development issues in the NDM area and the detailed projects associated with these issues. The Nkangala District Municipality is determined to take responsibility in terms of initiating, facilitating and/or funding these projects. The primary responsibility for the implementation of these actions lies with the Municipal Manager, part of which is then delegated to the various departments.

7.1 INTEGRATION OF PRIORITY ISSUES

The following figure illustrates the functional relationship between the Priority Issues and the IDP process.



Figure 21: Functional Relationship between Priority Issues, Objectives, Strategies and Projects

In terms of figure 21, the issue around Powers, Duties and Functions (**Issue 1**) cuts across virtually all sectors, and it is essential that this initiative be taken further so as to obtain clarity/agreements/interim agreements between local municipalities, the District municipality, Provincial and national departments and other parastatals as to who is responsible for which aspects pertaining to each sector - be it strategic planning, operational aspects or funding.

Issues 2, 3 and 4 are mainly in-house initiatives dealing with the institutional component of the NDM, and specifically organisational and financial aspects.

Issue 4 (communication, Liaison and Alignment) has as primary objectives:

- § the enhancement of participation of local communities in the processes and activities of all spheres of government,
- § the proper alignment of local and Provincial programmes (where relevant),
- § the participation and facilitation of Provincial/national programmes at local level,
- § the amendment of Provincial programmes based on local needs,
- § the acquisition of external funding (direct and indirect) to supplement local programmes

By the nature thereof, this would involve all departments, the municipal manager and members of the Mayoral Committee of the NDM.

All these initiatives are institutional in nature and are in pursuance of achieving Good Governance and Financial Viability.

Issue 5 will give guidance to the location and priority for provision of services and facilities at specific nodes in the District so as to benefit the maximum number of people with limited resources available. This initiative could also serve to stimulate Local Economic Development and specifically informal trade at these nodes of activity.

The responsibility for formalising these nodes lies with Department Technical Services, although Social Services and Finance will have a major role to play towards the successful implementation of this initiative.

Issues 6 to 11 deal with community development in the broad sense as it addresses all the basic needs of the community - health, education, welfare, sports and recreation, arts and culture and safety and security. The Multi Agency Mechanism (MAM) is a very important initiative in this regard as it strives towards actively involving the community in all the matters above as part of a comprehensive Community Development Strategy, as opposed to where the community expects to receive the above facilities/services without any counter contribution. Through this initiative the development issues of Gender Equity and HIV/AIDS awareness are being addressed as part of an integrated approach. The emphasis with these programmes should not only lie with the provision of services and facilities, but also on building the capacity of the community to make them more self sustainable.

Issues 12 to 19 are more technical in nature and lie on the terrain of the Departments of Social Services and Technical Services. Although most of these actions involve the provision of engineering infrastructure and services, many of these initiatives could also contribute to local economic Development and poverty alleviation, for instance through:

- § Corridor Development Initiatives,
- § Waste Recycling and Processing,
- § Waste Collection,
- § Labour Intensive Projects,
- § Agri-village Development,
- § Conservation and Tourism Development, or
- § Social/Community Development in the sense that tenure upgrading and provision of housing improves the self-esteem, pride and security of a community significantly.

Proper environmental management is essential in order to ensure the long-term sustainability of the total environment.

Issue 20 deals with Local Economic Development and it cuts across all the other Issues. It is the fuel that ensures the long term sustainability of the entire system. LED creates jobs which enable people to be able to pay for services and facilities. This ensures that the services and facilities can be maintained and upgraded in the long term.

Implementation of projects and **Monitoring** of progress is a continuous process throughout the entire year. The most opportune time to conduct strategic planning exercises, assessments and audits is theoretically the period between April and October of every year. The main benefit of doing these investigations during this period is that the results of the studies are ready to serve as inputs to the IDP Review process at the time when Issues, Strategies and Projects are being reviewed.

This is also the time when Provincial and national budgeting processes are at a peak and require inputs. The months of January to March are mainly used to finalise Provincial and national budgets, finalise the draft and final IDPs and to design the preliminary budget frameworks of local authorities. The outputs/results of Sectoral studies being completed during this period can not really influence the IDP on budgetary processes at this stage.

There is thus a logical and continuous annual cycle comprising implementation, planning, and budgeting, and all spheres of government should try to structure that their activities are in accordance with this in order to ensure proper alignment of programmes and maximum value for outputs emanating from various initiatives.

7.2 FINANCIAL PLAN AND CAPITAL INVESTMENT PROGRAMME

The district municipality subjected itself to be credit rated by FITCH, an international rating agency and has the following rating:

International Rating Scale:

BBB+ = “Good credit quality as there is currently expectations of low credit risk. The capacity for payment of financial commitments is considered adequate but adverse changes in circumstances and economic conditions are more likely to impair this capacity”. The ‘+’ means that the direction of the rating is more towards the A rating category.

National Rating Scale:

A + = “High credit quality. “A” ratings - expectation of low credit risk. The Capacity for payment of financial commitments is considered strong. This capacity may, nevertheless be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.

A summary of international comparisons is presented below.

	Nkangala Municipality	Bucharest (Romania)	Istanbul (Turkey)	Katowice (Poland)	Blagoevgrad (Bulgaria)	Moscow (Russia)	GHB/Aubagne (France)
Rating/Outlook	(BBB+/Stable)	(BBB-/Stable)	(BB-/Positive)	(BBB+/Positive0)	(BBB/Stable)	(BBB+/Stable)	BBB+/Positive

Financial Plan

Table 10: Financial Plan

INCOME	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
Executive and council	-	-	-	-	-
Finance & Admin	(253,173,695)	(274,204,593)	(294,250,960)	(314,848,528)	(336,887,925)
RSC Replacement Levy	(239,309,000)	(256,895,000)	(277,446,600)	(296,867,862)	(317,648,612)
Interest Received	(5,927,250)	(6,342,158)	(6,849,531)	(7,328,998)	(7,842,028)
Other Income	(430,500)	(460,635)	(497,486)	(532,310)	(569,571)
FMGrant	(500,000)	(750,000)	-	-	-
Equitable Share	(3,665,000)	(7,360,000)	(7,948,800)	(8,505,216)	(9,100,581)
Grants	(1,011,660)	-	-	-	-
MSIG	(2,330,285)	(2,396,800)	(1,508,544)	(1,614,142)	(1,727,132)
(SURPLUS) / DEFICIT	(261,445,829)	-	-	-	-
Total Income	(514,619,524)	(274,204,593)	(294,250,960)	(314,848,528)	(336,887,925)
EXPENDITURE	2008/2009	2009/2010	2010/2011	2011/2012	2008/2009
Salaries & Allowances	57,347,084	61,943,731	66,874,545	71,555,763	76,564,667
General Expenses	8,319,458	8,705,306	7,703,751	8,243,014	8,820,025
Repairs & Maintenance	3,475,986	3,654,987	3,654,987	3,910,836	4,184,595
Capital Expenditure	2,720,850	2,859,135	2,859,135	3,059,274	3,273,424
Capital Charges	5,628,000	5,909,400	5,909,400	6,323,058	6,765,672
Primary Functions	25,147,500	26,404,875	26,404,875	28,253,216	30,230,941
Operating Expenditure	23,047,500	24,199,875	24,199,875	25,893,866	27,706,437
Capital Expenditure	2,100,000	2,205,000	2,205,000	2,359,350	2,524,505
Contribution to Local Municipalities	411,980,645	164,727,159	180,844,267	193,503,366	207,048,601
General	164,843,279	25,000,000	30,000,000	32,100,000	34,347,000
Delmas	22,535,076	12,493,590	13,487,617	14,431,750	15,441,973
Dr JS Moroka	47,043,482	26,136,015	28,215,474	30,190,558	32,303,897
Emalahleni	63,332,664	37,049,956	39,997,760	42,797,604	45,793,436
Steve Tshwete	43,042,633	24,843,575	26,820,204	28,697,618	30,706,451
Emakhazeni	21,455,241	11,488,358	12,402,406	13,270,575	14,199,515
Thembisile	49,728,269	27,715,665	29,920,805	32,015,262	34,256,330
Total Expenditure	514,619,524	274,204,593	294,250,960	314,848,528	336,887,925

INCOME: Annual income is expected to range between R 253 million and R 336 million per annum during the next five years.

EXPENDITURE: The maximum expenditure growth is determined by the National minister. The maximum growth limits for the 2008/09 and 2009/10 financial years are 6% and 6.5% respectively.

Councils expenditure will average about R514 million per annum from 2009 to 2013 while the capital grants to local municipalities are expected to be in the order of about R 411 to R 207 million per annum.

The following is a summary of the main challenges facing the Finance Department of the NDM during the next few years:

- § Researching an alternative replacement of RSC levies
- § Capacity Building
- § Spending on projects
- § System of delegations

Funding for attainment of MDGs

7.3 PERFORMANCE MANAGEMENT SYSTEM

It is common cause that the review of the IDP has to go hand-in-hand with the implementation of a performance management system throughout the budget cycle. Hence, monitoring, evaluation, measuring and reviewal of the performance of municipalities against indicators and targets as set in their IDPs become necessary.

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 is aimed at ensuring that municipalities monitor their Integrated Development Plans and in doing so continuously improve their operations performance and accountability.

The Minister for Provincial and Local Government promulgated and prescribed General Key Performance Indicators under Government Notice R.796 dated 24 August 2001. These Performance Indicators are as follows:

- § the percentage of households with access to basic level of water sanitation electricity and solid waste removal;
- § the percentage of households earning less than R1100 per month with access to free basic services;
- § the percentage of a the Council's capital budget actually spent on capital projects identified for a particular financial year in terms of Council's Integrated Development Plan;
- § the number of jobs created through Council's local economic development initiatives including capital projects;
- § the number of people from employment equity target groups employed in the three highest levels of management in compliance with Council's approved employment equity plan;
- § the percentage of Council's budget actually spent on implementing its workplace skills plan; and
- § financial viability.

It should be noted that some of the indicators prescribed by the Minister can not be included in the Performance Management System of Council as they represent functions or areas not under the control of Council. They have, however, been included in the schedule of key performance indicators with an indication that they are not applicable at present. Once the powers and functions of Council have been

finalised they will be included and reported on as prescribed.

The Municipal Systems Act also 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 Councillors, 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
- § Conduct an internal audit on performance before tabling the report.
- § Have their annual performance report audited by the Auditor-General
- § Involve the community in setting indicators and targets and reviewing municipal performance

Objectives of PMS in the NDM

- § To facilitate increased accountability
- § To facilitate learning and improvement
- § To provide early warning signals
- § To facilitate decision-making

Principles Governing Performance Management

The following principles inform and guide the development and implementation of the Nkangala District Municipality's performance management system:

- § Simplicity
- § Politically driven
- § Incremental implementation
- § Transparency and accountability
- § Integration
- § Objectivity
- § Clear and acceptable

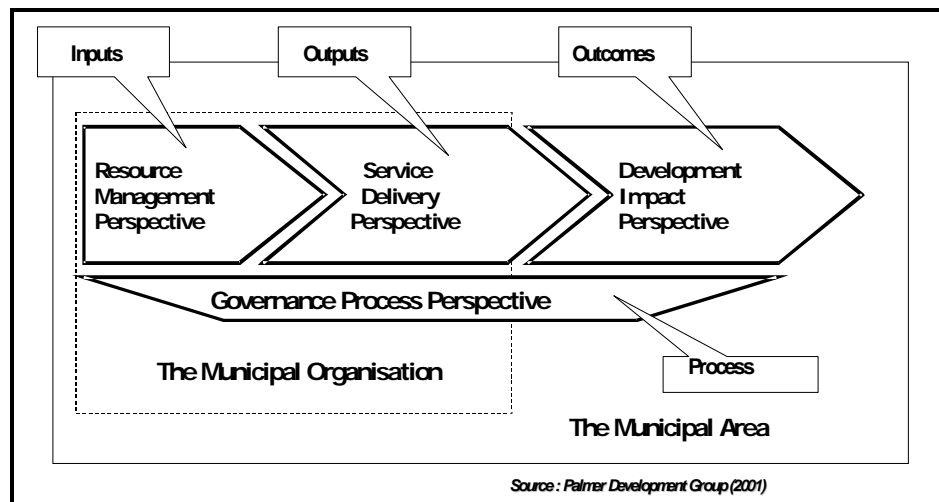
Performance Monitoring and Review

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.

To ensure a balanced multi-perspective examination of the Nkangala District Municipality's performance, a Municipal balanced Scorecard model was adopted for the measuring of performance in the municipality. This model has been proved useful in performance management.

a) The Municipal Scorecard: The municipal scorecard is depicted in figure 22 below.

Figure 22: The Structure of the Municipal Scorecard



The Municipal Scorecard is based on the following four key perspectives:

The Development Impact Perspective: In this perspective the Nkangala District Municipality needs to assess whether the desired development impact in the municipal area is being achieved. This perspective constitutes the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It is, however, difficult to isolate development outcomes for which the municipality is solely accountable. The development priorities and indicators often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area is useful in showing whether the policies and strategies are having the desired development impact.

The Service Delivery Perspective: This perspective indicates how the municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

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

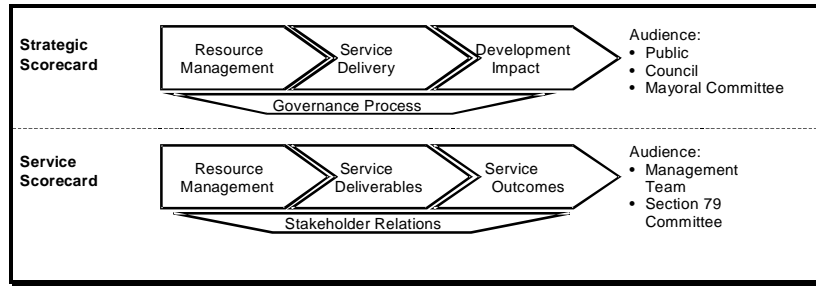
- § Financial Resources
- § Human Resources
- § Information
- § Organisational Infrastructure

Governance Process Perspective: This perspective indicates how the municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective includes, amongst others:

- § Public participation
- § Citizen satisfaction
- § Access to Information

b) Scorecards at different levels: There are two levels of scorecards for Nkangala District as depicted in figure 23 below.

Figure 23: 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.

c) Scorecard concepts

- **Objectives:** are statements about what a service wants to achieve.
- **Indicators:** are measures that indicate whether progress is made towards achieving objectives.
- **A baseline measure:** is the value of the indicator before the start of the programme or prior to the period over which performance is to be reviewed.
- **A target:** is the value of the indicator that needs to be achieved by a specified time.
- **The measurement source and frequency.** indicate where the data emanates from and how frequently it can be measured and reported. This information assists the auditing process.

These have been used as the basis of the plans for the strategic and service scorecards.

d) Criteria for Good Indicators:

- § Focused and Specific
- § Measurable
- § Valid and Relevant
- § Reliable
- § Simple
- § Minimise perverse consequences
- § Data Availability

The process of Managing Performance

The annual process of managing the performance of the Nkangala District Municipality involves the following components:

- § Co-ordination
- § Performance Planning
- § Measurement, Analysis and Reporting
- § Performance Reviews
- § Performance Auditing

a) Co-ordination: Co-ordination of the implementation of the planning, measurement, reporting and review process requires a multi-disciplinary team, representative of the organisation and its key processes. A performance management team has already been established including the

- § Municipal Manager and the Executive Mayor
- § Managers
- § Councillors

The combined responsibility for performance management and the Integrated Development Plan, indicated below, are maintained, as they are inseparable.

b) Performance Planning: Because performance is managed in terms of the Integrated Development Plan, the IDP process constitutes the process of planning for performance. It is ensured that for all the priorities in the Integrated Development Plan, objectives, indicators and targets are developed.

c) Measurement and Analysis: For each indicator the scorecard requires a responsible official, usually the respective line manager, to be designated. While this official is not necessarily accountable for performance on this indicator, he/she is responsible for conducting measurements of that indicator, analysing and reporting these for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They also analyse the reasons for performance levels and suggest corrective action where necessary.

It is anticipated that annual surveys will be undertaken in the near future to provide data for indicators organisationally and for the different service scorecards. These may include:

- § An annual citizen satisfaction survey conducted for households and business in the Nkangala District
- § An employee satisfaction survey that is conducted internally

An overall analysis of the municipal performance with respect to the strategic scorecards and service scorecards will be made during annual reviews. Such an analysis will pick up trends in performance over time and over all departments.

d) Performance Reporting and Reviews: The figure below (figure 24) provides a picture of the annual process of reporting and reviews.

The flowchart illustrates the Council's Quality Control and Co-ordination by the PM Team. At the top, the **Council** and **Public** are connected to a central black oval labeled **Audit by Committee at year end review**. This oval is linked to **Strategic Scorecard** (from Council) and **Strategic Scorecard + Citizens' Report** (from Public). Below this is the **Mayoral Committee**, which receives input from the **Strategic Scorecard** and **Summary of Services**. The **Mayoral Committee** oversees the **Management Team** and **Sec 79 Committees**. The **Management Team** is connected to a central black oval labeled **Quality Control and Co-ordination by PM Team**, which also receives input from the **Service Scorecard**. The **Sec 79 Committees** also provide input to this central oval. At the bottom, four **Departments** are shown, each providing input to the **Service Scorecard**. A vertical arrow on the right indicates a timeline of reviews: **Annual review by Council & Public**, **Review and Adoption of Improvement Measures by Mayoral Committee (6 monthly)**, **Evaluation by Management Team and Section 79 Committees (Quarterly)**, and **Departmental Evaluation (Monthly)**.

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.

Section 79 Committee Reviews: Each Section 79 Committee is required to review the performance of their respective services against their service scorecard. The Section 79 Committee appraises the performance of the service against committed targets. Where targets are not being met, the Section 79 Committee ensures that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant Section 79 Committee. Changes in indicators and targets that fall within the strategic scorecard are approved by the Council.

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.

Incentives for Excellent Performance: The Mayoral Committee not only pays attention to poor performance but also to good performance. The Mayoral Committee acknowledges good performance by way of an Annual Mayoral Award for Excellent Performance.

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.

4.6 THE WAY FORWARD

It is clear that the Nkangala District Municipality achieved major successes during the past decade – in many instances under very difficult circumstances. There were many lessons to be learnt along the road, and some mistakes were made. The District as a whole is, however, now much better equipped and geared towards service delivery than before. Given its current institutional memory, human resources and financial capacity, the Nkangala District Municipality can look forward to facing the following challenges which are deemed to be the top priorities for the second decade of democratic local government in the District:

4.6.2 Governance and Administration

- § Streamlining of the organisational structure and internal administrative processes of the Nkangala District Municipality in order to be able to deal with developmental issues in an efficient and effective manner.
- § Ensuring that all municipalities within the Nkangala District comply with at least a minimum level of institutional capacity.
- § Further enhancing the alignment and coordination of initiatives and projects of external service providers with that of local municipalities within the District.
- § The broad-based capacitation of the community on issues relating to economic development and job creation, health, safety and security and education by way of enhanced communication programmes.
- § Establishment of an efficient Ward Committee system in all municipalities and in both the urban and rural areas.
- § Implementation of a system of fully capacitated Community Development Workers throughout the District.
- § Continued participation of all service providers in the Nkangala IDP process and a continuous improvement in the standard of inputs provided.
- § Improved, and more scientifically based linkages between community needs and the projects and programmes rolled out by service providers.
- § More focus on Implementation Monitoring in order to ensure that service delivery takes place at a satisfactory level.
- § Increasing the revenue of especially the disadvantaged municipalities. Their ability to raise revenue is impeded by:
 - § the lack of sustainable economic activity in these areas, and compounded by
 - § a lack of the appropriate institutional capacity to be able to collect the revenue that should accrue to the municipality.
- § Pro-actively preparing for the abolition of the RSC levies, which pose a clear threat to the fiscal capacity of the District to continue with the sustained expansion of service delivery in the region.
- § Implementation of Free Basic Services Systems in all the Local Municipalities.
- § Implementation of the Property Rates Act in all the Local Municipalities in order to broaden the income base.
- § Management of unfunded and underfunded mandates assigned to the District and Local Municipalities.

4.6.3 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 District (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).
- § Establishment and formalisation of the 55 identified Multi Purpose Community Centres in the District, and specifically the first thirteen pilot projects.

4.6.4 Economic Development

- § The narrowing of the gap between the first and second economy and providing equitable access to economic opportunities and the supporting infrastructure and services to all who reside in its area of jurisdiction.
- § Contending with escalating backlogs and high absolute poverty figures in urban areas (Emalahleni and Steve Tshwete), due to significant rural-urban migration as a result of unemployment and poverty in the more remote areas of the District.
- § Addressing the high rates of poverty (average rate of 46, 8% for the District), especially in the northern parts of the District (Dr JS Moroka and Thembisile), and “opening up” these areas to the broader regional economy.
- § Optimally utilising the development potential associated with the Maputo corridor which runs through the central part of the District, the mining and electricity generating capacity in the area, the agricultural potential, and the tourism opportunities in the northern parts.
- § Successfully implementing the Nkangala LED Strategy and specifically the first five anchor projects.
- § Focus on targeted skills development linked to the economic opportunities in the Nkangala District.

4.6.5 Concluding Remarks

Key Focal Areas as reaffirmed through the processes that have informed this IDP include:

- § The need to fast-track Infrastructural Development initiatives and Service Delivery focusing on provision of free basic services; water; sanitation; electricity; roads & storm water etc.
- § The need for our LED interventions to address issues of economic development; skills development; job creation and poverty alleviation.
- § The need to align our IDP with the PGDS and the NSDP as an inclusive instrument around which planning should take place towards addressing socio-economic challenges confronting our Region.
- § The need to enhance our financial performance and management to enable our adequate response to all the developmental challenges confronting our communities
- § The need to enhance the performance of the District by inculcating the culture of performance management in all our processes.
- § The need to deepen community participation and Intergovernmental Relations in all our processes geared towards bettering the lives of our communities.
- § The need to continuously monitor the implementation and attainment of the developmental objectives as encapsulated in the District IDP.

"We will have time to reach the Millennium Development Goals – worldwide... – but only if we break with business as usual. We cannot win overnight. Success will require sustained action across the entire decade between now and the deadline. It takes time to train the teachers, nurses and engineers; to build the roads, schools and hospitals; to grow the small and large businesses able to create the jobs and income needed. So we must start now... Nothing less will help to achieve the Goals."

– Former United Nations Secretary-General - Kofi Annan
